POLITECNICO DI MILANO

Faculty of Industrial and Informational Engineering
Master's Degree Program in Management Engineering

POLITECNICO

MILANO 1863

Dissertation

Innovation Through Participation:
How Collectives Can Create New Meanings

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Academic Year 2020-2021

Acknowledgements

Throughout the writing of this dissertation I have received a great deal of support and assistance.

I would first like to thank my Supervisor, Professor Emilio Bellini, whose trust has offered me the opportunity to explore a field of high personal and academic interest. However, I wouldn't feel so serene throughout the research activities without being encouraged by the Supervisor Assistant Federico Artusi, whose expertise and support were invaluable.
You provided me the insights and tools that I needed to successfully complete my dissertation.

I would like to acknowledge all the professionals that I had the opportunity to interview for their wonderful collaboration. It was an honour for me to deepen your realities by embracing an internal point of view for each case study.

I would also like to thank my loved ones who have encouraged me with constant presence throughout the academic years, taking me by the hand in those moments of greatest difficulty.

Finally, I would like to thank those who are still able to imagine alternative scenarios without surrendering to the status quo.

To all the sensitives, you are irreplaceable.

Abstract

(English Version)

Worldwide organizations are currently facing a significantly changing context that challenges them to confront with new competitors and growth drivers. It is well established that the priority for managers has become the ability to introduce innovation in products, services and operations (Schumpeter, 1934) because of its potential to alter current scenarios by proposing solutions to corporate, individual and mass problems.

This study aims to investigate the possibility of introducing innovations by groups of proactive users, who might become the bearers of new practices. Specifically, it investigates collectives' capability and practices to introduce Innovation of Meanings following a Design-Driven Innovation approach. Innovation of Meaning aims at redefining the long-term value drivers that underpin the identification of the needs, problems and opportunities (Artusi & Bellini, 2020), focusing on an un-identified problem. It specifically deals with hedonic consumption, the totality of those facets of consumer behaviour that relate to the multisensory, fantasy and emotive aspects of product usage experience.

To validate the theory according to groups of individuals reunited in solid communities may become innovators that operate following a linear and clear process, five case studies were considered. The cases were divided into three categories (urban regeneration, collaborative living projects and alternative food systems) and valuable information was produced by the operation of the Gioia methodology conducted on the interviews collected. The results support the impact of groups of proactive users for the generation, development and sharing of new meanings.

These findings prove that bottom-up movements are precursors of new habits and lifestyles which, if promptly recognized and embraced, allow companies to generate value and competitiveness. Therefore, already structured businesses could embrace this perspective studying the movements of groups of proactive users to observe or implement in advance elements of change that can allow companies to design products and services focused on the next-normal.

Abstract

(Italian Version)

Al giorno d'oggi le organizzazioni di tutto il mondo stanno affrontando un contesto in continuo cambiamento che impone loro la necessità di confrontarsi con nuovi competitor e adottare nuovi driver di crescita. Nello scorso secolo sono emerse teorie secondo cui la priorità per i manager deve essere l'introduzione di innovazione in prodotti, servizi e operations (Schumpeter, 1934) poichè l'innovazione è in grado di alterare gli scenari attuali proponendo soluzioni a problemi aziendali, individuali e di massa.

Il presente elaborato si propone di indagare la capacità di gruppi di utenti proattivi nell'introduzione di nuove abitudini e stili di vita mediante prodotti e servizi innovativi. Pertanto, lo studio indaga la capacità della collettività di introdurre innovazione di significato mediante un approccio Design-Driven Innovation, identificandone i processi e le pratiche. Infatti, l'innovazione di significato mira a ridefinire i driver di valore a lungo termine alla base dell'identificazione dei bisogni, dei problemi e delle opportunità (Artusi & Bellini, 2020), concentrandosi su un problema non identificato. Essa si occupa specificamente della dimensione edonica, la quale analizza il comportamento del consumatore approfondendo gli aspetti multisensoriali ed emotivi dell'esperienza di utilizzo del prodotto.

Per convalidare la teoria secondo cui gruppi di individui riuniti in solide comunità possono diventare innovatori e operare secondo un processo lineare e chiaro, sono stati considerati cinque casi studio. I casi sono stati suddivisi in tre categorie (rigenerazione urbana, progetti di vita collaborativa e sistemi alimentari alternativi) e mediante l'applicazione della metodologia Gioia, condotta sulle interviste raccolte, sono state trovate preziose informazioni in grado di estendere le attuali teorie di Innovation of Meaning. Inoltre, i risultati ottenuti supportano la teoria secondo cui l'impatto di gruppi di utenti proattivi sulla generazione, sviluppo e condivisione di nuovi significati è rilevante e non trascurabile.

Questi risultati dimostrano che i movimenti bottom-up sono precursori di nuove abitudini e stili di vita che, se riconosciuti e adottati tempestivamente, consentono alle aziende di generare valore e competitività. Pertanto, le imprese che abbracciano questa prospettiva e studiano i meaning proposti dalle collettività sono in grado di implementare proattivamente elementi di cambiamento che possono consentire loro di progettare prodotti e servizi incentrati sul next-normal.

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Executive Summary

Research purpose

Nowadays, pursuing an entrepreneurial ambition is an exciting challenge that benefits from different growth drivers. While in the past companies were required to maximise the quantity produced or minimize the unitary cost of production, over time the focus has been concentrated on the ability to make profits (Porter, 1980) by increasing the value of products, both goods and services. In today's disruptive world, managers running a business cannot defend the competitive advantage of the company by remaining stable, but they need to move very reactively compared to the exogenous variables that rapidly alter the context. Furthermore, factors such as globalization have challenged companies to confront with new competitors; consequently, the increased competition complicated the role of management that is pursuing ambitious and demanding objectives.

In such a rapidly transforming context, in which the source of competitive advantage changes with equal speed, the priority for managers has become the ability to introduce innovation in products, services and operations (Schumpeter, 1934). Consequently, business innovation refers to the search for a new business model, new practices regarding products, processes and procedures, with the aim of a general and continuous improvement. Despite the need to innovate is widely recognized, companies struggle to align with this request as introducing business innovation means to hinder the defence of existing positions of the core businesses, in favour of new developments and scenarios. Indeed, even if most managers claim innovation as their highest priority, many of them are disappointing in their ability to stimulate innovation and to deal with the complexity that comes with it, because to foster innovative practices and products within organizations the support of corporate culture is essential (Chen et al., 2018). Moreover, innovations do not exclusively produce benefits for organizations that aim to protect their position in the competitive arena, but they play an important role in the economic and social growth, since they can improve the ability to solve critical problems.

Hence, this thesis aims to deepen the issues related to innovation, recognizing its ability to alter contexts by proposing solutions to corporate, individual and mass problems. The focus will be mainly on the sources of inno-

vation, the actors involved and the socio-economic consequences, adopting a double perspective that embraces innovation in its inside-out declination and the strength of collectives. More precisely, this study investigates the possibility to introduce innovation of meaning by groups of proactive users, who become the bearers of new practices. The aim is therefore to expand the existing knowledge considering the current literature as a solid basis, but aiming to enhance the notions on innovation and, more precisely, on the Design-Driven Innovation field.

Literature Review

Gathering information from different academic journals and other published sources allowed to explore the state of the art of innovation theories, which delve into the existence of three different innovation drivers: technology, market and meaning. More precisely, among the innovation drivers recognized by the scholars, the thesis will deepen the most recently discovered, the meaning. Simultaneously, bottom-up approaches were examined, according to the author's aspiration to identify the role of groups of proactive users in the Innovation of Meaning.

Indeed, over the years the meaning theories have seen the contribution of researchers from different sciences in the service of knowledge enhancement. The scholars, exploring different fields such as sociology and anthropology, historically identified the existence of meaning as a symbolic dimension, discovering an intimate relationship between users and products.

The first contribution to the theories of meanings applied to a corporate context identified the meaning as a factor impacting the consumer's propensity towards a specific product (Levy, 1959). According to Levy's contribution, the meaning represented the driver of the consumer's choice and leaded him to the selection of one product through the disclosure of emotional stimuli and through an intense cognitive process contaminated by external factors. Subsequently, the enlightened statement of K. Krippendorff expanded the theory of meanings, moving to an even deeper dimension; indeed, according to the scholar, meanings indicate the sense of existence and use of the product, transporting it into the dimension of design, the discipline that "is making sense of things" (Krippendorff, 1989).

Twenty years later, R. Verganti introduced a significant contribution to the meaning theories, who extended Krippendorf's assumption, establishing meaning as the third source of innovation, together with technology and market, and strengthening its relationship with design (Verganti, 2009). Moreover, the constant attention to meanings has, over the years, triggered the deepening of the actors and practices of Design-Driven Innovation within the company contexts.

It is precisely in this area of research that the author has identified the opportunity to investigate the role of proactive individuals extraneous to the corporate context but potentially active in the introduction of new mean-

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ings. Indeed, the meaning is a creative component of technology and design that considers significant only what belongs to the personal dimension and which is decisive in reference to the context of the user (Sääksjärvi & Gonçalves, 2018). Therefore, Innovation of Meaning may be strictly related to users and their individual and symbolic dimensions.

The first evidence reported in the literature of the existence of a product symbolic dimension belongs to Ulrich Neisser, who, long before the emergence of the Innovation of Meaning approach, carried out an experiment asking the interviewees to define a specific object and obtaining numerous areas of definition through the answers (name, use, cost, materials, durability, etc). When the same request was proposed to consumers who felt greater attachment to the object in question, new dimensions were unconsciously added. Among these, the sensations that the object originates, the name or the role of the person who donated it and the ways in which the product matches the lifestyle of the interviewee were included (Neisser, 1976).

The experiment's outcomes highlight three different categories of meanings: functional when linked to the use of the product, symbolic when the product expresses a characteristic of its user and allows him to socialize, and emotional which represents the sensations aroused in those who use it (Dell'Era et al., 2018; Verganti & Öberg, 2013; Neisser, 1976). Moreover, Innovation of Meaning is rooted precisely on the symbolic and cognitive spheres, represented by the sociological and philosophical dimensions which reason on the meaning of life (Verganti & Öberg, 2013), thus making meaning the representation of the personal purpose, the individuals' role in society and a support for their well-being (Hassenzahl, 2013). Lastly, what emerges from Neisser's experiment (Neisser, 1976) is the existence of an individual semiotic cognitive sequence that processes meanings. The semiotic cognitive sequence consists of three steps: the meaning ready to be shared is encoded in elements of development and design, then many meanings are created as the number of reconstructions by the receiver are, and, finally, a single meaning is maintained. The process is triggered by the interaction with individuals, by the interaction between individuals and by the changings of socio-cultural contexts (Sääksjärvi & Gonçalves, 2018; Verganti & Öberg, 2013; Krippendorff, 1989; McCracken, 1986; Neisser, 1976).

The innovation strategy that leads to products and services related to a new meaning is called Design-Driven Innovation (DDI). Companies that adopt DDI instead of making proposals, put forward a vision (Verganti, 2009). "What something is to someone corresponds to the total sum of its imaginable contexts" (Krippendorff, 1989), and it is not difficult to believe that the *Design-Driven Innovation is an expansion of the number of imaginable contexts*.

Given meanings peculiarity of not being stable over time, it is not possible to refer to a completely linear process of meanings transformation, indeed

the process of Design-Driven Innovation is not codified into steps (Verganti, 2009). However, firms that aim to introduce Innovation of Meaning can refer to the following guidelines.

Firstly, it is necessary to understand the current meaning in the category of products of interest, analysing their functional, symbolic and emotional characteristics (Dell'Era et al., 2018; Crilly et al., 2004; P. H. Bloch, 1995). Then, the firm should focus on the generation of a new meaning through a process of interpretation and criticism. Indeed, when proposing new meanings to society, to effectively create value, the new opportunities must meet the needs of emerging lifestyles (Dell'Era et al., 2018). Finally, it is necessary to take care of the embodiment of the meaning in the product. Despite the three guidelines refer to meaning creation and development through new products, the attention should not end with the encoding of the meaning. On the contrary, it should consider the activity of meaning decoding carried out by consumers. Indeed, when the customer becomes aware of the product and approaches experience touchpoints, the decoding phase begins through a semiotic-cognitive sequence (Kazmierczak, 2003).

Historically, innovation of meaning has been pioneered by groups of visionaries, individuals that act as technological gatekeepers of cultural production (Dell'Era et al., 2018). To create long-term, sustainable wellsprings of growth, managers must step outside of a structural innovation paradigm and re-embed consumers and producers back into society (Simanis & Hart, 2011). The gatekeeper collects and shares information about important changes in the internal and external environment (Boer & During, 2001).

The origin of new meanings foresees the involvement of external players who intervene in the interpretation phase, offering the company new perspectives and several interpretations. The broad network of actors offers its contribution to the development of new product meanings by providing four capabilities: interpretation, creativity, dynamic and management capability (De Goey et al., 2019; Verganti & Öberg, 2013).

Firms that develop Design-Driven Innovation step back from users and take a broader perspective (Verganti, 2009) collaborating with interpreters. Interpreters are experts that have a common characteristic: they look at the same user experience or phenomena [...] although from different perspectives (Altuna Lertxundi, 2016). They might be firms in other industries that target the same users, suppliers of new technologies, researchers, designers, and artists.

Moreover, the new meaning creation would not be successful if professionals and individuals concerned with it did not deal with product semantics, the study of the symbolic qualities of man-made forms in the cognitive and social contexts of their use (Krippendorff & Butter, 2008). Therefore, as stated by numerous scholars, the culture provides the lens though which the individual views phenomena.

Encoding in products and decoding through cognitive schemas phases are also protagonists of an inverted dynamic, since a fascinating characteristic of meanings is their dependence on the context which can be itself transformed by human beings. As a matter of fact, members of a culture are constantly engaged in the constitution of the world they live in. Individuals possess the ability to shape the surrounding environment, using artefacts as carriers of vital, tangible record of cultural meaning that is otherwise intangible (McCracken, 1986). If meaning is a construction, it can be assumed that it does not exclusively require to be communicated, but can be co-generated, as a collective and personal act in interaction with society (Altuna Lertxundi, 2016). According to Charles Kurzman, social movements may be a particularly conducive site to privilege meaning making, because their activities foreground persistence to the dominant norms and institutions of society (Kurzman, 2008) introducing social innovations. Despite the lack of an official definition, this thesis refers to social innovation in its declination as the process of transformation of social relations through the collective action of groups which, by mobilizing resources and professionals, impose new needs and new methods to satisfy them (Schachter 2017). What emerges is that social innovation is social both in its purpose and in the medium, thanks to the process of collective creation (Amanatidou et al., 2018) which, based on the interaction of individuals and on the sharing of the knowledge, allows to reach new scenarios with unpredictable results. In recent times, social practices are represented by a clear separation between private and public favoured by the practices of living, density, legal and financial instruments (Tummers, 2015). Within this frame of reference, the bottom-up approach - continuum between institutional participation and community-based initiatives - has concentrated its effort on numerous projects aimed at reducing the gap between the public and private spheres, to establish valuable relationships between different actors and resources all over the world. When referring to heterogeneous initiatives based on the principles of progressive redistribution, ecological sustainability and social responsibility (Roberts et al., 2016) occurs involving citizens, institutions and other facilitators of cultural expressions, three fields rise up:

- Urban regeneration is the attempt to improve the physical structure, and, more importantly and elusively, the economy of a selected area. Urban regeneration programmes are supported by public institutions, who provide funding to favour private investments;

- Alternative Food Systems often originate from those communities or social movements traditionally sensitive to issues related to ethical consumerism, food justice and food sovereignty (Tricarico et al., 2019);

- Collaborative Living is a term not yet codified in a unitary way and which characterizes the collaboration between residents in different phases of the project: from conception to housing. Collaborative living

initiatives fit in the societal trends of decentralisation, increased self-reliability and demand for participation and custom-made solutions (Tummers, 2015).

Research Gap

The literature review arouse the author's willingness to understand whether it is possible to extend the pool of actors that become the bearer of a new meaning and which process they should implement. Historically, the development of IoM projects benefited from a small group of innovators, who enjoyed available resources to generate and serve the new meaning. Among these, the literature identifies the lone genius, who enjoy sensitiveness and leadership, and the radical circles, which through phases of experimentation and criticism pursue the new meaning. Nevertheless, the effectiveness of a large group of individuals extraneous to the corporate dimension and moved by an intrinsic motivation remains unexplored.

Furthermore, there are blurred areas about the process conducted for the introduction of a new meaning because so far, given meanings peculiarity of not being stable over time, it was not possible to refer to a completely linear process of meanings transformation. Indeed, the process of Design-Driven Innovation is not codified into steps (Verganti, 2009).

The literature gaps were then merged in the definition of three research questions:

1. What is the most significant contribution of groups of proactive users to Innovation of Meaning?

2. What actions should collectives take to enhance the new meaning?

3. What are the main factors that influence the success of the new meaning in the socio-cultural context?

Methodology

To solve the research questions emerged after the literature review, a qualitative methodology was performed, by focusing on two main phases: data collection and data analysis. Data collection refers mainly to desk research, e-ethnography and interviews, while data analysis was based on clustering techniques that transformed interviews into valuable information.

The desk research activity looked for case studies that would allow expanding the attention to the introduction of products and services with a strong socio-cultural impact. Furthermore, consistently with the objectives of the thesis, cases with the following characteristics were considered:

- presence of a community of individuals strongly involved in the creation and development of products and services innovative in their symbolic dimension;

- the existence, within the community, of proactive users, who are at the same time creators and addressee of the new meaning;

- the desire to introduce a new product or service is based on an inside-out approach originated from the strong willingness to respond to the needs that emerge from the immersion in the socio-cultural context;

- localization within the boundaries of the Metropolitan Area of Milan, focusing the attention on a highly dynamic city in which social and economic phenomena move at a high speed and sometimes in antithesis with the needs of its citizens.

According to the criteria listed, twenty-four case studies were initially obtained. The list then underwent a reduction according to the quantity and quality of information available on the promoters of the project as dictated by the first discriminating criterion, thus obtaining a middle pool of eighteen case studies. To each project was assigned the year of implementation and the typology, distinguishing it in collaborative living, urban regeneration and alternative food systems. Subsequently, the list was further reduced by the selection of the cases of greatest interest, evaluating the operation of the project and its attention to community and externalities. The final list included Base Gaia, Cohousing Chiaravalle, HUG Milano, A Ritmo d'Acque e L'Alveare Che Dice Sì!.

Base Gaia is the first self-produced Italian cohousing, born in Milan in 2013. The project was desired and followed in all its phases by an initial nucleus of four families subsequently extended to a group of ten families which, after the foundation of Base Gaia Società Cooperativa, turned to a pool of professionals for the construction of a highly eco-sustainable building. Base Gaia was founded on three pillars: the consensus method for the consideration of individuals' needs without exclusion, ecological and economic sustainability, and, lastly, the opening to the neighbourhood.

Cohousing Chiaravalle, similarly to Base Gaia, is a cohousing placed in Milan. The main difference between the two cases is that Cohousing Chiaravalle benefits from the support of *cohousing.it*, an important community that seeks to expand cohousing practices and projects since 2008. Cohousing Chiaravalle aims to host everyone; there are no age or category limits because according to its main pillar everyone is a resource to be valued. Other pillars are care for nature, attention to environmental issues and the desire to relate to each other while respecting everyone's diversity.

HUG Milano is a bistro that offers a working space, events and hospitality. It was born from the idea of three women who decided to pursue, in compliance with the principles of eco-sustainability and social integration, the aim of proposing a place for meetings and aggregation in the name of cultural interests fulfilling the social function of human and civil maturation

and growth. Moreover, HUG Milano offers a WeMi space, a point of reference for the inhabitants of the NoLo neighbourhood in their relationship with the Municipality. It has become the representation of the urban regeneration activities that took place in the area, and, since March 2018, it has been managed by Stefano Zoli, president and manager of the cultural association that boasts a unite community.

A Ritmo D'Acque is a project proposed by a partnership network composed by BASE Milano (lead partner), Bepart Società Cooperativa Impresa Sociale, Ideas - Bit Factory, Local Logic srl, J'eco srl, Turbolento Thinkbike ssd, RCM Foundation - MUMI, with the support of the Fund European Regional Development (ERDF) of the Lombardy Region. The objective of the project is to enhance peripherical areas of Milan through cycle and pedestrian itineraries, supported by multisensory installations and augmented reality experiences.

L'Alvreare Che Dice Sì! was born in 2011 in France and in 2015 it was incubated at the I3P Incubator of Politecnico di Torino. It is an online platform where local producers and consumers come together to support the consumption of fresh, genuine and local products. Consumers who register on the site can buy whatever they need at the selected "alverare", choosing the products and the pick-up day from those available directly on the platform. The collection of products takes place weekly on the day of distribution organized by the "gestore", a person in charge with keeping relationships with the farmers and selecting suppliers or planning events to create a real network of relationships and direct knowledge.

To collect the interviews, the main promoters of the projects were contacted and were asked to narrate the case study from an internal and profound point of view. For each case study, only one interviewee was reached. Each interviewee was informed in advance of the reference topic and the purpose of the dissertation, without however anticipating the questions he would receive. The researcher conducted semi-structured interviews, favouring continuous flows of dialogue. Interviews allowed the author to explore specific topics represented by the following questions:

- Were the end users involved during the implementation?

- Do the stakeholders actively participate in the project realization?

- Are the stakeholders aware of the existence and strength of the new meaning?

- Do users collaborate with each other in everyday activities?

The interviewees indirectly answered the previous questions in an individual and telematic session lasting approximately one hour, recorded by the interviewer. Since the aim of this thesis is to provide a contribute to innovation

knowledge, the approach that was used to transform interviews into valuable information refers to Gioia Methodology, developed and presented by Gioia in the article "Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology" (Gioia et al., 2012). The methodology suggests using a systematic approach for evaluating valid results, extracting theories of value for different domains and using interviews as the fundamental source of information. To do this, is necessary to break down the interviews into elementary sentences whose content is atomic and valuable, and called first order concepts. Therefore, the researcher has to label the first order concepts bringing them together in classes of second order themes, to then perform a clustering activity. Lastly, aggregate dimensions emerge; aggregate dimensions tend to be homogeneous and mutually exhaustive, while bringing together heterogeneous units.

Results

The Gioia Methodology conducted arouse six aggregate dimensions briefly and alphabetically described below.

- The Interpreters aggregate dimension corroborates the importance of interpreters favoured by traditional theories on Innovation of Meaning. However, the cases analysed have highlighted an overturned role of interpreters, who cease to be important sources of new arguments (Verganti & Öberg, 2013) but present themselves as suppliers of knowledge to fill existing gaps in the encoding of the new meaning.

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
The time dedicated by the territorial actors has the aim of reasoning together on the project.	Merging Insights	
		Interpreters
We benefit from the knowledge sharing of professioanls.	Resources & Skills	

Table 1: Interpreters aggregate dimension.

- Forging the Socio-cultural Scene refers to the capability of collectives to alter the contexts in which they are immersed, originating new scenarios that were strongly felt and imagined. The intensity of the phenomenon is a function of numerous factors, including individuals' will, communication skills and relationship with public institutions.

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
The Constitution is drafted downstream the sharing of the values.	Formalising the Momentum	
The Bolognese policy on cohousing was carried out by asking operators for indications, which were then accepted and included in the territorial plan.	Policy Metamorphosis	Forging the Socio-Cultural Scene
The activity of finding subscribers usually takes place through word of mouth and social media	Spreading The Vision	
The project will create the opportunity for people to have their own productive vegetable garden in the city.	Unfolding New Scenarios	

Table 2: Forging The Socio-cultural Scene aggregate dimension.

- The Community dimension refers to a group of individuals who perceived a malaise while experiencing existing lifestyles and cultures. Communities are complex groups founded on shared values, that pursue the same goal and whose success largely depends on internal interactions and available resources. Despite community peculiarity of offering stability to its members, it does not remain stable over time, but it experiences moments of expansion and moments of contraction.

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
There is the spirit of shared care.	Cultural Pillars	
If the vision of heterogeneity is adopted, potential conflict becomes opportunity	Internal Harmony	
People accept the hustle and bustle of the city, but sometimes they need refreshment.	Sensing Malaise	Community
The fee for the use of the common areas is formally established initially.	Setting Internal Rules	

Table 3: Community aggregate dimension.

- The New Meaning remains strongly connected to new scenarios, making them outlandish compared to what currently makes sense (Verganti & Öberg, 2013).

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
We wanted to build a reality that could collect social and aggregation ideas and that was able to develop them.	Cardinal Values	
A silent and immersive rhythm with respect to the context that sorrounds the tourist.	Coding in Symbolism	
		New Meaning
The AR installations narrate other visions.	Meaning Communication	
My partner and I have always has a passion for quality food and we often go in search of small farms.	Nucleus of Visionaries	

Table 4: New Meaning aggregate dimension.

- The Ongoing Design includes all the activities aimed at the creation and selection of alternatives and the sustainability of the project. Ongoing design often benefits from the collaboration of external actors, who are involved both during the realization of the project and in the execution phase, keeping constant attention to the extraordinariness of the project. Therefore, professionals confirm themselves as key figures that support the innovation process and the community.

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
This project then began to take shape.	Convergence	
After the settlement the community continues to be supported by experts.	Coordination of Expertise	
We have make a collection of case studies that have been a reference for us.	Divergence	
		Ongoing Design
The real estate operator who had developed the property had not been able to make it operational, so he agreed to allocate the space for our experiment.	Experimentation	
Precisely because these cohousing projects were born with the participation of the people who were there, they will necessarily have to change when the people inside them slowly change.	Project Adaptation To Community Changes	

Table 5: Ongoing Design aggregate dimension.

- Innovative Business models modify the traditional structure of costs and revenues thanks to new practices inapplicable in the previous scenario.

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
Some actors see in this project a chance to make their reality known.	Broadened Advantages	
The common areas of the building are sometimes rented outside.	Economic Sustainability	Innovative Business Model
The manager prepares the catalogue weekly, collaborates with the producers that according to their availability add their new products.	Operations	

Table 6: Innovative Business Model aggregate dimension.

Discussion

The origin of new meanings is well rooted in the internal dimension of individuals, who, through their culture and their sensitivity, become bearers of new visions through an inside-out approach. Although the generation of new meanings has so far been considered possible mainly within a company context, in which visionary actors at a managerial level benefit from numerous resources that can be used in favour of the realization of the new meaning, this research demonstrates that groups of proactive users are able to introduce meaningful innovation through the same inside-out process. While, so far, to create long-term sustainable wellsprings of growth, it was necessary for managers to step outside of a structural innovation paradigm and re-embed consumers and producers back into society (Simanis & Hart, 2011), the introduction of communities among the innovators of meaning allows to refer to actors strongly permeated within the society dimension and capable to proactively grasp and guide its mutations. Moreover, a well-defined process was recognised and split into different phases.

New meanings originate from the immersion of individuals in the socio-cultural context and in their reception of stimuli in the form of institutions, cultures, habits and lifestyles that turn into the sensation of malaise. For the purposes of this paper, a feeling of discomfort is not enough, but it is necessary that individuals who experience this discomfort transform it into a desire for change, implemented through the search for alternative solutions, and gathering together in solid communities.

The second action aimed at creating successful meanings is the interrogation of the interpreters, actors who observe and investigate the same phenomenon of reference. The collaboration with the interpreters allows to

overcome the phase of entropy, in which the approach to meaning is chaotic, and to move toward a phase of order and realization. The interpreters create a link between the new meaning conceptual dimension and the practical one. Downstream the interpreters' stage, the phase of realization of the meaning begins through project development. The translation of the meaning takes place through an experimental methodology, in which the necessary resources and successes are not known ex-ante, but they are explored and learned gradually. These activities are supported by professionals, who offer their knowledge and capabilities. Indeed, professionals are facilitators who offer their theoretical and practical knowledge in favour of the new meaning and its promoters. When the realization of the new meaning becomes operational, it is possible to devise and implement innovative business models aimed at building systems with alternative cost and revenue structures, unreasonable before the new meaning introduction. In this phase, the product is operational but still maintains the ability to change to reduce the possible perception gaps. Furthermore, since the context is not stable but constantly mutating, the realization of the new meaning can align with social or policy changes. The process of continuous product renewal pauses when the public institutions recognize the new meaning and attribute adequate policies to it. In such a situation, the new meaning is publicly defined and begins to assume general validity. The situation is also known as steady operations, in which the new meaning becomes a recognized and replicable institution.

Conclusions

From an academic perspective, the intersection of Innovation of Meaning theories and bottom-up approaches investigate the methodologies that allow groups of proactive users to generate and embrace new meanings, being facilitated by a deep immersion in the socio-cultural scene that offers them numerous stimuli translatable into alternative imaginable contexts. Moreover, a structured process was validated.

From a managerial perspective, the research offers a contribution both for companies at the beginning of their lifecycle and for those already structured. Firstly, the findings offer an overview of the process, outlining the main phases, the necessary resources and the ways in which they are transformed into an outcome. Secondly, the results of the thesis broaden the possibilities available to already structured companies that aim to frequently innovate their business and product portfolio. Indeed, already structured businesses could study and promote movements of groups of proactive users to observe or implement in advance elements of change that can allow to design products and services focused on the next-normal.

Despite the attempt to enlarge the existing knowledge, the research is affected by few limitations. Indeed, the one experiences are bounded to the narrowness of the context analysed (a restricted geographical area), the con-

sideration of already institutionalized communities, the analysis of phenomena that are still altering the socio-economical context and, lastly, the discretional view toward circumstances actually interconnected.

However, this thesis provides the opportunity to be investigated by following different paths for further research. First of all, having validated the theory that new meanings undergo a process of continuous change, it could be interesting to investigate the longevity of the meaning and the phases of its lifecycle after the steady operations phase. Secondly, it would be beneficial for Design-Driven Innovation theories to investigate if the level of awareness of the community might impact the success of the new meaning.

Having now approached the end of the executive summary, the writer is pleased to offer a final consideration that emerged from the research thesis.

Companies and public institutions should safeguard those sensitive individuals who are able to imagine the future of our organizations and cities.
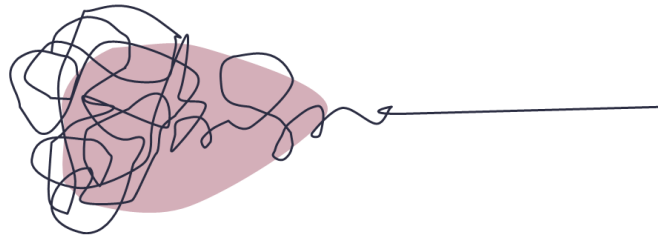
RESEARCH
PURPOSE

01/

Chapter 1

Research Purpose

The context into which people place the object they see is cognitively constructed, whether recognized, anticipated, or wholly imaginary.
— ***Klaus Krippendorff***, 1989

1.1   Problem Definition

In today's disruptive world, pursuing an entrepreneurial ambition and growing a business is an exciting challenge that benefits from different growth drivers. Indeed, the problems that companies face have changed over the years and are advancing at a very high pace, requiring different skills and resources. While, during the past decades, companies were required to produce at a fast pace to satisfy a growing demand or to reduce the unitary cost of production, over time the focus has been concentrated on the ability to make profits (Porter, 1980) by increasing the value of products, extending them also to the intangible dimension of services.

Nowadays, those who run a business cannot think of increasing their competitive advantage by remaining stable, because it is instead necessary for companies to move in advance or very reactively with respect to the exogenous variables that change the context and make it highly variable. Furthermore, factors such as globalization have challenged companies to confront with new competitors; indeed, the competition has become more intense in every sector, making the role of management incredibly complex, pursuing ambitious and demanding objectives. Therefore, in a rapidly changing context where the source of competitive advantage changes with equal speed, the priority for managers has become the ability to introduce innovation in products, services and organizations (Schumpeter, 1934). Consequently, business innovation refers to the search for a new business model,

new practices regarding products, processes and procedures, with the aim of general and continuous improvement. While the need to innovate is widely recognized, it is not easy for companies to align with this request as introducing business innovation means overcoming the natural tensions between the defence of existing positions (the core businesses) and the attraction towards new developments and scenarios. Indeed, even if most managers claim innovation as their highest priority, many of them are disappointing in their ability to stimulate innovation and to deal with the complexity that comes with it. To foster innovative practices and products within organizations, the support of corporate culture, one of innovation main drivers, is essential (Chen et al., 2018). Moreover, innovation does not only produce benefits for organizations that aim to protect their position in the competitive arena, but it plays an important role in the economic and social growth, since it can improve the ability to solve critical problems. For example, over the last decades, innovation has become a significant way to contrast critical problems spread worldwide, such as environmental issues (above all the rapid increase in CO_2 emissions) or social inequalities.

In such a context, the thesis aims to deepen the issues related to innovation, recognizing its ability to alter contexts by proposing solutions to corporate, individual and mass problems. Therefore, in the following chapters the attention will be paid to the sources of innovation, the actors involved and its socio-cultural consequences, adopting a double perspective that embraces innovation in its inside-out declination (Innovation of Meaning) and the strength of collectives. More precisely, this study investigates the possibility of introducing innovation by groups of proactive users, who become the bearers of new practices. The aim of this thesis is therefore to expand the existing knowledge considering the current literature as a solid basis, but aiming to enhance the notions on innovation and, more precisely, on the Innovation of Meaning field. To do this, a qualitative research was conducted and was based on the analysis of five selected case studies that have been investigated through desk research, e-ethnography and interviews. Furthermore, the methodology that supports this study, which made it possible to identify interesting findings and the related discussion, is based on clustering activities that transform poorly structured and not very objective sources into valuable information.

The reading of this thesis is recommended to all those who want to understand which is the key process for introducing innovation by groups of proactive users and which are the necessary resources to support the community during the creation and the implementation of the new meaning.

The paper is structured as follows: an initial part is dedicated to the literature review which, as anticipated, explores in parallel innovation in its inside-out declination, and bottom-up movements. This allowed the writer to refine the research question, which is presented in the next chapter. Subsequently, the methodology that allowed the processing of information from desk re-

search, ethnography and interviews will be introduced, accompanied by a careful and detailed summary of each case study, thus providing the readers the opportunity to immerse themselves in the reference context. Finally, the findings will be presented, followed by a discussion on the main results obtained.

1.2   Relevance of The Problem

As previously stated, the objective of this paper is to extend the knowledge about innovation theories, looking in detail at the dynamics and actors involved in the creation of Innovation of Meanings. Even if the origin of Innovation of Meaning theory is more recent compared to traditional ones, its relevance is fundamental for those organizations that aim to offer high value goods and services, performing in a dimension that is certainly difficult to explore but of great impact on consumers. According to J. Schumpeter, innovation is the implementation of new combinations (Schumpeter, 1927), and in many cases the innovator's success derives from recombining already existing solutions while creating new valuable opportunities. Such opportunities can be introduced in the symbolic dimension of the product. The symbolic dimension was explored by K. Krippendorff, who stated that what something is to someone corresponds to the total sum of its imaginable contexts (Krippendorff, 1989), and it is not difficult to believe that the Innovation of Meaning is an expansion of the number of imaginable contexts.

Over the years, many scholars have tried to understand the role of meaning within the interaction between consumers and products, or its relevance for innovation. In 2009, the contribution of R. Verganti made it possible to extend the horizon of innovation theories, classifying meaning as a source of innovation, beside technology and market. The theoretical enrichment has allowed many firms to consciously build and nurture a sustained competitive advantage by developing proposals for new ways of satisfying the deep emotional, psychological and socio-cultural reasons underlying consumer choices (Bellini et al., 2017). Still, although the importance of meaning in the products dimension is not debatable, the existing literature does not explore the process of Innovation of Meaning in a universal and linear way. Therefore, IoM has not yet reached a level of engagement in such an extent to obtain the attention it deserves. Lastly, the numerous theories on innovation do not consider, as relevant actors, groups of proactive users, relegating them to a purely passive position downstream the innovation process.

The contents proposed led the author's willingness to explore the role of groups of users to understand if their proactive activities may introduce value. Moreover, the desire for the abovementioned analysis places its roots in the awareness regarding the variability of the scenarios in which companies operate, and the individuals' strength to shape the surrounding con-

texts. Although the complexity of already existing theories, it remains to discover whether individuals who collaborate in close groups can be the promoters of new meanings.

1.3   Research Objective

In this session the research objectives are identified and the approach the author has taken to achieve them is discussed.

Firstly, the thesis objective is to understand if communities can create new meanings. This refers to the intersection between Innovation of Meaning and the bottom-up approaches by groups of active citizens, deepened through a research conducted with the analysis of books, papers and articles shared within the chapter of the literature review. The literature review's preliminary round allowed to obtain an extended overview about innovation and Innovation of Meaning, summarized in a framework that describes the concept definition, the purpose, the actors and the methodology.

CONCEPT DEFINITION   Narration of the reference topic, of which it
                                      allows to identify the key characteristics.

PURPOSE   Objectives that the topic of interest pursues.

ACTORS   Heterogeneity of the actors involved and their
                                      respective roles.

METHODOLOGY   Processes and activities aimed at achieving the
                                      purpose by the actors involved.

Figure 1.1: Framework for the research objective.

This first round made it possible to identify the possible areas of intervention consistent with the research objective, declined in the desire to deepen the classification of actors who participate in the Innovation of Meaning creation and the process they usually follow. The first round gave rise to a second round of literature study, in which the bottom-up approach topic was deepened in three of its dimensions: urban regeneration, collaborative living and alternative food systems. The bottom-up approach was investigated because it had proved to be a valid field of exploration thanks to individuals' ability to shape the surrounding environment, using artifacts as carriers of vital, tangible record of cultural meaning that is otherwise intangible (McCracken, 1986). The three dimensions of analysis (urban regeneration, collaborative living and alternative food systems) allows to examine in depth the main bottom-up methodologies, in which heterogeneous initiatives based on the principles of progressive redistribution, ecological sustainability and social

responsibility (Roberts et al., 2016) involving citizens, institutions and other facilitators of cultural expressions occurs.

The themes introduced so far have attracted the attention of the author who has recognized in them a valuable opportunity both from the academic and the business perspective.

From an academic point of view, the possibility of extending knowledge on topics of such high relevance was identified. Indeed, the research activity makes it possible to promptly identify elements that so far have never emerged or been considered.

From the business perspective, the possibility to detail the innovation process and the actors involved in it allows to create a reference framework aimed at introducing effective and successful Innovations of Meaning.

1.4   Research Structure

The structure of the paper originates from the model proposed by Maxwell (Maxwell, 2008) and is declined as follows: the present chapter is dedicated to the Research Purpose, whose objective is to dive into the Innovation of Meaning practices to uncover new elements regarding the process and the actors involved. The following chapter is instead dedicated to the literature review which, as anticipated, explores innovation in its inside-out declination and bottom-up movements simultaneously. This allowed to refine the conceptual framework and the research gap, identifying the research questions, presented in the homonymous chapter. Subsequently, the methodology that has allowed the processing of information from desk research, ethnography and interviews, accompanied by a careful and detailed summary of each case study, is introduced, thus providing the readers with the opportunity to immerse themselves in the reference contexts. Lastly, the validity of the results and the conclusions are presented in the final chapters of the paper, in which the main results obtained are discussed and which include the contribution of the thesis in the conceptual and practical dimensions.

LITERATURE
REVIEW

02/

Chapter 2

Literature Review

> *To ignore the impact of individuals on our historical development would be like studying physiology without considering the actions of the organs and cells on the body and each other.*
>
> — ***Jonathan Hughes***, 1986

The chapter aim is to explore the existing theories on Design-Driven Innovation and Bottom-up approaches as enablers for innovative behaviour. As previously explained, the scope of the present research is to understand if a common area between the two approaches exists, and which the actors that positively impact on the creation of new meanings.

2.1 Design-Driven Innovation

Innovation represents the company-wide endeavour to keep operations, services, and products relevant to customers' needs and changing market conditions. A widely spread definition of innovation is the implementation of a new or significantly improved product or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations (C. Bloch, 2007). The term implementation is strictly connected to the concept of "make it happen": until a project isn't fully realized, it remains an idea and not an innovation.

In order to talk about innovations a specific criterion must be validated: inventions become innovations only when they are adopted (Norman & Verganti, 2014). Incorrectly, innovation is used as a synonym of invention, while the two terms refer to very different dynamics. Among those who supported this distinction there was J. Schumpeter, the Austrian-American economist known for his theories of Capitalist Development and Business Cycles, who in his theoretical model of endogenous economic change stated that innova-

tion is the implementation of new combinations (Schumpeter, 1927), meaning that in many cases the innovator's success derives from recombining already existing solutions while creating new valuable opportunities. Indeed, new combinations can perform functions that are categorically different from those of their parts. Innovation is a process of experimentation in which a growth of economic knowledge goes hand in hand with the generation and testing of new combinations, the modification of existing ones and the replacement of outmoded arrangements (Harper, 2018).

New combinations manifest themselves in two different dimensions: the types of things that are combined or the way in which the elements are connected together. With reference to the first dimension, it is possible to draw up a list that reflects the variety of elements to be combined and which, although not exhaustive, refers to the main economic theories. This listing reveals at least seven kinds of elements, not mutually exclusive of one another, that can be mixed and matched to form new combinations: factors of production, capital goods, routines, information, ideas, technologies and property rights (Harper, 2018).

AUTHOR	TYPES OF ELEMENTS COMBINED	NATURE OF COMBINATION
Schumpeter (1912,1939)	Factors of production	Purchase and assembly of resources for new productive operations
Nelson and Winter (1982)	Routines	Trial-and-error heuristic search for new routines-combinations
Weitzman (1998)	Ideas	Hybridization of ideas through binary recombinant expansion
Harper (2014)	Property rights	Formation of complex property-rights structures in real time by means of entrepreneurial production planning

Table 2.1: *Different economic conceptions of new combinations. Source: Harper, 2018.*

New combinations are among the emergent economic patterns that make economies more complex (Harper & Endres, 2012). In blurred environments, where the concepts of value are undefined, solutions are complex and resources are not controllable, innovation requires an act of making sense, setting the direction, and influencing.

2.1.1   Traditional Innovation Approaches

Since the Industrial Revolution, scientific and technological competencies led the products' innovation and the economic growth by revolving typically

around the products' tangible characteristics and the semantic interpretation of goods (P. H. Bloch, 1995; Crilly et al., 2004; Goto, 2017).

At the time, great attention was given to machineries and production processes; therefore, productivity was the keyword. However, once the technologies spread within factories, their diffusion enabled standardized products to be offered on a large scale. The increasing number of products available on the market altered the competitiveness between firms, which recognized the new possibility of deferring their offer to meet different needs of the demand side.

The continuous evolution of technologies has not only unlocked the possibility to create astonishing solutions, but it has also allowed to further extend the companies' offer, involving the world of services toward valuable experiences. An ineluctable consequence of this irrepressible impulse is that organizations have been demanded of adapting and implementing new forms of business models by innovation.

Consequently, starting in the Industrial Era, technology and businesses have proceeded jointly, revealing their strict relationship, and creating a truly complex and dynamic ecosystem.

Technology Push Innovation

An innovation leaded by technology progresses is called Technology Push Innovation. One of the most noteworthy frameworks for Technology Push Innovation is the S-curve (Christensen, 1992) which provides information about the technology life-cycle. The model is used to determine the performance's evolution of the chosen technology according to time and effort. It assists in determining the level of maturity of the industry or the product and the main implications that result out, including possible risks and pitfalls.

While analysing the technology life cycle, three different stages arise: Early Stage, Riding Up and Hitting the Natural Limit.
For each innovated product or process the S-curve shows precisely how much performance has improved and how much effort has been expended to gain that enhancement. The S-shaped curve presents itself as flat in the beginning due to unavoidable circumstances: once one impediment is removed, another one is found. For this reason, the curve may also graphically represent the history of human efforts to solve problems. The progress can also proceed the other way as technological limits are approached; rather than showing more progress with less effort, each new attempt makes less progress. Inevitably, as a performance driver reaches its limits, other performance parameters gain in importance. Moreover, technologies are not always given the opportunity to reach their limits because they may be rendered obsolete by new, discontinuous technologies (Christensen, 1992; Schilling & Esmundo, 2009). Consequently, these curves offer limited infor-
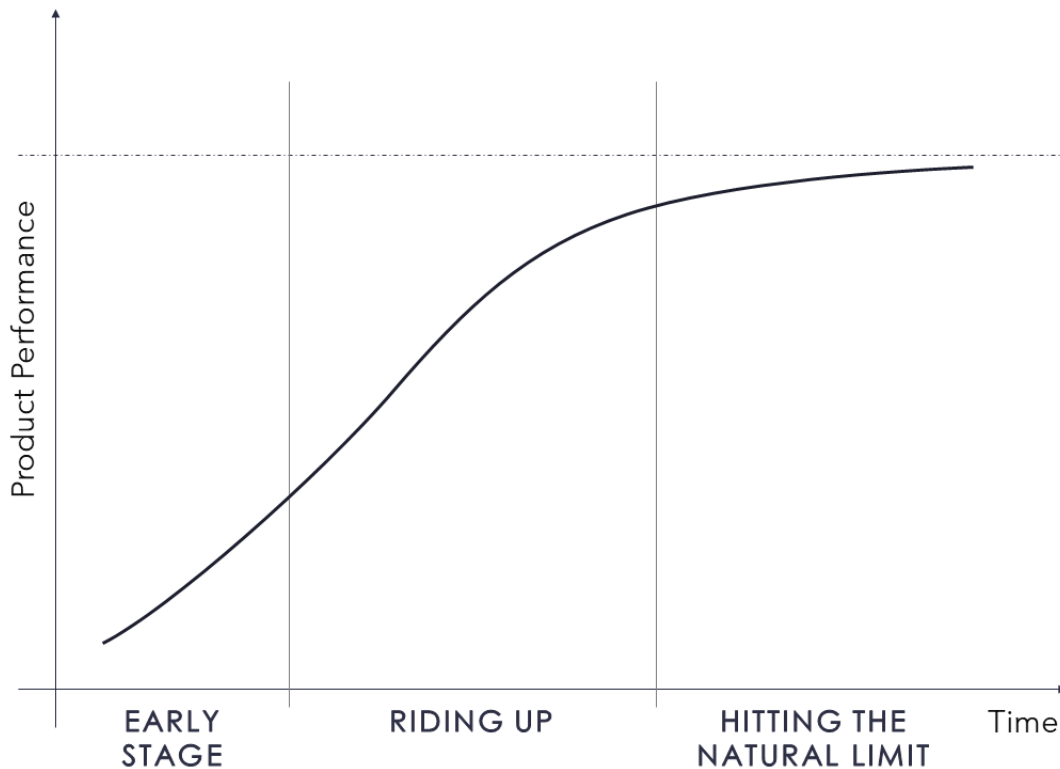
Figure 2.1: Technology lifecycle stages according to the theory of C. M. Christensen, 1992.

mation if analysed individually, but they are able to anticipate their evolution if combined.

S-curves often come in pairs because they can provide some insight into when and why some technologies overtake others in the race for dominance (Schilling & Esmundo, 2009). The gap between the pair represents a discontinuity, the moment in which the previous technology is replaced by a new one because of the latter's higher limit of performance (Christensen, 1992).

When comparing two technologies, it is essential to consider that the predominance of one over the other does not depend solely on their effectiveness, but also on resources' availability. Scarcity of resources leads the technological discontinuity to have lower performance than the incumbent's technology (Schilling & Esmundo, 2009), causing temporary aversion to investing in the new one. For example, in the study published by Schilling and Esmundo (Schilling & Esmundo, 2009), the technology S-curve of renewable energy sources pointed up the possibility to obtain high levels of performance as a function of R&D investments; indeed, performances resulted economically comparable, if not even superior, to those of traditionally used sources, including fossils fuels. However, the case study raised an important topic of reflection: collective government R&D investments in renewable energies remained drastically lower than those of fossils fuel, causing a sharp

slowdown in the attention toward energy from renewable sources.

This demonstrates another unavoidable consideration regarding how the supremacy of one technology over another - which triggers a technology discontinuity - strongly depends on the level of investment and resources.

Downstream the technological discontinuities, appears a period of turbulence and uncertainty (Anderson & Tushman, 1990; Schilling & Esmundo, 2009) in which companies experiment innovative features until a dominant design is established. Dominant design acts as a real threshold, after which companies focus their efforts on optimizing production processes and penetrating the market. Dominant design thus stands on the border between the era of ferment and the era of incremental change (Anderson & Tushman, 1990).
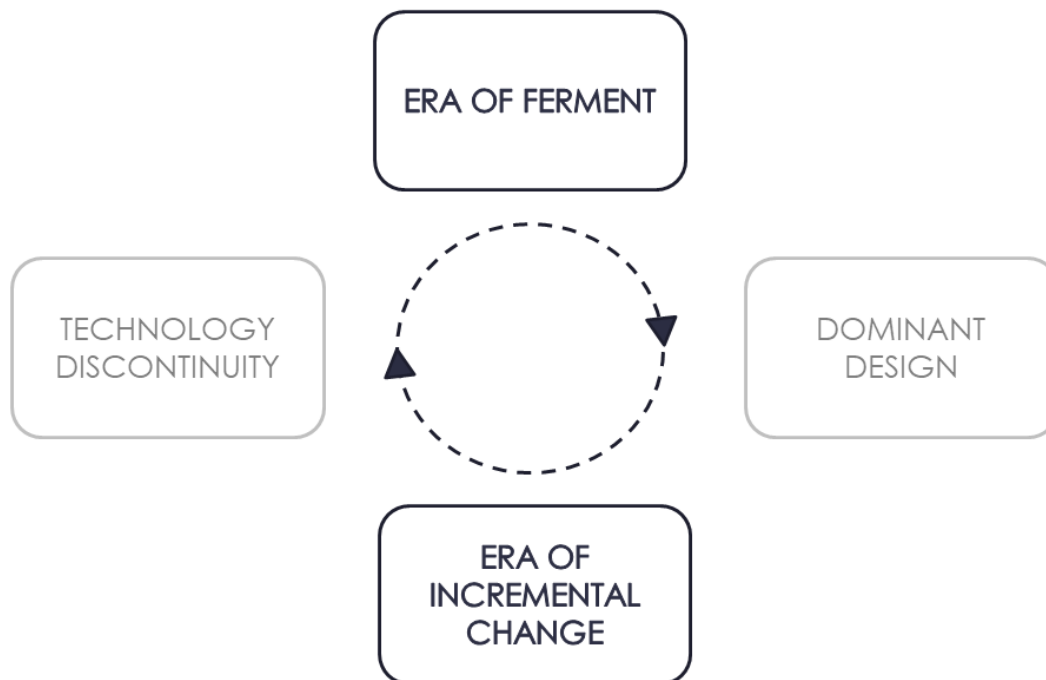
Figure 2.2: Graphical representation of cycles of era of ferment end era of incremental change.

Market Pull Innovation

Historically, two drivers for innovation were considered: market and technology. While Technology Push Innovation encourages firms and consumers to use new technologies, Market Pull Innovation considers consumers as active users which are able to imagine and convey – implicitly or explicitly – further product's changes. Therefore, Market Pull Innovation refers to the market-place ability to influence, through its own needs or requirements, the development of a product. Market Pull Innovation is focused on analysing the current socio-cultural context and on understanding the

consumers' needs and preferences. The underlying hypothesis is that innovation areas could be identified from the reality: observing users, understanding their needs and their relationship with products and services. It is focused on fulfilling customer needs with one goal in mind: delivering a product or service that is better, faster, and cheaper than the customer can get from any competitor. That aim drives any structural changes (Simanis & Hart, 2011).
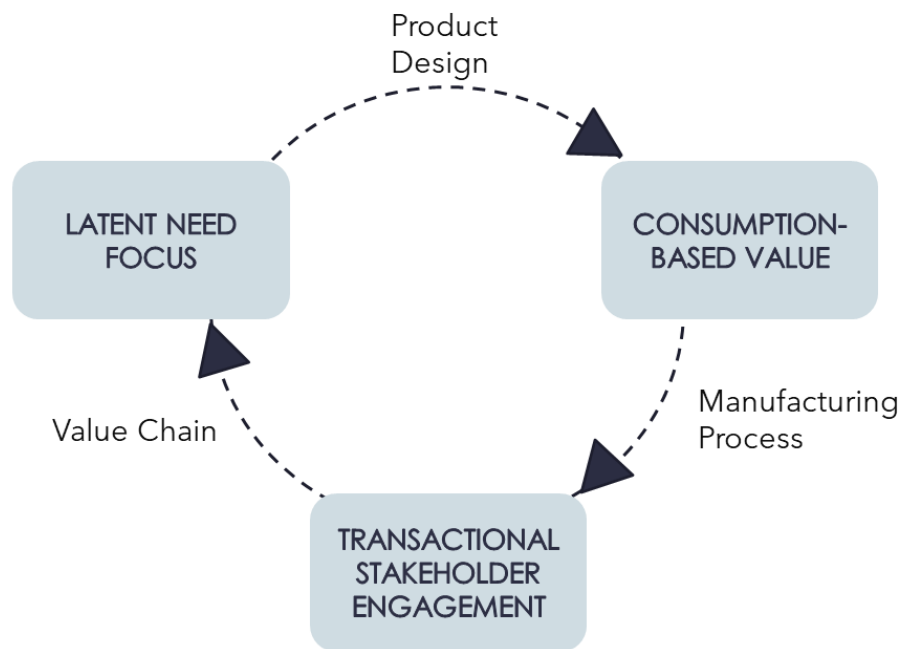
Figure 2.3: Market P-ull Innovation, sources and products' changings. Source: Simanis & Hart, 2011.

The Market Pull widely spread approach is called Human Centred Design (HCD). Human Centred Design considers the users as the key source of information, that is explored by an iterative cycle of investigation usually characterized by observations as a starting point. Innovators who foster HCD focus on users for creating products, keeping them at the heart of the product development process.

For succeeding in Market-Pull Innovation, companies can find vital knowledge in customers, suppliers, universities, national labs, consortia, consultants and even start-up firms (Chesbrough, 2003). A higher proximity to consumers can be achieved through customer co-development, that is rooted on the participatory role of customers in some phases of the innovation process thanks to their creative capability. Indeed, experimentation with customer can narrow the solution space (Candi et al., 2016). Typically, co-development is successfully used for those innovations that remain incremental, as it doesn't drive radical innovations (Norman & Verganti, 2014).

NEEDS	INFORMATION	TOOLS & TECHNIQUES
Explicit	What people say	Questionnaires, focus groups, interviews
Observable	What people do	Ethnography research
Tacit	What people test	Beta-testing & lead user analysis
Latent	What people dream	Creative research

Table 2.2: Tools and practices for users' needs discovery.

Incremental and Radical Innovation

When a new product or technology reforms the market frameworks, an era of ferment (Anderson & Tushman, 1990) is originated. Era of ferments are constituted by initial radical changes that determine the beginning of the innovation cycle, and by subsequent incremental adaptations. Incremental innovations typically have a bounded impact because of their limited investments. On the other hand, radical innovations require larger investments and face a higher level of success uncertainty, resulting in higher risks for the managerial figures that look for great competitive and economic benefits. Moreover, radical innovations allow entrepreneurs to change frames. Incremental innovation tries to reach the highest point on the current hill. Radical innovation seek the highest hill (Norman & Verganti, 2014).

Radical innovations theory saw the contribution of Holbrook and Hirschman (Hirschman & Holbrook, 1982), who offered a precious enrichment about radical innovations core characteristics. The authors argued that there was a distinction between utilitarian radicalness, the degree of novelty in terms of technology and functionality, and hedonic radicalness, the degree of novelty in terms of sensorial, emotional, or symbolic aspects. However, the two aspects are not mutually exclusive, but can coexist in what is called technology epiphany.

Technology Epiphany

Usually, when a radical technological innovation is launched on the market, the developer firm focuses its effort on explaining how it works and which is the technology utilization. Therefore, at the origin of their introduction, technologies are destined to pre established sectors. However, technologies

hold the potential for a variety of applications unconsidered during their development. When the potential is expressed by deeply altering the context of use of the technology, technology epiphany emerges.

Usually, an epiphany is an experience of an enlightening realization that allows a problem or situation to be understood from a new and deeper perspective. Similarly, a technology epiphany is a combination of radical changes in technologies context of use, changes able to open unexpected new scenarios.

Drones Evolution

Historically, remote control and autonomous flight technologies, working in conjunction with onboard sensors and GPSs, were designed for military purposes.

The first unmanned vehicles were built in 1916, aften the outbreak of the World War I, although they were not immediately used operationally during the war. Called the Ruston Proctor Aerial Target, these pilotless military drones used a radio guidance system developed by a British engineer, Archibald Low. However, the actual credit for inventing a radio-controlled aircraft that could fly out of sight goes to Edward M. Sorensen, who patented an invention that used a ground terminal to track the movements of the airplane. After the end of the World War I, the studies on autonomous vehicles did not end, and led in 1935 to the production of British and American vehicles controlled by radio. In the following years, starting from the Vietnam War, drones were used in the military operations for launching missiles against fixed targets and dropping leaflets for psychological operations.

Despite their original scope, in the last 60 years drones have found a wide range of applications. Indeed, in the 1960s, the innovation of transistor technology made it possible to reduce the size of radio-controlled components, thus obtaining reduced versions of RC planes, which also became accessible to civilian customers. The last decade has also seen an explosion in drone innovation and their commercial interest, to such an extent that new drones' uses have been proposed. Actual uses include drone light shows. The drone light shows represent the last frontier of the show based on the animation of luminous swarms of drones, which move in the sky synchronized to generate texts, animals, shapes, and three-dimensional objects. The latest generation drones equipped with LED lights can create an infinite series of combinations and be easily programmed for all kinds of animation, with the characteristic of being controlled by a single pilot and of eliminating the risks for people and the environment usually connected to fireworks. Therefore, although drones' technology has seen incremental improvements, it has completely deviated from its original direction, moving from a field of military use to civilian leisure [1]

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[1]For further information refers to the following websites: https://www.iwm.org.uk/history/a-brief-history-of-drones

Technology epiphanies guide the reader towards the discovery of the relevance of products' peculiarity called meaning, which will be deepened in the following section.

2.1.2   Innovation of Meaning

In the 1970s, period in which traditional consumer research has largely ignored hedonic consumer response, there was a hiatus of discussion regarding emotive and imaginal reactions to products. In 1982, the publication of Holbrook and Hirschman (Hirschman & Holbrook, 1982) proposed a distinction between utilitarian radicalness and hedonic radicalness. According to the authors, utilitarian radicalness refers to the degree to which an innovation is novel in terms of technology and functionality, while hedonic radicalness represents the degree to which an innovation is novel in terms of sensorial, emotional, or symbolic aspects. At the time, the symbolic dimension - although not considered a source of innovation - enjoyed strong attention to be inherent in the relationship between consumer and product. Even more, it was associated with the communicative capacity of internal characteristics of the product, the ones that intervene both in the creation and the consumption phase.

The hedonic research enjoyed, decades later, an illuminating contribution offered by Verganti, who considered as third innovation driver, besides technology and market, the symbolic dimension. Since then, many firms have consciously built and nurtured a sustained competitive advantage by developing proposals for new ways of satisfying the deep emotional, psychological and socio-cultural reasons underlying consumer choices (Bellini et al., 2017).

Innovation can alternatively be driven by the need to design a solution that responds to an identified problem or the one to identify the value drivers that allow to support the identification of new problems, needs and opportunities (Bellini et al., 2017; Dell'Era et al., 2011; Verganti, 2008). The latter perspective reflects the existence of Innovation of Meaning, a radical momentum towards new directions and narratives that cannot be limited to the boundaries within which Technology-Push and Market-Pull innovation arise. Innovation of Meaning aims at redefining the long-term value drivers that underpin the identification of the needs, problems and opportunities (Artusi & Bellini, 2020), focusing on an un-identified problem.

It specifically deals with hedonic consumption, the totality of those facets of consumer behaviour that relate to the multisensory, fantasy and emotive aspects of product usage experience. Using a hedonic consumption perspec-

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https://interestingengineering.com/a-brief-history-of-drones-the-remote-controlled-unmanned-aerial-vehicles-uav)   https://www.sergiocuradi.com/drone-light-show-lultima-frontiera-dello-spettacolo/

CROSS-DISCIPLINARY DIMENSION
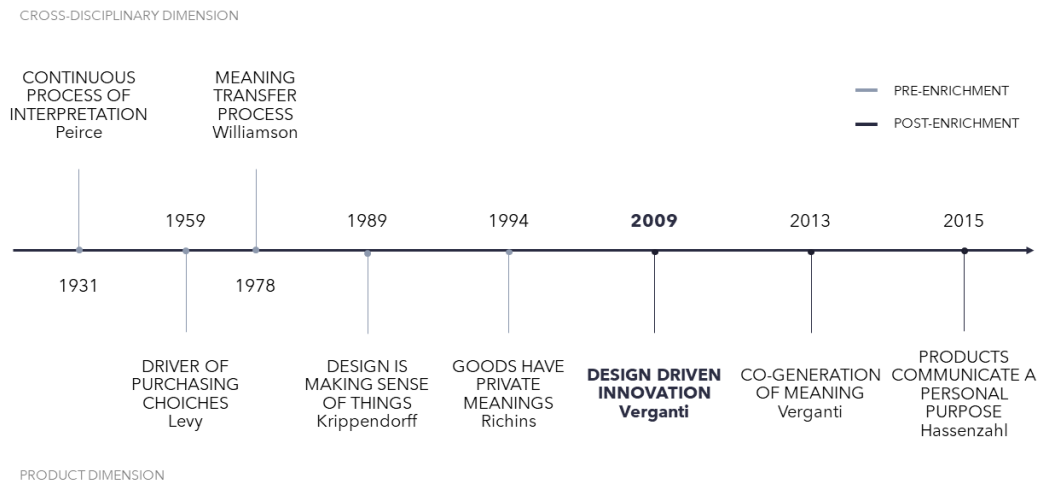
Figure 2.4: Timeline of the consideration of meanings among different disciplines.

tive, products are viewed not as objective entities but rather as subjective symbols (Hirschman & Holbrook, 1982).

In a structured environment, as the one in which Technology-Push and Market-Pull innovations operate (characterized by well-identified boundaries inside which the consequences of internal forces are well-known and predictable), the IoM collides with contemporary contexts presenting itself as an uncertain and sharply contrasting source of change, originated from the sensitivity of few visionaries and extended thanks to the willingness to reform cultures and customs.
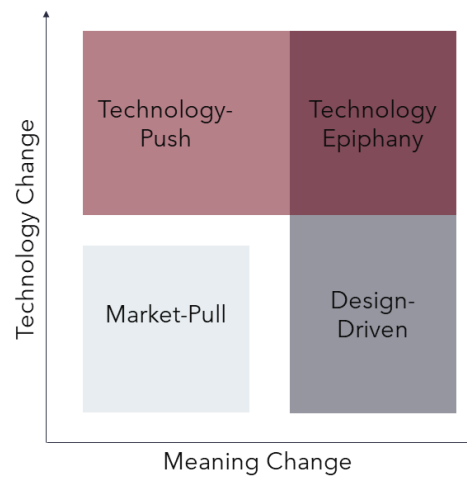
Figure 2.5: Meaning and technology changes matrix. Source: Verganti, 2009.

Innovation of Meaning is among the most recent typologies of design thinking. Design thinking is a human centred approach that might integrate technology and economics, but that certainly starts with what humans need or might need. It often refers to the understanding of culture and context, before even starting to develop ideas. Instead of seeing consumption as its primary objective, design thinking explores the potential of participation, the shift from a passive relationship between consumer and producer to the active engagement of everyone in experiences that are meaningful, productive, and profitable.

Design thinking gives entrepreneurs new way of tackling problems and has three main characteristics: creativity, emotional intelligence, and critical thinking.

- Creativity usually is perceived as an expertise that creates new ideas and solutions, but – actually - it is based on the capability to correctly and deeply understand the problem that has to be faced. Creativity is not only capable to make something visible, but also to frame the problem. Design Thinking is founded on the integrative thinking, the ability to face constructively the tension of opposing ideas and, instead of choosing one at the expense of the other, to generate a creative resolution of the tension in form of a new idea that contains elements of both but that is superior to each. Integrative thinking is a theory developed by Roger Martin, who states that integrative thinking is the capability to put together both analysis and intuitions because analytical thinking by itself is not enough. Beside the integrative thinking, there is the abductive thinking, a completely different way of thinking in comparison to the traditional one: if the deductive thinking is about What it is that relies on what happened in the past to anticipate what will happen in the future, the abductive thinking is about What it might be. It is the art of guessing by understanding the present in the light of the possible;

- Emotional intelligence aims to reach really understandings of which are the emotions and needs that the users are feelings by collecting even weak signals. Emotional intelligence refers to empathy, and it is primarily based on the desk research, to explore the context through signals that can came from adjacent industries and experiences. Those signals can be interpreted as bets on the future, and that can allow to map the wisdom of the business crowd. The inherent scalability of design thinking has led professionals that adopt it to invent new and radical forms of collaboration that blur the boundaries between creators and consumers. It is not about "us-versus-them," or even "us-on-behalf-of-them." For the design thinker, it has to be "us-with-them" (Brown & Katz, 2011);

- Critical thinking is the attitude that allows to move from the initial (usually ill defined) problem to the true nailed problem and to solve it joining different actors' contribution.

Instead of defaulting to typical innovation convergent approach, where firms select the best choice out of available alternatives, design thinking encourages to take a divergent approach, to explore new alternatives, new solutions, new ideas that have not existed before.

What something is to someone corresponds to the total sum of its imaginable contexts (Krippendorff, 1989), and it is not difficult to believe that the Innovation of Meaning is an expansion of the number of imaginable contexts.

2.1.3 New Meaning

Meaning represents the motivation that drives the consumer's propensity towards a product. It is a creative component of technology and design that considers significant only what belongs to the personal dimension and which is decisive in reference to the context of the user (Sääksjärvi & Gonçalves, 2018). Meanings nature is peculiar, because it involves symbolic, emotional and intangible factors (Verganti & Öberg, 2013) that may be highlighted by visible design attributes (Eisenman, 2013). Meanings are highly context dependent, and they cannot be optimized because they settle in new fields of exploration rich in unstable and innovative elements. Their connection to new scenarios implies that new meanings are outlandish compared to what currently makes sense (Verganti & Öberg, 2013).

The first evidence reported in the literature of the importance of the symbolic dimension from the point of view of consumers belongs to Ulrich Neisser [2], who, long before the emergence of the Innovation of Meaning approach, carried out an experiment (Neisser, 1976) asking the interviewees to define a specific object and obtaining numerous areas of definition through the answers (name, use, cost, materials, durability, etc). When the same request was proposed to consumers who felt greater attachment to the object in question, new dimensions were unconsciously added. Among these there were included the sensations that the object originates, the name or the role of the person who donated it and the ways in which the product matches the lifestyle of the interviewee (Neisser, 1976).

The experiment's outcomes highlight three different categories of meanings: functional when linked to the use of the product, symbolic when the product expresses a characteristic of its user and allows him to socialize, and emotional which represents the sensations aroused in those who use it (Dell'Era et al., 2018; Neisser, 1976; Verganti & Öberg, 2013). This division originates from the breakdown of the intangible characteristics of the product, temporarily excluding physical attributes such as shape and material. Indeed, products' appearance is constituted by semantic interpretation, together with aesthetic impression and symbolic association. While aesthetic appeals to human sight, semantic refers to the utility of the product and symbolic to the personal significance assigned (Goto, 2017). At the base of the Innovation of Meaning there are precisely the symbolic and cognitive spheres, represented by the sociological and philosophical dimensions (which reason on the meaning of life) (Verganti & Öberg, 2013), thus making meaning the representation of the personal purpose, the individuals' role in society and a

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[2]Ulric Neisser (December 8, 1928 – February 17, 2012) was a German psychologist and member of the National Academy of Sciences. He was a significant figure in the development of cognitive science and the shift from behaviourist to cognitive models in psychology. According to cognitive psychology, what people know about reality has been mediated not only by the sense organs, but by complex systems that continuously interpret the information provided by the senses.

support for their well-being (Hassenzahl, 2013).

Moreover, intangible attributes are associated by consumers, but do not arise from the physical nature of the object itself (Hirschman, 1982; Neisser, 1976). Quite the opposite, objects are a tangible record of cultural meanings that allows individuals to discriminate visually (McCracken, 1986).

Product's Appearance = Tangible Features + Intangible Features

    A. Aesthetic Impression   *- What appeals to the human senses*

    B. Semantic Interpretation *- Response to utility*

    C. Symbolic Association   *- Personal meaning assigned*

Figure 2.6: Summary of product characteristics and dimensions. Source: Crilly 2004; Bloch 1995.

What emerges from Neisser's experiment (Neisser, 1976) is the existence of an individual semiotic cognitive sequence that processes meanings. The semiotic cognitive sequence consists of three steps: the meaning ready to be shared is encoded in elements of development and design, then many meanings are created as the number of reconstructions by the receiver are, and, finally, a single meaning is maintained. The process is triggered by the interaction with individuals, by the interaction between individuals and by changing socio-cultural contexts (Krippendorff, 1989; McCracken, 1986; Neisser, 1976; Sääksjärvi & Gonçalves, 2018; Verganti & Öberg, 2013). For this reason, meaning making and meaning decoding follows a dynamic paradigm.

Among the properties of meanings, being shared is a peculiar one, indeed it allows to be imbued by a creator in a solution and to be understood by an evaluator (Sääksjärvi & Gonçalves, 2018). Immediately after the sense-making process carried out by the creator, a sense-decoding process occurs carried out by the consumer (Csikszentmihalyi & Halton, 1981), who - fostering individual or social goals - validates a product as a social stimulus (Solomon, 1983).

While designing a product or service, it is necessary to synthesize its key meaning and introduce it in one of the three dimensions of intangible characteristics: aesthetic impression, semantic interpretation and symbolic association (P. H. Bloch, 1995; Crilly et al., 2004; Goto, 2017). Subsequently, as previously mentioned, the essence of the product is captured and reformulated by the user, creating a second order meaning that is detached from a first immediate response (Eisenman, 2013) and which is influenced by the cognitive schemas of consumers that organize and interpret the value of the product. To give a brief statement of the main phases of meaning reconstruction, it is possible to assert that the meaning becomes the holder of the values belonging to a culturally constituted world, it is introduced into an asset and only subsequently transferred to individuals who in turn change and share

it, hence creating continuous flows of meaning from the community-cultural level to the individual level, and vice versa. This is identified as symbolic interactionism, according to which the meaning is a communicated process located in interpretative acts (Rochberg-Halton, 1982).

Meanings benefits from four other properties summarized as follows:

- Meanings are context dependent, they are originated and shaped by the deep-rooted forces of culture, laws, social relations, and cognitive processes. Therefore, meanings cannot be dictated by the company, but they are generated by socio-cultural contexts and by consumers' interpretation (De Goey et al., 2019);

- Meanings are dynamic and follow the continuous evolution of contexts and consumers' goals. Their instability is caused by the expansion and contraction of the use of products at the discretion of the user's will and creative capacity. Indeed, unlike the extrinsic motivation - which sees products' use as a mean to pursue a goal -, intrinsic motivation refers to an interactive involvement independent of possible benefits excluding emotional ones (Krippendorff, 1989);

- Meanings reside in the intangible dimension of the product, which reflects the core values and intimate desires of consumers. New meanings take shape and evolve within people and their reflections (Altuna Lertxundi, 2016);

- Radical meanings are outlandish compared to what currently makes sense, as they provide a contrasting force to the current scenario. For the same reason, they cannot be optimized. Indeed, they settle in new fields of exploration rich in unstable and innovative elements.

Those who believe that IoM is only applicable to goods would be mistaken, as hedonic needs are met during the entire process of researching, buying, and using a product. For this reason, it is recommended to firms to recognize the importance of introducing meaningful innovations that foster profound emotional, affective, and cognitive motivations within the entire customer experience, thus enriching its semantic dimension. Indeed, semantic is a powerful and critical source of competitive advantage (Battistella et al., 2012).

That said, the importance of taking care of all aspects involved in the customer experience is clear, especially for those companies that operate in the retail sector. The retail industry follows the evolution of socio-cultural models and fosters a co-creation process in which physical, digital and human resources interact with each other in the end-to-end dimension (Pinto et al., 2017). Furthermore, the services that form part of the customer experience could be a useful tool in guiding customers in the more elaborate interpretation of the second order meaning (Eisenman, 2013; Goto, 2017), thanks as

well to what are defined as Moments of Meaning. The Moment of Meaning is the moment that guides service development and that can be seen by customers, therefore it provides a strong alignment between the strategy of the company and the development phase of the service (Artusi et al., 2020). Indeed, adopting a broader view, meanings selectively connect features of an object and features of its context into a coherent unity (Krippendorff, 1989).

Consequently, the sense making process based on the design approach applies to all dimensions of organizations, including the business model because of business models frequent transition and reconfiguration, which establishes a network of related activities and stakeholders, guided by the meaning strategy (Battistella et al., 2012).

2.1.4   Role of Design

So far, the meaning of a product has been described as the decisional driver for purchase and consumption, determining the success of the product itself in the given context and time. However, what has remained unexplored is the impact that the meaning has on the product life cycle and vice-versa. Indeed, working at a managerial level on the product's meaning can offer a contribution towards its sustainability and longevity (Esslinger, 2011; Gasparin & Green, 2018).

The product meaning is the outcome of the dynamic process of organizing and interpreting physical patterns into gestalts through cognitive schemas. Meanings are produced, not given, by individuals immersed into a socio-cultural context and firms strive to assess it precisely and ex-ante (Eisenman, 2013; Gasparin & Green, 2018; Kazmierczak, 2003; Verganti & Öberg, 2013). Consequently, meanings are significantly context dependent.

Design is the discipline that deals with encoding and translating relationships among singular symbols which triggers the emergence of product meanings (Kazmierczak, 2003). Moreover, design plays a very important role in driving innovation to be accepted as significant in a social context, especially in the contemporary era because of its specific nature of transition within the fourth industrial revolution. Indeed, having at their disposal technologies that are open in purpose and more accessible allows people to create new scenarios, figuring it out which are the changes that those scenarios give born. Therefore, the role of design bridging social contexts and technological capabilities is becoming more important.

In the literature many cases regarding the role of design in extending the product life cycle have been considered, examples of companies that have chosen to reconstruct the meaning without redesigning the main characteristics of the products. Among these, there is the famous Chair Serie7. So far, the meaning of a product has been described as the decisional driver for purchase and consumption, determining the success of the product itself in the given context and time. However, what has remained unexplored is the impact that the meaning has on the product life cycle and vice-versa. Indeed,

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[3]a term that dates back to the homonymous psychology movement that arose at the beginning of the Twentieth century, according to which each perception presents itself to experience as a single whole and not as a juxtaposition of elementary units. The motto of this philosophical movement is: *"The whole is more than the sum of the individual parts"*.

Chair Serie7

Chair Serie7, from 1953 onwards, has taken on different meanings consistent with the economic and social change that occurred in the years following its launch. It attracted attention as a piece of furniture with an organic design that offered a good seating, but at the end of the 1950s it became a model of the desire to break with the past by offering an intimate and suitable solution for   different   tastes.

Towards the 80s, the design firm focused on the characteristics of construction materials, identifying wood as a sustainable and long-lasting material capable of performing for a long duration, thus offering Chair Serie7 as a solution for prolonged and handed down through generations (Gasparin & Green, 2018).

Figure 2.7: Chair Serie7 product dimenions.

The case of Chair Serie7 allows the reader to grasp the fundamental role of design, which not only asserts the task of conceiving all those functional, physical, technical, aesthetic-formal, and communicative characteristics of a product, but also determines product's qualitative aspects in relation to the use, technological and production possibilities. Design is considered as the driver for innovation because it combines technological attributes with perceptible aspects, thus reaching an integrated product between technology and appearance in a holistic dimension (Eisenman, 2013).

Design, extended from the concept of pure aesthetic features, allows to introduce new meanings for the same product without distorting its core characteristics, while modifying its set of features. It, therefore, becomes a very important source of advantages when new technologies or products emerge and when they are very mature and characterized by low rate of improvement (Eisenman, 2013).

Moreover, Chair Serie7 case study narrates the responsibilities of the designers in the creation of relationships between singular symbols and their translation into meaningful information. Since the same stimuli can generate different responses in different people and in different contexts (Krippendorff, 1989), it is important that design strives to share a uniform understanding. As a result, design is an interface for the creation of meaning (Kazmierczak, 2003) between two actors: the meaning provider and the

meaning receiver. Those who receive a meaning organize - consciously or not - the single symbols in relationship patterns. It is in these gestalts that the receiver identifies the meaning, and not in the atomic interpretation of the single symbols and elements.

It is now easier to realise the role of design, whose etymology derives from the Latin de-signare, that literally means "to mark". The term could be extended to the concept of impressing a meaning, since Latins used "de" as a prefix for the intensification of the action. The expression handed down by the ancient Romans leaded Klaus Krippendorff's famous phrase "Design is making sense of things" (Krippendorff, 1989). The previous statement can be interpreted in different ways, such as the need to create products through design whose meaning is clear and of value to someone. Then there is the interpretation according to which design is the translator of subjective meanings belonging to objectively existing artefacts. This last vision recalls the third, and last, interpretation which considers design a sense creating activity and which therefore intensely links design and innovation.

Since design constitutes the bridge activity between meanings and product features, those firms that would obtain long-lasting products should consider the design contribution to products' sustainability (Esslinger, 2011) and meanings evolution by mobilizing a different set of features (Gasparin & Green, 2018).

2.1.5   Design Driven Innovation Process

The innovation strategy that leads to products and services that have a radical new meaning is called Design Driven Innovation (DDI). Companies that adopt DDI instead of making proposals, put forward a vision (Verganti, 2009). The strategy is about a novel purpose that redefines the problems worth addressing not only a new how, but especially new why (Dell'Era et al., 2018). It tries to get closer to people's heart by looking at how they live and what is valuable to them in their life rather than looking at the specificities of a given problem they might have (Altuna Lertxundi, 2016).

Given meanings peculiarity of not being stable over time, it is not possible to refer to a completely linear process of meanings transformation, indeed the process of design driven innovation is not codified into steps (Verganti, 2009). However, firms that aim to introduce innovations of meaning can refer to the following guidelines.

First, it is necessary to understand the current meaning in the category of products of interest, analysing their functional, symbolic and emotional characteristics (P. H. Bloch, 1995; Crilly et al., 2004; Dell'Era et al., 2018). Then, the firm should focus on the generation of a new meaning through a process of interpretation and criticism. Indeed, when proposing new meanings to society, to effectively create value, the new opportunities must meet the needs of emerging lifestyles (Dell'Era et al., 2018). Finally, it is necessary

to take care of the embodiment of the meaning in the product. The entire process does not end with the encoding of the meaning, it proceeds with the activity of meaning decoding carried out by consumers. When the customer becomes aware of the product and approach experience touchpoints, the decoding phase begins through a semiotic-cognitive sequence (Kazmierczak, 2003).

1. **Call for visionaries**

   Historically, innovation of meaning has been pioneered by groups of visionaries, individuals that act as technological gatekeepers of cultural production (Dell'Era et al., 2018). Indeed, to create long-term, sustainable wellsprings of growth, companies must step outside of a structural innovation paradigm and re-embed consumers and producers back into society (Simanis & Hart, 2011). The gatekeeper collects and shares information about important changes in the internal and external environment (Boer & During, 2001). The literature offers numerous insights into the actors of creation, including radical circles, restricted groups of individuals that collaborate beyond formal organizational structures and by challenging one another draft a vision in clear contrast to the dominant rules of their studies.

   Radical Circles have well-defined characteristics. The first is the role of malaise as an internal motivator, devoid of any connection with external rewards such as money or grades. Furthermore, radical circles are closed and by invitation groups with resources that allow them to experiment in complete freedom. Within radical circles a fundamental resource is criticism, which leads to openness of thought and possibility (Altuna Lertxundi, 2016). The initial purpose of visionaries is not a commercial one, their investment is emotional rather than economic and their origin is private. Usually, at a certain point the circle opens to the collective; it is time for the public demonstration.

2. **Sensing emerging lifestyles toward new meanings**

   The origin of new meanings foresees the involvement of external players who intervene in the interpretation phase, offering the company new perspectives and several interpretations. The broad network of actors offers its contribution to the development of new product meanings by providing four capabilities: interpretation, creativity, dynamic and management capability (De Goey et al., 2019; Verganti & Öberg, 2013). Firms that develop Design Driven Innovation step back from users and take a broader perspective (Verganti, 2009) collaborating with interpreters. Interpreters are experts that have a common characteristic: they look at the same user experience or phenomena [. . .] although from different perspectives (Altuna Lertxundi, 2016). They might be firms in other industries that target the same users, suppliers of new technologies, researchers, designers, and artists.

INTERPRETERS' DOMAIN

Figure 2.8: Interpreters' domains and categories

Companies that produce Innovations of Meanings highly value their interactions with these actors, exchanging information on scenarios, testing the robustness of their assumptions, discussing their own visions (Verganti, 2009). Indeed, the process of creating a new meaning requires the ability to deepen the interaction between the features of a product, the product itself and the context, a deep comprehension that allows to embrace new perspectives obtaining not a final solution, but a temporary understanding (Verganti & Öberg, 2013).

Later on, the interpreter reaches the stage of reflection, the process of the creative reconstruction. This continuous activity of interpretation originates from hermeneutics (the branch of knowledge that deals with interpretation and envisioning) and is aligned with the sociological and philosophical dimension embraced by the Innovation of Meaning. Therefore, for IoM external actors are not suppliers of knowledge to fill existing gaps, but important source of new arguments (Verganti & Öberg, 2013). The context in which the meanings are first formulated and subsequently proposed acts as a foundation and external players can contribute significantly to the way organizations reformulate product meanings (Verganti & Öberg, 2013).

As you have probably noticed, consumers are not included among interpreters. The underlying reason is that, despite the participation of consumers in designing a new product is undoubtedly capable to favour the success of an incremental innovation of the product in its utilitarian dimension, if the active participation of consumers lent itself to the generation of new meanings it would not give any benefit; indeed, the absence of social interactions and the lack of connection with the context would deprive the participants of meaningful infor-

mation (Candi et al., 2016).

Technology Push and Market Pull Innovations are able to narrow the solution space through co-development, while Design Driven Innovation does not appear in the form of an identified and optimizable problem, therefore it would seem not to benefit the same advantage. Furthermore, the aim of Design Driven Innovation goes beyond the concept of changing the way individuals interact with a product (new how) and aims to explore new possibilities (new why). The exploration process can create value by proposing new meanings only if these meet the needs of emerging lifestyles (Dell'Era et al., 2018) that can be adopted by consumers. Indeed, the meanings of the objects are produced, not given, by social interactions (Latour, 1999). Some consumers adopt the meaning proposed by the company, but the majority of them interprets the meaning by deviating from what the company proposes, causing meanings' heterogeneous nature (Jaakkola et al., 2015). The active role of consumers deviates the proposed meaning, contradicting service-oriented approaches that portray the consumer as a passive reactor, refusing the creation of shared value from the early stages.

That said, it is extremely important to distinguish the participation of consumers during the development phase with the possibility of co-generation. The introduction of the service development logic allowed that social and economic actors started to be considered as a resource, considering all parties of exchange as part of the value creation process (Jaakkola et al., 2015). Indeed, the forces that corroborate meanings are cultural paradigms, which have the power to strengthen existing meanings while improving experiences associated with them, or which can challenge existing meanings introducing a substantial shift (Pinto et al., 2017).

3. **Meaning reconstruction**

A critical aspect that Design-Driven Innovation arises is the difficulty of conveying meaning with a certain forecast of their interpretation by consumers. It is true that design plays a fundamental role in this activity, but it is also true that it is impossible for companies to assess ex-ante the meaning generated by the interaction between individuals (Eisenman, 2013), which deviates from the individual interpretation (first order meaning) created through language, routines and symbols (Cunliffe, 2011). Second order meanings require a longer psychological process (Eisenman, 2013; Goto, 2017). First order and second order meanings are the consequences of a peculiar meanings' characteristic: the ability to move in space and to settle on different entities. Two movements which determine the construction and translation of meaning exists.

The first movement starts from the socio-cultural context in which meaning is immersed and reaches the product, an alteration implemented through different communicative actions, such as advertising and the fashion system, which encourage the reform and affirmation of cultural categories (McCracken, 1986). Then, the meaning embedded in the product does not reside permanently in it, but is directed towards consumers, who - through the lens of culture - will adapt it to their own visions. During the transmission phase of the new meaning from the product to the final consumer, dynamics that change the perception of the meaning intervene. The gap of perception is originated by deviations between meaning itself, its communication, and the individual reconstruction. Meanings reached by individuals might be different from those proposed.

The second meaning movement takes place through communication tools and consumption rituals (McCracken, 1986). While consumption rituals are extremely linked to special moments and occasions characterized by the intensive use or exchange of goods, communication tools, including visual ones (such as design, advertising, packaging, and stamps), have the aim of sharing a deep knowledge about a product and its characteristics (physical or emotional) to attract the public's attachment and willingness toward the product. The close relationship between communication and meaning can be illustrated exploring the history of advertising. Advertising was officially born in 1905, the year in which the University of Pennsylvania offered a brand-new course called "The marketing of products". In these first years two different lines of thought on advertising spread; the first based its roots on the belief that advertising had the role of communicating the reasons why consumers should buy a specific product or service, while the second line of thought argued that advertising should guide the propensity of a consumer towards a product by emphasizing its characteristics through the association between pictures and text (the origin of what is still known as Copy's Problem). Although the role of advertising has changed over time, it maintained a close relationship with the meaning of the product. For instance, in the 1980s the so-called "Search for cool" tendency took hold and, according to it, advertising should communicate the emotions embedded in the product and it should recreate the product identity as part of the storytelling. Both fields of application would not be successful if professionals and individuals concerned with the creation of new meanings did not deal with product semantics, the study of the symbolic qualities of man-made forms in the cognitive and social contexts of their use (Krippendorff & Butter, 2008). Therefore, as stated by numerous scholars, the culture provides the lens though which the individual views phenomena.

2.2   Bottom-up Approach

Was technological progress during and after the Industrial Revolution top-down or bottom-up? The technology that created the great inventions was driven by a combination of pathbreaking ideas and the dexterity and skills of trained artisans. While those forms of human capital were quite different, they both came out of small elites of intellectuals and craftsmen, what are rapidly becoming known as "upper-tail human capital" (Mokyr, 2018). Throughout history, elites helped to set up institutions thanks to what Acemoglu and Robinson call de jure power (the power of the law), however the two authors recognize also the existence of de facto power exercised by larger groups, which operates more as a constraint on those running the day-to-day business (Acemoglu & Robinson, 2006; Mokyr, 2018). Indeed, the combinatorial perspective of innovation, supported by Schumpeter and other evolutionary economists, throws into sharp relief the institutional framing of innovation in a capitalist system and its inherent paradox: the institutional rules that enable the generation of a spontaneous market order are the very same rules that make possible processes of variety generation and the ensuing instability posed by exposing all existing elements and connections to the possibility of challenge from new combinations (Harper, 2018; Metcalfe, 2010).

Between those that throughout history demonstrated their de facto power there are social movements, that may be defined as large informal grouping of individuals or organization that organize their effort to bring about or impede social, political, economic, or cultural changes. Social movements often work outside the system, seeking to overthrow or radically alter the existing institutions (Snow & Soule, 2009), and their action is able to introduce social innovations, involving new ways of doing, organizing, framing and knowing (Avelino et al., 2015). Within this change, science and technology become enablers or outcomes of innovation, not key drivers.

Furthermore, in socio-cultural innovations the challenge to established institutions (enduring rules, norms, values and beliefs) and to established institutional arrangements (set of interrelated institutions) takes place through the transformation of mental paradigms of cognitive frame and interpretation habits (Pol & Ville, 2009).

The innovative action of social movements is hindered exclusively when the participants respond to a predefined task or problem considering the direction to follow already established (Altuna Lertxundi, 2016). In the remaining cases, individuals are able to coordinate, balance and catalyse the values, visions and activities to create change (Roseland et al., 2005).

2.2.1   The Cultural Power of Collectives

Encoding in products and decoding through cognitive schemas phases are also protagonists of an inverted dynamic, since a fascinating characteristic of

meanings is their dependence on the context which can be itself transformed by human beings. As a matter of fact, members of a culture are constantly engaged in the construction (the constitution) of the world they live in. Individuals possess the ability to shape the surrounding environment, using artefacts as carriers of vital, tangible record of cultural meaning that is otherwise intangible (McCracken, 1986). Indeed, products are capable to create a hedonic engagement that enhances the experience through stimulation of senses and the creation of memories.

The choice of an artifact is strongly guided, even before the meaning, by the culture that permeates the context in which the individual operates, and it determines the values on which individual actions are based (Dell'Era et al., 2018). Culture has a dual role: it acts as the lens through which the individual interprets phenomena, and it represents the blueprint of human activity (McCracken, 1986).

Cultural meanings flow continually between several locations in the social word, aided by the collective and individual efforts of designers, producers, advertisers, and consumers (McCracken, 1986). The capability of movement belonging to meaning determines a consequence on a cultural level. Indeed, cultures are composed of heterogeneous meanings and multiple viewpoints (Jaakkola et al., 2015) that overlap in continuous evolution. The human response to meaning is given by the mental process that makes sense out of senses to understand the surrounding world. Moreover, the imposition of meaning on the world is a goal itself (Kurzman, 2008). If meaning is a construction, it can be assumed that it does not exclusively require to be communicated, but can be co-generated, as a collective and personal act in interaction with society (Altuna Lertxundi, 2016). The contact point between Innovation of Meaning and Social Movements is now clear and it refers to the envisioning capability; IoM and Social Movements challenge established values and habits with an impetus able to replace them.

According to Charles Kurzman, social movements may be a particularly conducive site to privilege meaning making, because their activities foreground persistence to the dominant norms and institutions of society (Kurzman, 2008). Social movements are therefore able to introduce cultural innovations that test the established ways to interpret reality by transforming mental paradigms (Heiscala, 2007). The relationship between meaning and culture is very close, a cultural paradigm can reinforce existing meanings by improving experiences and it can even affect existing meanings by replacing them (Pinto et al., 2017). Social movements lead the way to social innovations, which propose new ideas with the ability to improve the quality of life.

This chapter refers to social innovation in its declination as the process of transformation of social relations through the collective action of groups which, by mobilizing resources and professionals, impose new needs and new methods to satisfy them (Schachter 2017). What emerges is that social

innovation is social both in its purpose and in the medium, thanks to the process of collective creation (Amanatidou et al., 2018) which, based on the interaction of individuals and on the sharing of knowledge, allows to reach new scenarios with unpredictable results. The collective identity is even a core peculiarity of social movements, and it accompanies the growth phase before determining their success (Kurzman, 2008).

In recent times, social practices are represented by a clear separation between private and public favoured by the practices of living, density, legal and financial instruments (Tummers, 2015). Within this frame of reference, the bottom-up approach - continuum between institutional participation and community-based initiatives - has concentrated its effort on numerous projects aimed at reducing the gap between the public and private spheres, to establish valuable relationships between different actors and resources all over the world.

The next three sections are going to examine in depth the main bottom-up areas of interest, in which heterogeneous initiatives based on the principles of progressive redistribution, ecological sustainability and social responsibility (Roberts et al., 2016) occurs involving citizens, institutions and other facilitators of cultural expressions.

2.2.2 Urban Regeneration

Almost a century ago, the disciplines that studied the city interpreted it as a gateway to move away from the community. Today communities are perceived almost as an instrument to face the contradictions linked to the individualization of lives and needs. Community processes are paths and practices that are difficult to fully grasp. Governments must not think of the community as an expedient that can help reducing the conflict. The community is made up of conflicts, of constant dialectics between its components.

Starting from the social, relational, and cultural dimension of living the city allows to discover not only the planning aspects of urban regeneration actions, but also the needs that the dynamics of reactivation of spaces may require to rethink citizens daily life. Urban regeneration means looking at already consolidated civic needs, but also at new ones and those still to be imagined, training ourselves to think about the future (BASE Milano, 2020). The process of urban regeneration must be truly intertwined between the spatial dimension and those urban practices that can be intercepted by the creation of spaces, economies, and services. When dealing with urban regenerations, the dichotomy between waste and recovery indicates that it is essential to re-enhance not only physical spaces, but also urban and relationship practices that affect individuals.

Currently, social spaces are found in civic-cultural centres, permeated areas in the territory that offer services to a heterogeneous nature of individuals and that play a role third economic sector by lightening the burden of insti-

tutions (BASE Milano, 2020). These places represent the democratic participation, and they serve the stimulation of citizens' initiatives by developing the theme of co-responsibility and active participation.

2.2.3   Collaborative Living

Collaborative living is a term not yet codified in a unitary way and which characterizes the collaboration between residents in different phases of the project: from conception to housing. Collaborative living initiatives fit in the societal trends of decentralisation, increased self-reliability and demand for participation and custom-made solutions (Tummers, 2015). Indeed, collaborative living initiatives make it possible:

- to develop experiences of elective neighbourhood, with the possibility of starting a process of knowledge and collaboration with people who feel similar to each other;

- greater ability to customize living spaces;

- social and inclusion reasons;

- environmental sustainability.

Among the promoters there may be groups of private citizens (bottom-up approach), development companies and cooperatives. However, in considering cohousing cases it is necessary to recognize that the underlying concept is essentially socio-spatial rather than specifying a particular legal and financial model of land purchase, construction (Jarvis, 2015) or contractual agreement.

Collaborative living takes on various forms depending on the relationships that are established between the residents and on the level of independence of the community. Specifically, cohousing and co-living are identified as the two main typologies. Cohousing requires its users to be the owners (partially or completely) of the property and to manage it, while co-living users are buyers of a service that they cannot manage. From an architectural point of view, cohousing provides for the design of common spaces in order to protect the balance between public and private sphere, while co-living limits private spaces in order to favour shared experiences (Co-Living Hospitality Lab, 2020). Furthermore, co-living requires the presence of an operator that provides the services and manages the spaces. Both have the start reverse as a fundamental characteristic, an approach through which the accommodations are evaluated based on the community that will settle and use them.

Although cohousing and co-living have common characteristics, analysing the phenomenon of cohousing advances the possibility of deepen a reality in strict relationship with the individuals who live it.The term cohousing was introduced for the first time by Kathrin McCamant and Charles Durrett in

the middle 1980s in their book titles "Cohousing: a contemporary approach to housing ourselves" (Durrett & McCamant, 1989; Ruiu, 2016). However, among the first forms of cohousing there was the project carried out in the 40s by feminists and modernists movements to lessen daily chores for married working women so that they can rest (Vestbro & Horelli, 2012), seeking a more harmonious, creative and just society (Jarvis, 2015).

Cohousing is a form of collaborative living in which neighbourhoods are typically formed by groups of individuals consciously committed to live as a community (Ruiu, 2016). These groups build and live together in order to serve a common ideal (Krokfors, 2012) through a specific lifestyle. Cohousing communities respond basic needs for residents with a combination of the fulfilment of individual privacy and the benefit of community life (Dinda Lutfiyah, 2019). The development of a cohousing project requires a cohesive group, common objectives, and a physical site. In cohousing communities people develop a strong sense of belonging because of active participation in decision-making and designing process (Ruiu, 2016). Cohousing is described by six main features:

1. **Participatory Process**

   During the design phase of the physical spaces and services, the future residents meet to discuss alternatives and how to meet their common needs. The dialogue and discussion activities may include the presence of a moderator, external or internal to the community, and other support roles. However, even before designing the spaces, future residents cooperate to find the land, the sources of financing and new users to introduce into the community;

2. **Integrated Neighbourhood Design**

   The layout of the spaces is functional to the sense of community. It therefore favours moments of meeting and sharing among residents, without renouncing the private sphere secured by their own residential nucleus. The extension of the public sphere is not equivalent in all cohousing projects, but it varies according to the community that settles;

3. **Common Facilities**

   Shared activities are facilitated by common facilities designed for daily use. Typically, the shared spaces chosen by the residents are the common kitchen, a shared dining area, the laundry room and the children's room. Sharing common spaces allows users to share a variety of goods and to establish enduring social relations (Jarvis, 2015);

4. **Resident Management**

   The participation of residents in the project does not end in the design

phase, but it extends to all operational activities aimed at the sustainability of the cohousing project over time. Therefore, the community administers the condominium often dividing itself into work groups, favouring the rotation of roles for responsibilities and balanced workloads. There is a common and shared approach to problem solving aimed at considering everyone's needs. Furthermore, the participation of residents in common activities not only reduces the costs of managing cohousing and increases individual responsibility, but also allows residents to increase their capabilities thanks to the responsibility of different tasks accomplishment (not always corresponding to their competences);

5. **Not Hierarchical Structure**

   Anyone who enters in a cohousing project is invited to participate in the decision-making process and to join work groups according to individual skills and interests. The concept of parity is in force within cohousing communities; therefore, the decision-making criteria have the objective of considering each one's point of view. Many cohousing communities use the consensus method, which involves the unanimity for the selection of alternatives. In such a structure, just for cases of extreme urgency, which require a short evaluation time, the decision-making method adopted could be the democratic one. Those that are not interested in participating in the entire decision-making and design process agree to be represented by the other residents and renounce the possibility of giving voice to their will. Although the structure is non-hierarchical, it is possible that some individuals will be recognized as the leaders of the group due to their special qualities and charisma, but they will never have authority over others;

6. **Community Does Not Share an Economy**

   The community is not a source of income for residents, who are not paid to perform administrative and management duties. However, cohousing projects also allows services to be provided to users outside the community, thus becoming sources of income for the benefit of the sustainability of the project.

In some cases, a developer assumes the role of facilitator for relationships with the various stakeholders, such as institutions or suppliers. In such situation, the private dwellings are designed and completed almost at the same time under a central arrangement (Durrett & McCamant, 1989). Each cohousing project is presented as a single entity strongly dependent on the community that has settled and characterized by its own governance system. The benefits of this particular type of collaborative living, derive from economies of scale, but also from a culture of support between peers (Jarvis, 2011).

The novelty of cohousing is not the typology of the spaces and their arrangement, rather, is the array of social, institutional, and coordinating practices that together cultivate solidarity and shared endeavour.

Due to the numerous points of contact, cohousing turns out to be a social movement whose fundamental peculiarity is colocation (Jarvis, 2011). Cohousing is an expression of resistance to social isolation and to the modern unitary vision of living in spaces.

2.2.4   Alternative Food Systems

The relationship between food and city has always been a crucial aspect for the livelihood of individuals. However, in recent years it has taken on an even more important role due to vast changes, such as globalization, growing world population, rapid urbanization, volatile markets, and climate change. Alternative food systems often originate from those communities or social movements traditionally sensitive to issues related to ethical consumerism, food justice and food sovereignty (Tricarico et al., 2019). Local food initiatives have blossomed as a sector of activity with a specific focus on expanding alternatives and transforming the conventional approach to the way people produce and consume food (Connelly et al., 2011). The alternativeness of these networks can be based on a very different range of factors, such as the relationships between the actors of the network, the relations that are produced between the places of the network, the distribution of power, the environmental sustainability of the production and distribution processes, the social justice of the network, and so on (Dansero & Pettenati, 2015; Goodman et al., 2012). Among the most famous examples of alternative food systems is the Slow Food Movement.

The Slow Food Movement

 It was founded in Bra (Cuneo, Piedmont) in 1986 in stark contrast to the food and industrial habits attributable to Fast Food. The Slow Food Movement has been defined as a cultural movement, based on the intrinsic cultural value of local production that critiques the globalized and delocalized food production system (Haxeltine et al., 2016). The movement was born to claim the right to pleasure local food, slow paces and the direct relationship between consumers and producers. Two years after its foundation, the Slow Food Movement published its manifesto through which it made known the values it pursued.

The success of the Slow Food Movement is due to its ability to develop a common identity, identifying a collective vision of change (Haxeltine et al., 2016). Within the movement, the relationships between consumer and producer are based on mutual trust born from the desire to eliminate the in-

formation asymmetries between the two different actors. This disclosure of information leads consumers to trust producers and allows producers to prove the quality of their products. Quality that must be savoured at a slow pace, in contrast to the frenetic pace of man's various occupations. The Slow Food Movement, as well as other alternative food systems, propose alternative food networks regarding production, distribution, and consumption, which propose and practice models contrary to conventional systems based on large-scale orientation (Tricarico et al., 2019). To transform eating habits in favour of more sustainable and fair ones, it is not possible to operate within the confines of current systems that consider food purely as a commodity.
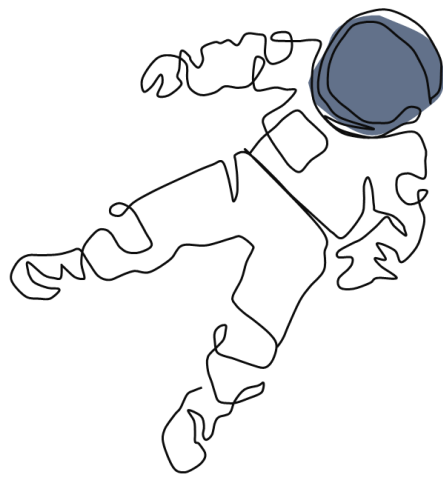
RESEARCH
QUESTION

03/

Chapter 3

Research Question

Don't be given artificial limits that aren't really yours. And above all, don't give them yourself, but if you have dreams and ambitions try to find a way.

— ***Samantha Cristoforetti***, 2015

This chapter aims to define a conceptual research framework, drawing its origin from the theories analysed during the literature review. Subsequently, the research gap that generates the related research questions will be examined in depth within the sections.

3.1   Conceptual Framework

This section aims to summarize the contents of the Literature Review chapter in a conceptual framework, the system of concepts, assumptions, expectations, beliefs, and theories that supports and informs the research (Maxwell, 2008). Therefore, a summary and complete view of the concepts introduced and studied over the years on the phenomenon of interest is given to the reader, by recalling the fundamental dimensions that summarize the theories on innovation and more precisely on the Innovation of Meaning.
The framework distinguishes four dimensions:

1. *Concept definition.* It deals with the narration of the reference topic, of which it allows to identify the key characteristics;

2. *Purpose.* It refers to the objectives that the topic of interest pursues;

3. *Actors.* It describes the heterogeneity of the actors involved and their respective roles;

4. *Methodology*. It introduces the processes and activities aimed at achieving the purpose by the actors involved.

Concept Definition

Innovation is the implementation of a new or significantly improved product or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations (Bloch, 2007). Historically, two drivers for innovation were considered: market and technology. While Technology Push Innovation encourages firms and consumers to use new technologies, Market Pull Innovation considers consumers as active users which are able to imagine and convey further product's changes. Despite the knowledge that the literature had already offered, the research made progresses and in 2009 the contribution of R. Verganti enriched the theory on innovation, considering a third source of innovation: the meaning. Since then, many firms have consciously built and nurtured a sustained competitive advantage by developing proposals for new ways of satisfying the deep emotional, psychological and socio-cultural reasons underlying consumer choices (Bellini et al., 2017). Indeed, the meaning represents the motivation that drives the consumer's propensity towards a product. It is a creative component of technology and design that considers significant only what belongs to the personal dimension and which is decisive in reference to the context of the user (Sääksjärvi & Gonçalves, 2018).
Five main properties describe meanings:

1. Meanings are context-dependent;

2. Meanings cannot be optimized;

3. Meanings are reconstructed by the receivers;

4. Radical meanings are outlandish compared to what currently makes sense;

5. Radical change of meaning is co-generated.

Indeed, meanings nature is peculiar, because it involves symbolic, emotional and intangible factors (Verganti & Öberg, 2013) that may be highlighted by visible design attributes (Eisenman, 2013). Meanings are highly context dependent, and they cannot be optimized because they settle in new fields of exploration rich in unstable and innovative elements. Their connection to new scenarios implies that new meanings are outlandish compared to what currently makes sense (Verganti & Öberg, 2013). Moreover, intangible attributes are associated by consumers, but do not arise from the physical nature of the object itself (Hirschman, 1982; Neisser, 1976). Quite the opposite, objects are a tangible record of cultural meanings that allows individuals to discriminate visually (McCracken, 1986). Indeed, among the properties of meanings, being shared is a peculiar one because it allows the meaning to

be imbued by a creator in a solution and to be understood by an evaluator (Sääksjärvi & Gonçalves, 2018). Immediately after the sense-making process carried out by the creator, a sense-decoding process is carried out by the consumer (Csikszentmihalyi & Halton, 1981).

Purpose

The innovation of meaning is identified as a form of design driven innovation, which allows firms to increase their competitive advantage though value co-creation by fulfilling deeper and unexpressed user's needs and by extending the product lifecycle.

Figure 3.1: Purpose of the different sources of innovation.

Innovation of Meaning aims at redefining the long-term value drivers that underpin the identification of the needs, problems and opportunities (Artusi & Bellini, 2020), focusing on an un-identified problem. The innovation strategy that leads to products and services that have a radical new meaning is indeed called Design Driven Innovation (DDI). Companies that adopt DDI instead of making proposals, put forward a vision (Verganti, 2009). The strategy is about a novel purpose that redefines the problems worth addressing not only a new how, but especially new why (Dell'Era et al., 2018). Innovation of Meaning tries to get closer to people's heart by looking at how they live and what is valuable to them in their life rather than looking at the specificities of a given problem they might have (Altuna Lertxundi, 2016).

Actors

Historically, innovation of meaning has been pioneered by groups of visionaries, individuals that act as technological gatekeepers of cultural production (Dell'Era et al., 2018). Indeed, to create long-term and sustainable wellsprings of growth, companies must step outside of a structural innovation paradigm and re-embed consumers and producers back into society (Simanis & Hart, 2011). The gatekeeper collects and shares information about important changes in the internal and external environment (Boer & During, 2001). The literature offers numerous insights into the actors of creation, including radical circles, restricted groups of individuals that collaborate beyond formal organizational structures and by challenging one another draft

a vision in clear contrast to the dominant rules of their studies. Within radical circles and among all the actors that intervene in the creation of a new meaning a necessary resource is criticism, the capability that leads to openness of thought and possibility (Altuna Lertxundi, 2016).

Methodology

The product meaning is the outcome of the dynamic process of organizing and interpreting physical patterns into gestalt through cognitive schemas. Meanings are produced, not given, by individuals immersed into a socio-cultural context and firms strive to assess it precisely and ex-ante (Gasparin & Green, 2018; Verganti & Öberg, 2013; Eisenman, 2013; Kazmierczak, 2003). Consequently, meanings are significantly context dependent.

The discipline that deals with encoding and translating relationships among singular symbols which triggers the emergence of product meanings (Kazmierczak, 2003) is design. Indeed, design, which not only asserts the task of conceiving all those functional, physical, technical and aesthetic-formal, determines product's qualitative aspects in relation to the use, technological and production possibilities. Design is considered essential for innovation because it combines technological attributes with perceptible aspects, thus reaching an integrated product between technology and appearance in a holistic dimension (Eisenman, 2013). K. Krippendorf stated that "design is making sense of things" (Krippendorf, 1989); according to the author, the etymology of design derives from the Latin designare, that literally means "to mark". The previous statement can be interpreted in different ways, such as the need to create products through design whose meaning is clear and of value to someone. Then there is the interpretation according to which design is the translator of subjective meanings belonging to objectively existing artefacts. This last vision recalls the third, and last, interpretation which considers design a sense creating activity, and which therefore intensely links design and innovation.

Given meanings peculiarity of not being stable over time, it is not possible to refer to a completely linear process of meanings transformation, indeed the process of design driven innovation is not codified into steps (Verganti, 2009). Despite this, the origin of new meanings foresees the involvement of external players who intervene in the interpretation phase, offering the company new perspectives and several interpretations. The broad network of actors offers its contribution to the development of new product meanings by providing four capabilities: interpretation, creativity, dynamic and management capability (De Goey et al., 2019; Verganti & Öberg, 2013). For IoM, interpreters refer to external actors, which are not suppliers of knowledge to fill existing gaps, but important source of new arguments (Verganti & Öberg, 2013). The context in which the meanings are first formulated and subsequently proposed acts as a foundation and external players can contribute significantly to the way organizations reformulate product

meanings (Verganti & Öberg, 2013).

3.2   Research Gap

As previously mentioned, the literature review allowed the author to define the main area of interest and to identify a space for exploration in which there was the possibility to contribute with further investigations. To do this, the framework was used as a catalyst for opportunities, identified in the dimension of the actors and in the process of origin and introduction of the new meaning. Indeed, although the new meaning has been extensively described and deepened by the existing literature, the author's willingness has arisen to understand whether it is possible to extend the pool of actors that become the bearer of a new meaning and, if so, which actions should be implemented.

Indeed, the literature states that the development of IoM benefits from a small group of innovators, who enjoy available resources to generate and serve the new meaning. Among these, the literature identifies the lone genius, who enjoy sensitiveness and leadership, and the radical circles, which through phases of experimentation and criticism pursue the new meaning. Therefore, the effectiveness of a large group of actors outside the organization moved by an intrinsic motivation remains unexplored. Furthermore, there are blurred areas about the process conducted for the introduction of a new meaning because, given meanings peculiarity of not being stable over time, it is not possible to refer to a completely linear process of meanings transformation, indeed the process of design driven innovation is not codified into steps (Verganti, 2009).

The literature gaps were then merged in the definition of the main research questions of this dissertation:

- **What is the most significant contribution of groups of proactive users to Innovation of Meaning?**

- **What actions should collectives take to enhance the new meaning?**

- **What are the main factors that influence the success of the new meaning in the socio-cultural context?**

To solve the research questions a qualitative methodology was performed, by focusing on two main phases: data collection and data analysis. The data collection refers mainly to desk research and e-ethnography activities, while the data analysis was based on clustering techniques that transformed interviews into valuable information.
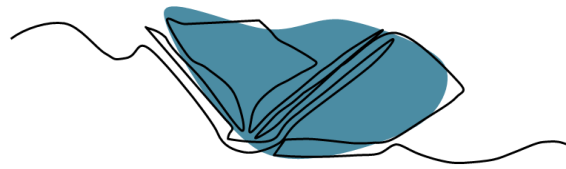
METHODOLOGY

04/

Chapter 4

Methodology

If you want to be a true seeker of truth, it is necessary that at least once in your life you doubt, as much as possible, of all things.
— ***Cartesio***, 1637

This chapter explores the methodology and tools used to investigate the previous framework by extending the research towards the activity of groups of proactive users. The methodology used for this purpose is the qualitative one, which was carried out in two phases. The first concerns the data collection phase, in which information from desk research, e-ethnography and interviews was collected. Instead, the second phase of the methodology concerns data analysis, performed through the clustering technique that considered quotes from interviews as inputs. The following sections explore the two phases and their use in favour of the research conducted. Moreover, the qualitative research will be described distinguishing its object of study from the one that belongs to quantitative research. Indeed, while the object of study of quantitative research could be, albeit simplistically, defined in terms of the extent of a phenomenon, the definition of the object of study of qualitative research has taken at least two directions. In the first, the study of quality is understood as an investigation into the nature or essence of things. In the second, the analysis of quality was referred to the study of the "meaning" of a phenomenon (Denzin & Lincoln, 2005; Strauss & Corbin, 1990; Miles & Hubermas, 1984). In this paper, qualitative research is mainly aimed at investigating the nature and essence of the phenomena analysed.

4.1   Data Collection

The goal of the dissertation is to investigate the role of groups of proactive users in Design-Driven Innovation and to systematically describe their activities in the generation of the new meaning. To do this, qualitative data were collected from three parallel and repeated sources of information.

First of all, the study of the existing literature was the approach that allowed to explicit the theories on the two macro topics that this thesis deals with: Innovation of Meaning and bottom-up approaches by collectives. Facing with the emergence of a research gap validated by the literature review and concerning both the actors of innovation and the fundamental phases for the generation of a new meaning, the desk research activity looked for case studies that would allow expanding the attention to the introduction of products and services with a strong socio-cultural impact within the Milanese urban scene. Therefore, even if common phenomena were identified in locations outside the one of interest, only case studies located within the boundaries of the Metropolitan City of Milan were considered.
Furthermore, consistently with the objectives identified in the previous chapter, only cases with the following characteristics were considered:

- presence of a community of individuals strongly involved in the creation and development of the new meaning and in its transformation into innovative products and services. It is represented by the establishment of the heterogeneous community that recognize itself as a single actor that brings together individuals that join for a common purpose;

- the existence, within the community, of proactive users, who are at the same time creators and receivers of the new meaning. Therefore, theirs is a vocation driven by a strong internal motivation that not only leads them to seek an alternative lifestyle, but also to use a product aligned with the new vision;

- the desire to introduce a new product or service is based on an inside-out approach originated from the strong willingness to respond to the needs that emerge from the immersion in the socio-cultural context. These needs can take on different practical declinations that allow the individual to feel fully represented;

- localization within the boundaries of the Metropolitan Area of Milan, focusing the attention on a highly dynamic city in which social and economic phenomena move at a high speed and sometimes in antithesis with the needs of its citizens. Individuals residing in similar contexts, in fact, develop alternative visions more intensely and can enjoy the numerous resources that the city offers them to develop their will for change into practical experiences.

Therefore, a first evaluation of the case studies collected for this research was carried out through the analysis of qualitative secondary data derived from studies and articles on the different realities and which contain information such as descriptions, manifestos and projects.

CASE STUDY	TYPOLOGY	YEAR
GREEN OPIFICIO	Collaborative Living	2018
CO-INVENTING DORIA	Collaborative Living	In progress
CASCINA MERLATA	Collaborative Living	2015
REDO	Collaborative Living	2020
BORGO FIGINO	Collaborative Living	2015
CENNI DI CAMBIAMENTO	Collaborative Living	2013
L'INNESTO	Collaborative Living	In progress
BASE GAIA	Collaborative Living	2014
URBAN VILLAGE BOVISA	Collaborative Living	2006
TERRACIELO	Collaborative Living	2010
COSYCOH	Collaborative Living	2010
COHOUSING CHIARAVALLE	Collaborative Living	In progress
COVENTIDUE	Collaborative Living	In progress
URBAN VILLAGE NAVIGLI	Collaborative Living	In progress
HUG	Col. Urban Regeneration	2017
CASCINA CUCCAGNA	Col. Urban Regeneration	2012
A RITMO D'ACQUE	Col. Urban Regeneration	2020
L'ALVEARE CHE DICE Sì	Alt. Food Systems	2014

Figure 4.1: Initial list of case studies.

By collecting information, a list of twenty-four case studies was obtained that could potentially extend the current knowledge of innovation theories. The list then underwent a reduction according to the quantity and quality of information available on the promoters of the project as dictated by the first discriminating criterion, thus obtaining a middle pool of eighteen case studies. To each project was assigned the year of implementation and the typology, distinguishing it in collaborative living, urban regeneration and alternative food systems.

In the *urban regeneration* category were included those projects aimed at enhancing neighbourhoods, buildings or complexes through the establishment of tools and environments that favour social relations and the generation of shared value. Instead, the projects belonging to the *collaborative living* represent the desire to establish new forms of living, which can be declined in the main types of cohousing, co-living and social housing. The first two take on characteristics similar to traditional speculative real-estate projects, however they promote a style of shared living in which great attention is given to the relationships between tenants. In the first case, the tenants are both designers and users, while in the second case those who favour co-living spaces are exclusively users. While social housing works for the benefit of those individuals belonging to weak categories compared to traditional speculative real-estate businesses. Among the types just presented, only cohousing

responds positively to the constraints placed on research. Lastly, the *alternative food systems* category is aimed at those projects that show the desire to supply food with methodologies that allow for an equitable distribution of economic value and whose environmental impact is greatly reduced.

Subsequently, the list was further reduced by the selection of the cases of greatest interest for this thesis, evaluating the operation of the project and its attention to the community and externalities. In addition, the cases of "collaborative living" were further investigated, analysing three specific properties: the existence of community spaces, the presence of services and activities managed by the community, and the adoption of a participatory planning process. Therefore, the projects found to be suitable the research were five, described within the proposed figure.
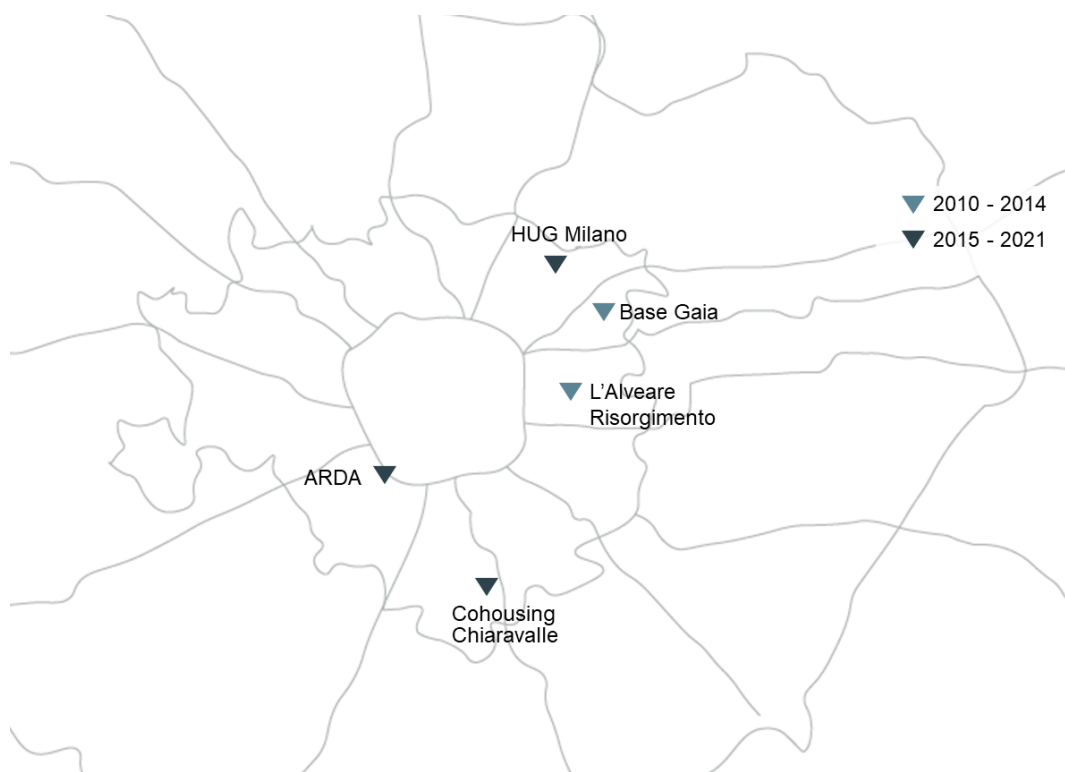
Figure 4.2: Position of the five case studies selected in the Metropolitan City of Milan.

After the selection of the case studies, an ethnography activity was conducted. Ethnography by its nature provides for participatory observation, requesting the researcher to enter deeply into the context, the environment where the observed subject lives or operates, with the awareness of the influence that himself can exert on the behaviour of the observed subject (Geertz, 1973). Geertz distinguished between two types of ethnographic descriptions: the "thin description", a mere description of a fact, and the "thick description", which represents the object of ethnography as a profound reflection and interpretation of a fact, its meaning and its value. As the first step, the researcher must assume an impartial role, without any kind of prej-

udice, while observing people acting on-site. Secondly, they must try to understand which are the reasons why people in the observed environment act in these specific ways, without giving their own interpretation (Sangasubana, 2011).

Moreover, the phenomena observable in a real context a can be transferred to a digital dimension; according to Hine, the space of the offline place re-affirms itself online (Hine, 2000). Therefore, if the context does not offer the possibility of being investigated live or a more extended view of the phenomenon is requested, the researcher can consider the online interactions and conduct an e-ethnography research. Indeed, e-ethnography is an online research method that transports ethnography to digital channels, such as websites, platforms and social media. There are no canonical indications on the approach to be adopted, but each researcher establishes his own methodology. The author of this paper, for the impositions dictated by the health emergency from COVID-19, conducted a digital ethnography aimed at capturing relevant information, including projects' key values and community's modes of action to be found in the official websites of the promoter of the project or of all those actors who have been part of the design and implementation network.

Ethnography does not exclusively provide advantages, but it presents also disadvantages; firstly, the effort required in terms of active labour and time is high, secondly it is difficult for the ethnographer to find balance between the participation and the observation (Sangasubana, 2011). For this reason and since qualitative research methods are often more flexible and subjective, a deep utilization of interviews as the last methodology was almost mandatory. To collect the interviews, the main promoters of the projects - listed in the table below - were contacted and were asked to narrate the case study from an internal and profound point of view. They were contacted through the official e-mail addresses present on the reference sites.

INTERVIEWEE	ROLE	CASE
Gerardo Ceriale	Founder	Base Gaia
Stefania Nizardo	Gestore Alveare	L'Alveare Che Dice Sì!
Monica Righetti	Project Manager	A Ritmo D'Acque
Nadia Simionato	CEO cohousing.it	Cohousing Chiaravalle
Stefano Zoli	Manager	HUG Milano

Table 4.1: Interviewees for the case studies selected.

As clarified by the table, one interviewee was considered for each case study. Each interviewee was informed in advance of the reference topic and the

purpose of the dissertation, without however anticipating the questions he would receive. This was decided for two main reasons: firstly. the interviews were semi-structured, therefore the interviewer followed the discussion without taking the questions directly from a list, but adapting them to what was said, and, secondly, by doing so individual biases are reduced, in favour of a genuine and spontaneous narration. The interviews were conducted by the author of this thesis using the main digital communication platforms. Indeed, the protraction of the pandemic prevented live meetings. However, thanks to the willingness of the interviewees, there were no communication difficulties or closing attitudes. Moreover, given the unified presence of the author in the role of interviewer, she proceeded to record the interviews to allow to foster a natural and continuous dialogue. Therefore, the interviews took on a continuous flow character and benefited from an informal exchange of valuable information. This same flow, as previously mentioned, was favoured by the typology of the interviews, which through a semi-structured form allowed the linearity of the story.

Each interview referred to the below structure:

I. General

How was the project born? What need does it respond to?

What is your role within the project and what were the main reasons for starting this collaboration?

What are the most relevant characteristics of the project that differentiate it from the other cases?

II. The change

Who was the promoter of the project (single individual, group of citizens, public administration, social cooperative, housing cooperative, etc.)?

What originated the desire for change?

III. The community

How did the transition from a single visionary to a large group of people come about? How did the community originate?

How is the community constituted (socio-demographic characteristics, lifestyles) and what values are pursued and shared within it?

IV. The process

What were the steps towards realization? Which professional figures intervened?

Were the end users involved during the implementation? How?

Have there been collaborations with the stakeholders and what were the

drivers of choice?

Were there any critical moments? Why?

V. Sustainability

How was the project financed (mortgages or private loans, own resources, public contributions, private contributions,...)?

What is the cost and revenue structure? If already started, is the project economically autonomous and sustainable?

What are the actors and the related benefits considered in the new business model?

The first section is mainly introductory, allowing the interviewee to introduce himself and describe the reasons why he decided to embrace the project. The second section, focused on the origin of the transformation, aims to explore the trigger for the generation of the new vision, and who was the first to actively moved in the new direction. The third section explores the community, its birth and development, thus recounting its life and internal changes. Moreover, the penultimate section focuses on the process of creating and implementing the new meaning, emphasizing the completed and future phases. Lastly, the section on the monetization capability of the project aims to describe its characteristics of economic and financial sustainability.

The structure above allowed the author to explore specific topics represented by the following questions:

- Were the end users involved during the implementation?

- Do the stakeholders actively participate in the project realization?

- Are the stakeholders aware of the existence and strength of the new meaning?

- Do users collaborate with each other?

The actors involved indirectly answered the previous questions in an individual, telematic interview session lasting approximately one hour, recorded by the interviewer.

4.2   Data Analysis

The qualitative research described in this chapter refers to an exploratory research, assimilated to inductive reasoning in which, starting from empirical data, the researcher arrives at the formulation of a universal rule. In this paper, the inductive research, i.e. aimed at exploring signals observation in order to generate new knowledge, has mainly benefited from three

sources of information: desk research, e-ethnography and interviews. The latter provided such a large amount of information that it could not be used as-is in the creation of theories, but it required further elaboration. The approach used to transform interviews into valuable information refers to "Gioia Methodology" developed and presented by Gioia in the article "Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology" (Gioia et al., 2012). This methodology aims to reduce the limits of qualitative research, such as the difficulty of comparing the data obtained with different methods. As Hammersley and Atkinson stated, "different sets and types of results can be equally important and illuminating" (Atkinson & Hammersley, 1983). Furthermore, in qualitative approaches, the exploration begins with the identification of the concepts that should fit in categories, and the classification of the data collected is mainly entrusted to the reasoning (even if replicable) of the researcher. However, Gioia's methodology aims to balance the "conflicting need to develop new concepts inductively while meeting the high standards for rigor demanded by our top journals" (Gioia et al., 2012).

Therefore, the authors of the methodology suggest using a systematic approach for evaluating valid results, extracting theories of value for different domains and using interviews as the fundamental source of information. The aforementioned methodology advises the researcher to break down the interviews into elementary sentences whose content is atomic and valuable (expressions totally unrelated to the phenomenon of reference must therefore be excluded). In other words, each quote becomes an element that goes through a very important step of the methodology: the clustering. Therefore, the author, following the proposed methodology, has labelled the first order concepts (the atomic phrases deriving from the interviews) bringing them together in classes of second order themes, to then perform a clustering activity on them. Cluster analysis consists of a set of statistical techniques aimed at identifying groups of units similar to each other with respect to a set of characters taken into consideration, and according to a specific criterion. The objective is essentially to bring together heterogeneous units into several subsets that tend to be homogeneous and mutually exhaustive. In other words, the statistical units are divided into a certain number of groups according to their level of "similarity", evaluated starting from the values that a series of selected variables assumes in each unit. Lastly, aggregate dimensions, the outcomes of the clustering analysis according to the Gioia methodology, are created.

The structure of analysis presented in this chapter not only allows researchers to configure the data into a sensible visual aid, but it also provides a graphic representation of how they progressed from raw data to terms and themes in conducting the analyses, becoming a key component of demonstrating rigor in qualitative research (Gioia et al., 2012; Tracy, 2010). An example of the data structure is shown in the following table.

FIRST ORDER CONCEPTS	SECOND ORDER THEMES	AGGREGATE DIMENSION
• *Loss of parent company as direct comparison.* • *Shift in focus to comparisons with competitors.* • *Media attention shifts away from Bozoo to industry.*	Change in Social Referents	
• *Who we are going to be? How will we see ourselves?* • *This is what independence means.* • *How do we get there from here?*	Temporal Identity Discrepancies	**Triggers of Identity Ambiguity**
• *Misperceptions/false data reported in the media.* • *Quiet periods constrain out internal communications.* • *Stock price does not adequately reflect who we are.* • *Customers don't know we're independent*	Construed External Image Discrepancies	

Table 4.2: Example of an aggregate dimension obtained by the application of the Gioia methodology.Source: Gioia 2012

FINDINGS

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Chapter 5

Findings

> *When someone seeks," said Siddhartha, "then it easily happens that his eyes see only the thing that he seeks, and he is able to find nothing, to take in nothing because he always thinks only about the thing he is seeking, because he has one goal, because he is obsessed with his goal. Seeking means: having a goal. But finding means: being free, being open, having no goal.*
> — ***Herman Hesse***, 1981

This chapter is dedicated to the presentation of the six case studies that have been analysed with the previously described methodology. For each case study a brief description is presented, the aim of which is to give the readers the basic information necessary to immerse themselves in the reference context. For each case study, is indicated the dimension of reference which can take three different annotations (urban regeneration, alternative food systems and collaborative living) according to the willingness to explore all the possible dimensions covered by proactive users' activity. Subsequently, common findings among all the case studies will be investigated.

5.1   Case Studies

The desk research activity allowed the identification of five case studies that would expand the attention to the introduction of products and services with a strong socio-cultural impact within the Milanese urban scene. Consistently with the objectives identified in the previous chapter, only cases with the following characteristics were considered:

- presence of a community of individuals strongly involved in the creation and development of the new meaning and in its transformation

into innovative products and services;

- the existence, within the community, of proactive users, who are at the same time creators and addressees of the new meaning;

- the desire to introduce a new product or service is based on an inside-out approach originated from the strong willingness to respond to the needs that emerge from immersion in the socio-cultural context;

- localization within the boundaries of the Metropolitan Area of Milan, focusing the attention on a highly dynamic city in which social and economic phenomena move at a high speed and sometimes in antithesis with the needs of its citizens.

A Ritmo D'Acque — Urban Regeneration

ARDA (A Ritmo D'Acque) identifies the waterways placed in south of Milan (Naviglio Grande, Pavese, Langosco, Sforzesco, di Bereguardo) as a central element to be enhanced through the development of itineraries. Indeed, the south area of Milan is characterized by glimpses of agricultural landscape, canals, ancient farmhouses, valuable artifacts, and particular subjects and realities that live and work in the area. Getting in touch with those actors can represent an opportunity to discover the real value of the peripherical area. Indeed, the project proposes self-guided bicycle experiences and itineraries, supported by a mobile application. According to ARDA promoters, art and digital technologies contribute to build new territorial narratives, bringing together heterogeneous generations and cultures. The itineraries, indeed, are supported by multisensory installations and augmented reality experiences. The suggested routes are mainly developed on cycle paths and small country roads, as far as possible out of vehicular traffic. To "navigate" this world, the ARDA App is the tool that allows to easily follow the itineraries in a self-guided mode and to consult the peculiar points of interest. ARDA was created by a partnership network composed by BASE Milano (lead partner), Bepart Società Cooperativa Impresa Sociale, Ideas - Bit Factory, Local Logic srl, J'eco srl, Turbolento Thinkbike ssd, RCM Foundation - MUMI, with the support of the Fund European Regional Development (ERDF) of the Lombardy Region.

Base Gaia — Collaborative Living

Born in Milan between 2013 and 2014, it is the first self-produced Italian co-housing. The project was desired and followed in all its phases by an initial nucleus of four families subsequently extended to a group of ten families which, after the foundation of the cooperative, turned to a pool of professionals for the construction of a highly eco-sustainable building. Nowadays, the Base Gaia community is made up of ten heterogeneous families in terms of age and profession, but united by three pillars: the consensus

method, ecological and economic sustainability, and, lastly, the opening to the neighbourhood. The Base Gaia project is characterized by a logic based on the sharing economy which involves the sharing of material goods and service activities, producing independent forms of welfare, optimizing consumption, making residents aware, and enhancing the individual skills of each member of the community. Since the participatory design has been conducted, the group of residents had the opportunity to study and outline the construction aspects of the building by evaluating the choice and size of common spaces, the type of individual accommodation and the characteristics of internal distribution. Once the structural requirements of the building were defined, the attention was focused on the environmental impact and on the characteristics necessary to comply with eco-sustainability standards; the choice fell on the use of prefabrication technologies made with natural materials that allowed the property to obtain an energy rating of class A +++. The complete structure consists of 6 floors, of which 5 accommodate the apartments surmounted by a large terrace where the common laundry is housed, while on the ground floor there are most of the shared services such as the children's area, the common kitchen, the coworking space, the events room and a small house for guest use; in the basement, on the other hand, parking spaces, motorcycles and bicycles are available for condominiums, as well as the common cellar and the warehouse for collective purchases which was destined for local g.a.s. (solidarity buying group) becoming a collection point in the neighbourhood.

Cohousing Chiaravalle — Collaborative Living

The promoter group of Cohousing Chiaravalle has worked on the values of which this cohousing wants to be an expression. Cohousing Chiaravalle aims to host everyone; there are no age or category limits because everyone is a resource to be valued and can contribute in his own way to making life in this cohousing truly special. Among the shared values, there are care for nature, attention to environmental issues and the desire to relate to each other while respecting everyone's diversity. As is customary in cohousing, the future inhabitants were involved in participatory planning and had the opportunity to express their wishes that took the form of a multifunctional room with equipped kitchen, a children's play area visibly attached to the common area for adults a common laundry and a warehouse in which to store food and common tools. As previously stated, in Cohousing Chiaravalle the principle of participatory planning is in force, which is a path facilitated by professionals that support the members of the project, and in which the community of inhabitants defines the general lines of their life in cohousing (vision) and subsequently the specific characteristics of their residential settlement, with particular attention to sustainability. The founding group was initially set up in Cohousing Chiaravalle and then new families were gradually joined. Over time, the group has acquired the ability to com-

municate, work together, carry out tasks and achieve objectives by learning how to self-regulate. Indeed, the objective of the cohousing.it professionals is to facilitate and moderate the meetings as long as the group is heterogeneous but amalgamated, supporting a shared a vision, rules, methodologies and setting as aim the capability to confront each other being aware that the common good is a value and that collaboration, mutual respect and creative confrontation are functional to the creation of well-being and a qualitative life.

HUG Milano — Urban regeneration

HUG Milano is a bistro that offers a working space, events and hospitality. It is located in the courtyard of an old chocolate factory and it is a social project that aims to become a community hub of urban regeneration, an ethical place of innovation and a point of reference in the area. HUG Milano is also an ideal coworking space for freelancers and for those who prefer to work in a stimulating and creative environment. HUG Milano is also a WeMi space, a point of reference for the inhabitants of the neighbourhood in their relationship with the Municipality. Consequently, in HUG Milano citizens can receive information on the Baby Card, home services, tax services, family support, domestic activities and much more. The HUG Milano association pursues, in compliance with the principles of eco-sustainability and social integration, the aim of proposing itself as a place of meeting and aggregation in the name of cultural interests, fulfilling the social function of human and civil maturation and growth, through the ideal of education, knowledge, mutual aid and social cohesion. Located in the NoLo district, it has become an example of urban regeneration and since March 2018 it has been managed by Stefano Zoli, president and manager of the cultural association.

L'Alveare Che Dice Sì! — Alternative Food Systems

La ruche qui dit oui! was born in 2011 in France, it is an online platform where local producers and consumers come together to support the consumption of fresh, genuine and local products. Subsequently, a young Italian aerospace engineer, Eugenio Sapora, fell in love with the idea and abandoned his Parisian life to launch L'Alveare Che Dice Sì! in Italy. The startup was founded in 2015 and incubated at the I3P Incubator of Politecnico di Torino. The innovative app was promoted by four entrepreneurs who supported the opening of the first Italian alveare, in the Mirafiori district of Turin, in test mode as early as 2014, the year in which the first distribution of local agricultural products took place. The manifesto of L'Alveare Che Dice Sì! states that:

1. Producers freely fix their prices.

2. Logistics must be reinvented to harmonize proximity and sustainability.

3. The value must be fairly shared among the interested parties.

4. Eating well is something people learn.

5. The agricultural transition must be actively supported.

Each alveare allows local producers within a radius of 250 km to register on the portal www.alvearechedicesi.it to sell their products online: fruit, vegetables, meat, cheeses. Consumers who register on the site can buy whatever they need at the selected alverare, choosing the products and the pick-up day from those available directly on the platform. The collection of products takes place weekly on the day of distribution organized by the "gestore" of the alveare, that is in charge with keeping relationships with the farmers and who selects suppliers, plan events, aperitifs and guided tours in the producer companies to create a real network of relationships and direct knowledge. Anyone can become the manager of an alveare.

5.2 Macro Categories Close-up

The following section introduces and expands the macro-categories that result from the second order clustering. Therefore, for each category the key elements that constitute it will be identified, emphasizing the answers to the interviews or the stories that led to their origin.

5.2.1 Interpreters

The key role of interpreters within the Innovation of Meaning has been extensively presented in the literature chapter and is confirmed by the analysis carried out. Interpreters are experts that have a common characteristic: they look at the same user experience or phenomena [. . .] although from different perspectives (Altuna Lertxundi, 2016). However, the cases analysed have highlighted an overturning of the role of interpreters, who cease to be important sources of new arguments (Verganti & Öberg, 2013), but present themselves as suppliers of knowledge to fill existing gaps in the encoding of the new meaning. Therefore, external players do not contribute significantly to the way collectives reformulate product meanings, but in the way the new meaning is realized in products and services.

Moreover, a further contribution is offered by diversifying two specific dimensions that describe innovators' role: Resources & Skills and Merging Insights.

- *Resources & skills* refers to the wealth of knowledge possessed by the interpreters and originated from the experiences faced in their own field

of belonging. The field of belonging is highly variable among the interpreters and allows innovators to obtain an overview of the phenomena that shape and determine the socio-cultural scene. Companies that look for innovations of meanings should highly value their interactions with interpreters, exchanging information on scenarios, testing the robustness of their assumptions, discussing their own visions (Verganti, 2009).

- *Merging insights* outlines the importance of collaborating with the interpreters because without their vision, the new meanings risk to remain indefinite and internal to the community, which is not always able to embrace (for the benefit of the spread of the meaning) perspectives external to its own. The community, being at the centre of the network that includes interpreters, must be able to use the information offered to obtain a correct framing of the context.

Resources & Skills	Merging Insights
Knowledge based on the experiences faced in interpreters' field of belonging	The collaboration with interpreters allows the community to obtain a broader vision
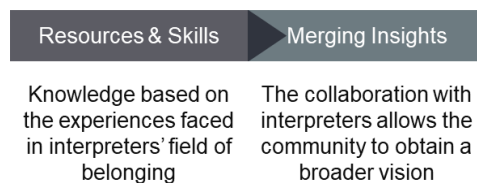
Figure 5.1: Interpreters second order themes

5.2.2 Forging the Socio-cultural Scene

The first fundamental characteristic of the meanings introduced by collectives is their ability to alter the contexts in which they are immersed to originate those scenarios that were strongly felt and imagined. The intensity of the phenomenon is a function of numerous factors, including individuals' will, communication skills and relationship with the public administration. The following list explores the main factors and elements that determine the changes in the socio-cultural scene.

- *Unfolding new scenarios* describes the changes desired by the promoters of the new meaning, who perceive the need to introduce a new scenario with characteristics not included in the current one. The need is expressed through a feeling of dissatisfaction, which contributes to the aggregation of individuals for the common research of points of strength and solidity. The origin of the new meaning at the socio-cultural level allows to identify the differences between the status quo and the new scenario. Consequently, the new meaning acts as a contrasting force that dares the status quo, in favour of new practices. However, the contrasting force that belongs to the new meaning is not necessarily a destructive force; on the contrary, some values and

lifestyles are maintained or even reinforced, while others may be moderately or radically modified. Envisioning a new scenario necessarily starts from the immersion in the current one, to being able to enhance selected characteristics and demolish others. A real process of shared creativity takes place inside the community, which aims at shaping the current lifestyle in favour of one who fully satisfies the collective needs. It would not be accurate to refer to unfolding new scenarios as a strictly defined activity over time. On the contrary, both due to the complexity of the outcome and the heterogeneity of the resources, it is a deeply diluted phase with poorly defined time limits. It has an undulatory movement and its results are never constant, but they vary as individuals and the environment change. The shared creativity is what characterizes the new meanings introduced by the community since, in the case of collective movements, it refers to the activity of modelling a behaviour in its application by individuals, who initially unconsciously hand down the new habit and allow it to proliferate. The same arbitrary proliferation allows individuals to silently continue to shape the context. The Literature Chapter illustrates that, starting from the social, relational, and cultural dimension of living, the city allows to discover not only the planning aspects of urban regeneration actions, but also the needs that the dynamics of regeneration of spaces may require to rethink citizens daily life. Indeed, urban regeneration means looking at already consolidated civic needs, but also at new ones and those still to be imagined, training individuals to think about the future. Following this consideration, Cohousing Chiaravalle project will create the opportunity for tenants to cultivate products on land adjacent to their houses, handling vegetable gardens located inside the city borders. The farming opportunity would not have been possible if the traditional attention to the centrality of housing had been maintained, the vision according to the periphery offers fewer opportunities than the historic city centre.

- *Formalizing the momentum* refers to the institutionalization of the group in bureaucratically recognized forms. Among the cases considered, cooperatives, social promotion associations, and other forms of society were founded. The institutionalization of the community corresponds to its first official and public opening, during which the group presents itself as the bearer of the new meaning. For instance, after the selection and purchase option of the land on which Base Gaia stands, the community founded Base Gaia Società Cooperativa Edilizia and looked for the bank that would provide financial support. Once the network of professionals was created around Base Gaia Società Cooperativa Edilizia, the project truly started.

- *Spreading the vision* embodies a phase of fundamental importance: the turbulence phase. The new meaning is now ready to move from one

individual to another and to be interpreted outside the community. Indeed, differently from the internal context, outside there are actors who base their actions on different behaviours and lifestyles which are permeated inside the cognitive processes of the decoding of the new meaning. The heterogeneity of the audience leads an unintentional and natural form of resistance that slows down the process of learning and acceptance of the new meaning. However, those meanings that can attract a large slice of society or to arouse the interest of institutionally relevant actors would be able to impose themselves as real, existing and even threatening alternatives to already established lifestyles and institutions. The spreading the vision activity started for the four founding families of Base Gaia with a research process to extend the community, looking for individuals interested in alternative forms of living. The group participated in initiatives such as Experimentdays 2014 in Milan and, thanks to similar events, it had the possibility to investigate and comprehend if other people were interested in joining the project, describing them their vision. The founding families decided to use self-selection as a discriminatory criterion, according to the interested individuals had the opportunity to attend the community meetings to understand if it was suitable for their needs.

- *Policy metamorphosis* is the confirmation of the success of the new meaning. Indeed, it represents the acceptance of the meaning by the public institutions, which recognize it as an alternative to the already existing forms. A labelling activity immediately follows the bureaucratic recognition, allowing the new meaning to be described and regulated through common and public policies. The origin of meaning-related policies favours the entry of those actors who previously subjected the new meaning to a context too risky and unprofitable. For the Municipality of Milan, the needs of the city guide the development of its infrastructures and they are based on very clear values: sharing, participation, service for all and respect for the environment [1]. Not surprisingly, the genesis of ARDA is linked to a call by the Lombardy Region with European structural funds, an opportunity for those complex projects that need many resources to be organized and that allow tourists and citizens to discover a territory on the outskirts of the city; territories rich in realities such as workshops, educational visits, and with actors who have been trying to structure themselves with a different offer for years.

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[1]Quote of Marco Granelli, Assessore a Mobilità e Lavori pubblici.

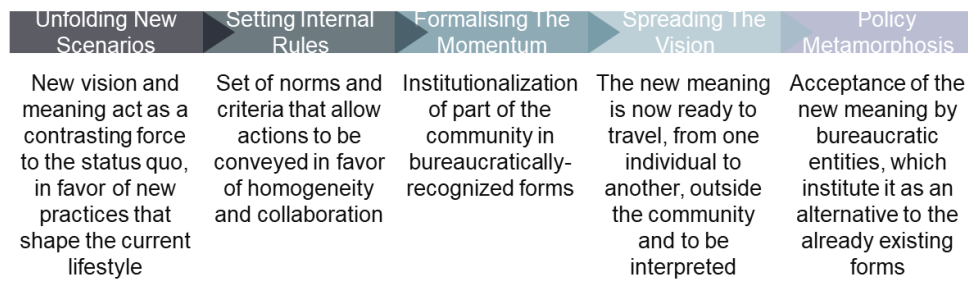| Unfolding New Scenarios	Setting Internal Rules	Formalising The Momentum	Spreading The Vision	Policy Metamorphosis
New vision and meaning act as a contrasting force to the status quo, in favor of new practices that shape the current lifestyle	Set of norms and criteria that allow actions to be conveyed in favor of homogeneity and collaboration	Institutionalization of part of the community in bureaucratically-recognized forms	The new meaning is now ready to travel, from one individual to another, outside the community and to be interpreted	Acceptance of the new meaning by bureaucratic entities, which institute it as an alternative to the already existing forms

Figure 5.2: Forging the Socio-cultural Scene second order themes

5.2.3   Community Flourishing

This paper considers the community as a focal point for the new meaning. Among the basic assumptions, not corroborated in the paper and whose deepening requires the contribution of sociologists and other human-science professionals, there is the possibility that individuals immersed in different contexts may equally express dissatisfaction with situations that share common characteristics. The community is created when individuals who perceive a similar malaise have the will to join to collectively pursue a lifestyle that allows them greater satisfaction. Communities are complex groups founded on shared values, that pursue the same goal and whose success largely depends on internal interactions and available resources. Even if the community offers stability and coherence to its members, it is necessary to recognize that the community is not stable over time, but it experiences moments of expansion and moments of contraction that alter its dynamics. Therefore, it is essential that a constant balance within the community members is maintained. The following list explores the main factors and elements that determine the creation and lifecycle of the community.

- *Sensing malaise*. How many times have you experienced to think "this city is suffocating me" or to be intolerant towards the pianist who during intense work sessions virtuously plays his instrument, the same neighbour you hardly remember the name? Those are all sensations of malaise from which the new meaning can originate. They refer to a perception of discomfort that creeps into people's minds. Among those that experience a similar sensation, two types of individuals are distinguished: those who consider the source of discomfort to be an inevitable externality and those who become aware of the possibility of creating alternative scenarios. The latter form, through their collaboration, the nucleus of visionaries.

- *Nucleus of visionaries* refers to those individuals who recognize in their malaise the possibility to alter the surrounding context and to remove the source of interference. Visionaries are those who manage to perceive and translate their malaise, that outline alternative scenarios to pursue, and that seek the collaboration with others, giving rise to the

community. The nucleus of visionaries does not necessarily correspond to the group of innovators, which instead can arise after the origin of the new meaning, taking care of its ideological and practical realization. However, the role of the nucleus of visionaries is fundamental because it represents the roots of the new meaning.

- *Cultural pillars* are the founding values of the community, the same values that must be - formally or implicitly - accepted by all members to be part of it. Those who do not support the cultural pillars tend to autonomously move away from the community, not recognizing themselves represented by it. The cultural pillars acted as a unique discriminatory criterion for the selection of the inhabitants of Base Gaia.

- *Setting internal rules* represents the activity that the community begins when it perceives the need to normalize its work to discriminate individuals and alternatives. Indeed, the set of rules and criteria allows actions to be conveyed in favour of homogeneity and collaboration within the community. Internal rules also represent an implicit bearer of the cultural pillars and determines the conditions of exclusion from the group and its methodologies of functioning. The internal rules therefore aim at the sustainability of the group and its longevity over time. For instance, cohousing projects are based on participatory planning. They adopt the consensus method as the decision-making criterion, seeking unanimity as the first objective. The consensus method aspires to arrive at a decision that considers all points of view, including even those that are observations that may not be in the majority direction.

- *Internal harmony* refers to the ability to embrace the diversity of the members within the community, members who recognize heterogeneity as a source of discussion and growth. The harmony is protected by the internal system of rules to which all members must subscribe, and which allows the group to present itself to stakeholders as a unique actor. The cohesion within the community allows greater communication skills and relationships with those professionals who support the planning and management activities.

  "Heterogeneity is functional because it recreates the social dynamics that exist outside the small group. Surely it is more difficult to create a point of contact, but we have understood how easily people realize that heterogeneity is a resource. The presence of a heterogeneous group allows us to work on those aspects that for a homogeneous group represent a factor of great weakness. The richness given by the interaction of different individuals overcomes the conflicting aspects, which are present and must be taken into consideration and regulated. If you adopt the vision of wealth, potential conflict becomes opportunity. " – *Nadia Simionato, CEO of cohousing.it.*

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Sensing Malaise	Visionaries	Cultural Pillars	Internal Harmony
Sensation originated by the immersion in contexts that present unfavourable characteristics for specific individuals	Those who manage to translate their malaise, outline alternative solutions and pursue them by seeking the collaboration of others	Founding values of the community that must be - formally or implicitly - accepted by all the members	The ability to embrace the diversity of the members, recognizing in heterogeneity the possibility of discussion and growth

Figure 5.3: Community Flourishing second order themes

5.2.4   New Meaning

Meanings represent the motivation that drives the consumer's propensity towards a good or service. It is a creative component of technology and design that considers significant only what belongs to the personal dimension and which is decisive in reference to the context of the user (Sääksjärvi & Gonçalves, 2018). New meanings connection to new scenarios implies that they are outlandish compared to what currently makes sense (Verganti & Öberg, 2013). The following list explores the main factors and elements that describe the new meaning creation and sharing.

- *Cardinal values* are the characteristics of the meaning that remain stable over time and that dictate a direction to its practical expressions. They are originated by the moments of discussion within the community, and they remain unchanged as they are closely linked to community cultural pillars. Therefore, even if the community renews itself and the meaning adapt to the new changes, the cardinal values are not impacted. The same would happen if the new meaning reaches such an extent that it overcomes national borders; any adoption of the new meaning will respect its cardinal values, while having the possibility to alter its peripheral characteristics. For the inhabitants of Base Gaia, for example, cohousing represents a place where people are not forced to share and where they relate spontaneously. Indeed, cohousing is described by six main features that should be respected in order to be aligned with the new meaning: participatory process, integrated neighbourhood design, common facilities, resident management, non-hierarchical structure, and a not shared economy (residents are not paid to perform administrative and management duties).

- *Coding in symbolism* refers to the symbolic relationships that link the new meaning to existing solutions far from its context of origin. Indeed, concepts or experiential areas vaguer and abstract are reorganized in terms of concepts or experiential areas more structured and concrete (Lakoff & Johnson, 1999). The symbolic dimension is therefore often represented by metaphors, where each type of metaphor acts as a sort of filter: since the mapping is unidirectional (i.e. goes from the

source domain to the target domain), each type of metaphor gives people a distinctive representation of the target domain (Contini, 2013). The primary function of metaphors is to provide a partial understanding of one of kind of experience in terms of another kind of experience. This may involve pre-existing isolated similarities, the creation of new similarities, and more (Lakoff & Johnson, 1980).

"Traveling by bicycle allows people to get deeply into contact with the place, and its moderate speed allows them to savour the landscape. A Ritmo D'Acque indicates the slow pace of these routes, a rhythm that cradles and accompanies travellers in stark contrast to the frenzy of the city. It is a silent and immersive rhythm compared to the context that usually surrounds the tourist "- *Monica Righetti, Project Manager of ARDA for BASE Milano*

- *Meaning communication* is a key aspect for what concerns the sharing of the new meaning. As previously stated, a misleading communication impacts the success of the new meaning, vice versa a clear and consistent communication of the new meaning allows it to be properly understood by future potential users. That said, new meanings often choose innovative forms of communication. They are accompanied by new languages, more inclusive and incisive, able to convey their characteristics more effectively. Among these, digital languages are used, which emphasize the use of technology as a facilitator and not as a source of innovation. For ARDA promoters, the contamination of the itineraries with augmented reality installations allows travellers to stimulate the imagination and to narrate other visions. To create the installations, a call was activated in September 2019 in which eight digital artists were selected and welcomed at Casa Base, spending a month in the BASE Milano hostel, where they developed the augmented reality contents by living their own itineraries and interpreting the landscapes they visited.

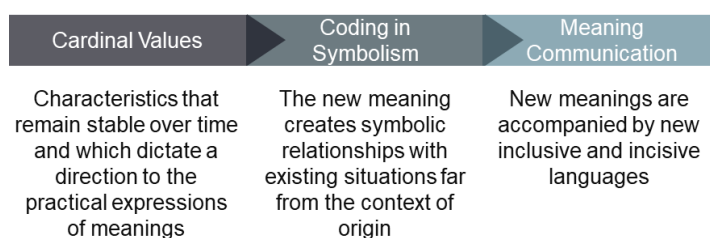| Cardinal Values	Coding in Symbolism	Meaning Communication
Characteristics that remain stable over time and which dictate a direction to the practical expressions of meanings	The new meaning creates symbolic relationships with existing situations far from the context of origin	New meanings are accompanied by new inclusive and incisive languages

Figure 5.4: New meaning second order themes

5.2.5   Ongoing Design

The construction and management phases take the name of ongoing design. This includes all activities aimed at the creation and selection of alternatives

and the sustainability of the project. Ongoing design often benefits from the collaboration of external actors, who are involved both during the realization of the project and in the execution phase, keeping constant attention to the extraordinariness of the project. Therefore, professionals confirm themselves as key figures that support the innovation process and the community. The following list explores the key activities and resources of the ongoing design.

- The first projects based on the new meaning resemble an *experimentation*. Indeed, the first realizations of the new meaning appear to be time and resource consuming. Furthermore, the outcomes are not known ex-ante, as their probability of success, because of the type of innovation which presents a radical difference from what is currently on the market and which requires to proceed with forms not yet explored. Experimentation refers to the degree of extraordinariness of the execution of the meaning, and it is as radical as the new meaning is ambitious. A project that was very futuristic within regional borders was Cosy-Coh, a Milanese cohousing developed by the cohousing.it community. As clearly described by Nadia Simionato, at the time of its conception (early 2000s) in Italy it was very difficult for young people to access the real estate market, and the project was born with the idea of upsetting this phenomenon. The operators of cohousing.it found a real estate agency who had developed a building project but who had not managed to make it operational, and who therefore agreed to allocate the space for this experiment. The goal was to offer housing solutions for young people with the same methodologies as cohousing, giving them, as an advantage, the opportunity to become the owners of the property as part of the rent was destined to be converted into the purchase of the real estate.

- The success of the projects and their implementation time largely depends on the *coordination of expertise*, since professionals that provide their know-how enrich the offer of the new meaning during its execution. Moreover, professionals allow the community to adopt best practices in hitherto unrelated fields, thus participating in increasing the capabilities of the members. The community aim should be to attract professionals willing to participate in the project to simplify the process of planning & management and the relationships with the public administration. For instance, referring to Base Gaia, the propensity of the community is to become in the future as autonomous as possible being initially conducted by professionals. At the same time, the members' objective is to consolidate a balance of both group and individual dimensions according to the time and other resources available.

- The analysis of possible scenarios and the origin of different alternatives have the aim of considering all the relevant factors necessary for the development of the project. It is the first of the two phases dealing with the solution space, that aims at design the things right. The

divergence phase aims to explore a wide variety of possible solutions through the generation of diverse possible alternatives, allowing innovators to step beyond the obvious and explore a range of ideas. It encourages the community to give different answers to the clearly defined problem, seeking inspiration from elsewhere and co-designing with a range of different people. To do this, innovators can turn their gaze to products and services considered inspirational for the realization of the new meaning; they should identify the distinctive features that make the product unique and relevant. Therefore, the case studies are a source of contamination from existing projects. As proof of this, Monica Righetti - head of ARDA project - stated that the actors of the partnership were inspired by foreign models, analysed through a collection of case studies that became a reference for the group. Moreover, while searching for alternatives, innovators can also draw inspiration from potential users, who become sources of considerations and ideas on project development. A similar perspective is adopted and used by the cohousing.it platform, which asks new members of the community both basic information on the requirements of the ideal home, and broader questions that allow to explicit their story and their needs.

"Sometimes professionals of market surveys criticize the questions that are too open since the answer is not directly analysable, however we insist because open questions offer much deeper information"- *Nadia Simionato.*

- The *convergence phase* concerns the implementation of the alternatives selected through the decision-making process, narrowing down the ideas. Throughout the convergence phase, the selected alternatives are leaded to the embodiment in the solution, which disclosures its aesthetic, functional and relational features. It represents an implementation process, the path that leads from the project room to market and operability. For instance, among the objectives of Base Gaia there is the willingness to open-up the building to the neighbourhood by offering the opportunity to share the common areas of the condominium. The idea materialized in the creation of two large rooms, including a multipurpose room designed to be available for associations, professionals, and cultural initiatives. Moreover, other cardinal values, such as balance between private and group life or ecology and territorial impact, have found representation through the realization of the project and the collaboration with professionals.

- *Project adaptation to community changes.* Unlike cardinal values, the representations of the new meaning can vary over time, adapting to changes in contexts or to the community mutations, and refining its languages of expression. Changings may intervene even after the threshold that discriminates the steady state of operations is overcome. A significant contribution to the explanation of project adaptation to com-

munity changes arose during the interview with Nadia Simionato of which a short fragment is here presented.
vspace8pt
"It is not true that the choices made upstream the realization cannot be questioned. Indeed, if the community renew itself, the decisions taken previously will certainly be questioned because the people who generate the identity of that project change. Precisely, since cohousing projects were born with the participation of the people who experience theme, they must necessarily adapt in the moment in which people slowly change. It will be a natural activity because the community itself will work to change. Cohousing projects cannot be static; what today is a conformation tomorrow will surely be another one, albeit with the same kind of perspective "-*Nadia Simionato.*
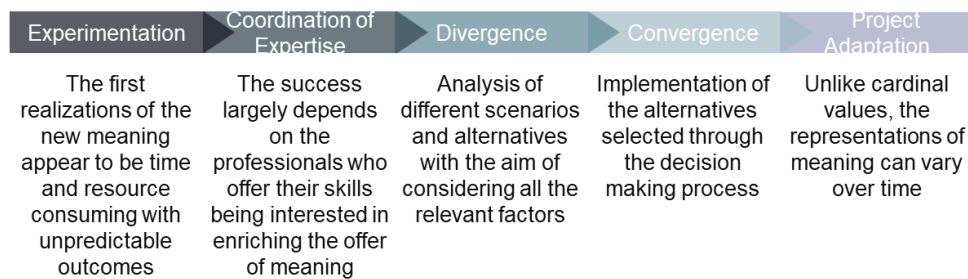
Experimentation	Coordination of Expertise	Divergence	Convergence	Project Adaptation
The first realizations of the new meaning appear to be time and resource consuming with unpredictable outcomes	The success largely depends on the professionals who offer their skills being interested in enriching the offer of meaning	Analysis of different scenarios and alternatives with the aim of considering all the relevant factors	Implementation of the alternatives selected through the decision making process	Unlike cardinal values, the representations of meaning can vary over time

Figure 5.5: Ongoing Design second order themes

5.2.6   Innovative Business Models

Operations in relationship with the new meanings outline innovative business models that modify the traditional structure of costs and revenues. Generally, they offer benefits that cannot be observed in the current scenario. Even if the business models present innovative forms, it is necessary to understand that the degree of novelty depends on the community, which presents itself as a single proactive subject that guides the management processes. The following list explores the main factors and elements that determine the innovative business models.

- *Operations* includes management and control activities that support the entire project and keep it vital. They can be classified by nature, actors involved and frequency. HUG Milano, for instance, hosts a bistro, a co-working space, and many areas for socio-cultural services and events. Its operations sustain the various pillars, maintaining simultaneously general homogeneity and consistency. Moreover, actors belonging to the HUG community and actors from various associations or external entities collaborate within it for seasonal or everlasting services. The lifecycle of operations and of the community move forward concurrently and is characterized by a period of high unpredictability and

variation, interrupted by the steady operations threshold after which the rate of change is drastically reduced.

- *Economic sustainability* is a key feature for new meaning related projects, as a project lifecycle shorter than expected can destabilize the success of the new meaning. Therefore, it is essential that the project remains economically sustainable to attract the necessary resources (financial, material, and human) overtime. In such innovative contexts, costs and revenues may be even reversed as result of the possibility, for instance, of offering the common areas of a condominium to external users by requiring them to pay a fee proportional to the time of use. The rental service allows condominiums to gain profits from the sharing of those spaces that encourage internal and external socialization. Try to imagine a short supply chain that reduces storage and warehouse costs, while ensuring a wide choice of high-quality products to the final customers, with acceptable prices mark-up. It reflects the opportunity offered by L'Aveare Che Dice Sì two-sided platform, from which both producers and consumers benefit greatly.

- *Broadened Advantages*. The new meaning allows to originate positive externalities that involve all the actors in its proximity. Indeed, the advantages are not limited to users or community members only, but they extend to those that are exposed - directly or indirectly - to the realization of the new meaning. All the cases considered demonstrate that individuals benefit from the creation of new meanings, which allows them to increase the number of possible adoptable lifestyles, getting closer and closer to the deep needs of each. As the phenomenon of collaborative living exemplify, the entire territory in which the condominiums are immersed is strengthened, by creating a solid network of relationships and resources. A similar contribution is given by ARDA, which through the cycle and pedestrian itineraries brings attention back to those peripheral areas that for years have been obscured by the Milanese ferment oriented towards major events and the urban scene. Similarly to the previous cases, HUG Milano allows to recover the relationship between individuals and the neighbourhood, favouring decentralized and beneficial communication between citizens and entities belonging to the first economic sector. Lastly, L'Alveare Che Dice Sì! supports conscious purchases that do not degrade or underestimate the producer's activity, but that recognize it as a determining factor in the quality of the final product.

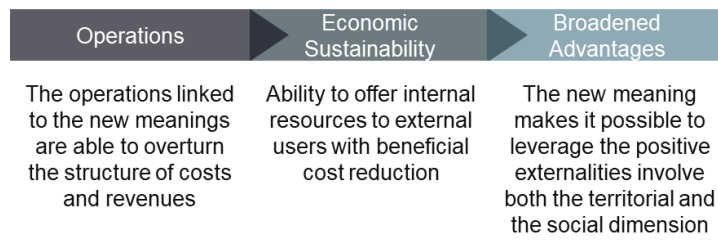| Operations	Economic Sustainability	Broadened Advantages
The operations linked to the new meanings are able to overturn the structure of costs and revenues	Ability to offer internal resources to external users with beneficial cost reduction	The new meaning makes it possible to leverage the positive externalities involve both the territorial and the social dimension

Figure 5.6: Innovative Business Model second order themes

QUALITATIVE RESEARCH 1/2

1st ORDER CONCEPTS	2nd ORDER THEMES	AGGREGATE DIMENSION
There is the spirit of shared care.	Cultural Pillars	
If the vision of heterogeneity is adopted, potential conflict becomes opportunity.	Internal Harmony	**Community**
People accept the hustle and bustle of the city, but sometimes they need refreshment.	Sensing Malaise	
The fee for the use of the common areas is initially established.	Setting Internal Rules	
The Constitution is drafted downstream of the sharing of values.	Formalising the Momentum	
The Bolognese policy on cohousing was carried out by asking operators for indications, which were then accepted and included in the territorial plan.	Policy Metamorphosis	**Forging the Socio-Cultural Scene**
The activity of finding subscribers usually takes place through word of mouth and social media.	Spreading The Vision	
The project will create the opportunity for people to have their own productive vegetable garden in the city.	Unfolding New Scenarios	
Some actors see in this project a chance to make their reality known.	Broadened Advantages	
The common areas of the building are sometimes rented outside.	Economic Sustainability	**Innovative Business Model**
The manager prepares weekly the catalogue, collaborates with the producers that according to their availability add their new products.	Operations	
The time dedicated by the territorial actors has the aim of reasoning together on the project.	Merging Insights	**Interpreters**
We benefit from the knowledge sharing of professionals.	Resources & Skills	

Table 5.1: Qualitative Research Findings 1/2

QUALITATIVE RESEARCH 2/2

1st ORDER CONCEPTS	2nd ORDER THEMES	AGGREGATE DIMENSION
We wanted to build a reality that could collect social and aggregation ideas and that was able to develop them.	Cardinal Values	
A silent and immersive rhythm with respect to the context that surrounds the tourist.	Coding in Symbolism	**New Meaning**
The AR installations narrate other visions.	Meaning Communication	
My partner and I have always had a passion for quality food and we often go in search of small farms.	Nucleus of Visionaries	
This project then began to take shape.	Convergence	
After the settlement, the community continues to be supported by experts.	Coordination of Expertise	
We have made a collection of case studies that have been a reference for us.	Divergence	
The real estate operator who had developed the property had not been able to make it operational, so he agreed to allocate the space for our experiment.	Experimentation	**Ongoing Design**
Precisely because these cohousing were born with the participation of the people who were there, they will necessarily have to change when the people inside them slowly change.	Project Adaptation To Community Changes	

Table 5.2: Qualitative Research Findings 1/2
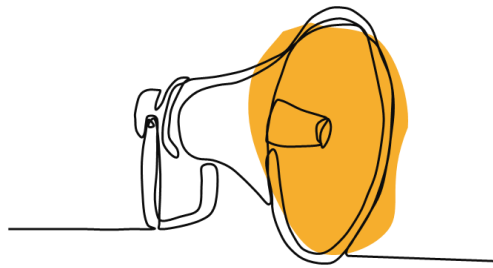
DISCUSSION

06/

Chapter 6

Discussion

> *Learning does not make one learned: there are those who have knowledge and those who have understanding. The first requires memory and the second philosophy.*
> — ***Alexandre Dumas***, 1844

This chapter examines the findings obtained to achieve a broader comprehension on the results. The first section will explain the interactions between the macro-categories, analysing the phenomenon in its general extension. A system map will accompany the analysis by providing a graphical explanation of the relationships between the macro-categories and the flows of resources and capabilities. Subsequently, a comparison with the existing literature will be discussed, thus identifying the points of contact, the points of difference and the similarities. Lastly, the answers to the research questions that emerged in Chapter 3 will be deeply examined.

6.1 A First Analytical Framework

The dynamics related to Innovation of Meaning are strongly interdependent and considering them atomically in the previous chapter was a simplification aimed exclusively at providing a better understanding. The first framework that facilitates a broader analysis is the subdivision of the macro-categories into levels of public extension. They refer to the level of openness and interaction with the surrounding environment and levels of public extension have a dual purpose: the first is to clearly describe the nature of the category and its relationship with the outside world, while the second is to allow the grouping of the different categories in favour of the identification of pivotal relations.

The I Level represents the maximum extension of the new meaning in the context in which it is immersed, and its analysis allows to describe the de-
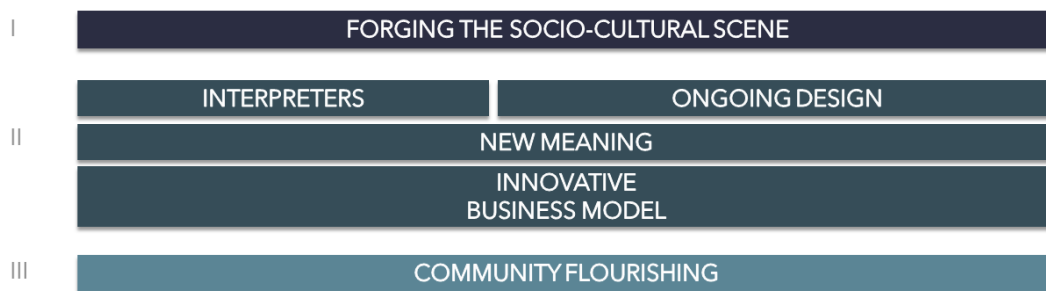
Figure 6.1: Level of openness and interaction with the surrounding environment

tails of the socio-cultural changes introduced. Indeed, new meanings introduced by collectives possess the ability to alter the contexts in which they are immersed to originate those scenarios that were strongly felt and imagined. The intensity of the phenomenon is a function of numerous factors, including individuals' will, communication skills and relationship with the public administration. Indeed, new meanings introduced by collectives possess the ability to alter the contexts in which they are immersed to originate those scenarios that were strongly felt and imagined. The intensity of the phenomenon is a function of numerous factors, including individuals' will, communication skills and relationship with public institutions. Furthermore, the context seems to be the trigger of the process of innovation of meaning by groups of individuals as it provides them stimuli and resources. In this level of extension, the socio-cultural scene has the dual role of sender and addressee of change. 8pt

The II Level, the middle one, represents the dimension of the network, the structure that hosts both users and professionals and which deepens their relationship of collaboration. Both interpreters, important sources of new arguments look at the same user experience or phenomena from different perspectives (Altuna Lertxundi, 2016; Verganti & Öberg, 2013), and professionals who support the community in project management operate at this level. Interpreters and professionals are guided by the new meaning, which offers them a new scenario already well identified but waiting to be realized. Therefore, the network is a network of skills that are auxiliary to the new meaning, but which do not modify it in any way. What is impacted by the professionalism of these actors is instead the realization of the meaning, which takes on a specific form based on the complementary skills of the network of actors. 8pt

Lastly, III Level is the lower dimension, and it focuses exclusively on internal dynamics, with unique attention to community members. The community is the focal point of the new meaning, that originates and develops primarily within it. The community is often made up of heterogeneous individuals but united by a common vision. It offers stability to its members and a common fertile ground on which to build an alternative scenario. The community is self-regulated by a system of internal rules that protect its harmony, fa-

cilitating its changing force. Even if the ability to imagine and create new lifestyles belongs to the community, it does not have all the resources necessary for the development and success of the new meaning. Therefore, it collaborates with external actors who act as facilitators in the translation of the new meaning into sustainable forms consistent with the surrounding context. However, although the limit just described, the community is the true core of the new meaning which is rooted in it.

6.2   Correlation Between Macro Categories

If the framework presented in the previous section were exhaustive, the analysis could end immediately. However, it is voluntarily an extreme simplification and - similar to the proofs by contradiction - its goal is to prove the complexity of this ecosystem. Therefore, in this section the interactions between the different categories will be described, identifying the close network of relationships.

What emerges from the qualitative research, detailed in the Findings Chapter, is that the Innovation of Meaning process originates from the immersion of individuals in the socio-cultural scene. Although all individuals are exposed to institutions (habits, customs, lifestyles) and identify strengths and weaknesses, potential innovators of meaning are to be found among those who perceive a sense of malaise and who desire to alter the surrounding context in favour of new scenarios. Indeed, at the specific moment in which individuals perceive discomfort and an alternative view is manifested, a new meaning is originated.

ENTROPHY
The new meaning is indefinite and internal to the community, which is not completely able to embrace external perspectives.

Sometimes, as has happened in the cases analysed, the new meaning proceeds simultaneously with the development of a community originated by the sharing of the new vision. While the research analysis did not provide (or had even investigated) quantitative information of the community extension, it certainly recognizes the presence of heterogeneous group of individuals who share their perspectives for the benefit of common values and goals.

The community gathers around the nucleus of visionaries, constituted by the actors who first seek consensus in other individuals toward the embrace of the new meaning. The emergence of the new meaning spread by the nucleus of visionaries takes shape in key values, which indicate the new vision

and will accompany it forever. The new meaning and the flourishing of the community thus proceed hand in hand, creating entropy within the socio-cultural scene. Indeed, the interaction between individuals creates a phase of ferment determined by relational complexity and a chaotic multitude of information not yet able to assume an ordered configuration. During the entropy phase, the new meaning is indefinite and internal to the community, which operates in a self-referential way. The result of such circumstances is an impoverishment of the community capacity of perception and the inability to permeate the context.

Therefore, to obviate the difficulty of analysing the context and shaping the meaning in a distinctive and clear form, the community turns to the interpreters. Indeed, there is no Innovation of Meaning without the presence of dialogue and criticism among different actors. Specifically, the interpreters confirm themselves as key figures who enrich the innovation process by sharing relevant information from the socio-cultural scene.

The information that the interpreters possess is provided by their presence in the reference context, a knowledge born and evolved within the most disparate sectors. As corroborated by the cases analysed, interpreters are key figures even if their industry of reference and roles are not always equivalent to the one represented by the promoters of the new meaning. For instance, during the development of ARDA (A Ritmo D'Acque) project, Simone Lunghi has been invited among the consulted witnesses. The manager of the canoe courses of Canottieri San Cristoforo has for years been committed to recovering objects lost into the waters of Navigli, the irrigation and navigable canals that cross the city of Milan. His presence at the round table discussion with the promoters of the project has allowed a greater sensitivity to the theme of respect for those landscapes that ARDA aims to protect by promoting conscious tourism for travellers and citizens. Simone's stories contributed to the narration of one of the routes proposed. Under the aforementioned conditions, the figure of the interpreter presents itself as a witness to the evolution of the elements that shape the context, but it does not actively participate in the creation of the new meaning. Indeed, the new meaning is the elaboration and coding of the stimuli that the community has absorbed, internalised, and discussed through sessions of critical sharing and comparison. As the literature states, the emergence of a new meaning is a form of an inside-out process, it is an impetus born within individuals who feel the urgence to change and to act, even without forecasting the success of their attempt. In the cases considered, the interpreters are enablers of the translation of the meaning in potentially successful projects, without however proposing changes to the meaning itself.

Therefore, the role of the interpreters is reversed with respect to the studies previously carried out, as the interpreters become here supplier of knowledge to fill existing gap allowing to understand ex-ante the external factors that could impact on the realization of the meaning.

INTERPRETERS
The community is ready to be guided towards a broader consideration of the socio-cultural forces.

The research demonstrated that, following the contribution of the interpreters, the institutionalization of the group, i.e. the conferment of a defined legal form, takes place. This institutionalization has taken various forms in the cases analysed: cooperative society, association of social promotion, limited liability company and simplified joint-stock company. Despite the variety, a common feature of all the forms mentioned above is the presence of the community. Indeed, in all the cases examined, the community presented itself as an undisputed source of values and initiatives, with such a cohesion as to represent the meaning it pursues. The institutionalization of the community determines the official nature of the new meaning and its first public sharing. This opening towards the outside gives rise to a long period of turbulence simultaneous to different sequential phases. During the turbulence period, the meaning is externalized and exposed to the judgments of the audience, which has the faculty to compare the new meaning to the current institutions (habits, customs, lifestyles). The precision with which individuals interpret the new meaning depends on the ability of the meaning to portray itself through symbols, projects, and new forms of languages. Instead, its success depends extremely on the will of individuals, which is in turn a function of personal needs, rules to be respected, and positions that public institutions and large organizations take towards it. The turbulence period represents a transition in which new potential users experience the new meaning and, after an unpredictable process regulated by endogenous variables that collide with exogenous variables and in which the interactions between individual and meaning realisation are high, the individual embraces the second order meaning.

Since meanings have the characteristic of adapting to individuals and contexts, the ability to forge the socio-cultural scene does not cease to meanings creation, but it proceeds with the evolution of the context. Therefore, following the creation of the new meaning and the community institutionalization, the meaning slows down its speed of change; consequently, a reduced rate of change of meaning favours its own realisation in innovative projects. Innovative projects are favoured by the ongoing design, which includes all construction and management activities aimed at the creation and selection of sustainable alternatives. Ongoing design often benefits from the collab-

oration of external actors, who are involved both during the realization of the project and in the execution phase. Indeed, such types of stakeholders are not excluded from the community actors, as they are satellite figures who deeply condition the success of the project, the project possibility of survival over time and the enrichment of the members of the community. For instance, the suppliers of L'Aveare Che Dice Sì actively participate in the distribution of the goods, benefiting from the opportunity to promote their own products. Doing this, they provide relevant information, increasing consumer awareness of quality and production techniques. Project operations at first retain the possibility of changing to remain in strong relationship with the meaning and its mutations. However, the realisation of the new meaning into a practical project denotes the existence of a phase of syntropy in which the new meaning has taken shape and it is ready to be shared throughout the implementation of new experimentations.

Moreover, the results of the research illustrate that the operations linked to the new meaning outline new business models able to overturn the traditional structure of costs and revenues. Among the cases, there is the possibility of opening the spaces of a condominium to external users in exchange of a fee for the rent, or to supply products in the exact quantities required. Similar benefits cannot be contemplated in contexts based on the current meaning, in which the house is the emblem of the protection of privacy or in which the long commercial chains allow products to be stored in the warehouses while coming from all over the world. Even if the business model presents innovative forms, it is necessary to call the attention to an important factor: the degree of novelty depends on the community, which presents itself as a single proactive subject that guides the decision-making processes. Therefore, as the members within the community vary, both management activities   and   business   forms   may   change.

SINTROPY
The new meaning has taken shape, it is ready to be shared through the implementation of new experimental forms.

The success of the new meaning therefore depends on the ability to manage its practical form of realisation and to share its core values. However, as previously stated, the position that institutions take towards the new meaning affects its acceptance by individuals. In the case of meanings strongly linked to new cultural paradigms, the effect of the support of public institutions is amplified, influencing the time span between the exposure to the new meaning and the new meaning acceptance. Moreover, government institutions determine the third order meaning, that is a further and final reconstruction and decoding of the new meaning carried out by individuals. Although the role of antagonist of government institutions to-

wards the new meaning is not very explicit, the policies that intervene in the phase of realization of the meaning are unequivocal. Current policies aim to regulate existing procedures, determining a criticality for the new meaning, which instead introduces an unexpected and completely new scenario. It may happen that the initial lack of a coherent public recognition determines an incorrect labelling of the project linked to the new meaning, or even the absence of a representative classification. Therefore, when a new meaning with a strong cultural impact proliferates, the difference between the state of affairs and public recognition gives rise to numerous problems, including the difficulty of relations with the public administration, discretionary action, and the reduction of positive externalities. Temporarily considering the phenomenon of cohousing in Italy and more specifically in the metropolitan area of Milan, the first cohousing was founded in 2009. It was a project born from the will of the cohousing.it community, a reality still active in the national boundaries. More than twenty years later, the Municipality has undertaken to promote cohousing through the publication of various calls for proposals in favour of Social Residential Building; however - as confirmed by Nadia Simionato - head of the Marketing and Communication area of Cohousing.it - the Municipality of Milan labels cohousing in distinctly different types of collaborative housing, including social housing that, as the Literature Chapter reveals, has relevant differences. Cohousing is therefore a phenomenon not yet fully understood and flattened on already existing forms of living, which erroneously guide project creation and the relationship with the stakeholders. Furthermore, the lack of a suitable category that represents the new lifestyle causes the discretionary action of the subjects, who obtain the freedom to operate in a not fully regulated manner. This is negative for both governmental and community sides, since for institutions the discretion of action is translated into a lack of control and, on the other hand, an incorrect labelling (oriented for example to the consideration of projects as belonging to the third sector and, in the case of cohousing, very distant from traditional speculative construction) discourages the entry of companies also driven by profits as aim. As Nadia Simionato stated during the interview dedicated to cohousing, when profit is ethical and sustainable it is not necessary to tie everything to the non-profit sector and to relegate a good practice to a small niche. Indeed, the aforementioned attitude inevitably is translated into a reduction of positive externalities. For instance, the cohousing phenomenon is strongly linked to social responsibility, according to which social institutions are oriented towards the creation and dissemination of shared value. Not encouraging pure forms of cohousing means reducing the positive territorial impact that they are able to generate.

Besides, through its operations, the ongoing design allows the meaning to proliferate and to challenge existing institutions. As in a storm, during the turbulent phase it is possible that some characteristics of current lifestyles are severely tested, eroded and eventually replaced. Thus, citing cohousing again, it is possible to recognise that some realities are moving in the direc-

tion of the new meaning. For example, the Municipality of Bologna in 2019 established a new Territory Governance Plan[1] (PGT is the Italian acronym) in which it introduced the theme of cohousing and a series of rewards related to the sharing of common spaces that allow the proliferation of the new way of living. Despite a still too slow pace, even the Municipality of Milan promoted initiatives toward the cohousing direction; for example, common spaces below a certain threshold are not counted as gross floor area, thus not impacting the sale price at the square.

The ability of meaning to adapt to contexts and individuals has been previously introduced, thus discovering another peculiarity: meanings are mutable in their marginal aspects even during the operation of their own realization. However, the process of changing meanings can be interrupted by public institutions, which explain their characteristics and methodologies of action through labelling. Therefore, the recognition of new meanings by the institutions is a confirmation of their success.

Usually, the recognition happens when the project (the realization of the meaning) finds its operations in a state of regime; that is, when the variability of activities is so small that is negligible, and some practices become ordinary and standard. These practices are called steady operations and start in the moment in which the community becomes operational, takes care of ordinary activities and can replicate the project in different geographical areas and contexts. With the approval of public institutions, the attractiveness of meaning increases, and the number of users is destined to grow. Nevertheless, it is not possible to predict the extent of meaning as a mass practice. It could, indeed, remain a niche phenomenon while also extending the benefits to non-users. This was very well expressed by Nadia Simionato who, speaking of cohousing, stated that probably [in the future] many people will not have the direct experience of living in a cohousing, but will live the experience of living in a community that returns to relate really.

STEADY OPERATIONS
The community is operational and takes care of the everyday operations of the project and its reiteration.

The author considers relevant to summarize the use of a system map that shows the relationships between the different categories between which flows may be divided into two different typologies. The first, called "stimuli", deals with describing the interactions that originate or lead to emotional impulses and solicitations. The second, names as "knowledge", aims to deepen the resources and skills exchanged. As it will be shown shortly to

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[1]It is possible to view the updated proposal of the general urban plan at the following link http://sit.comune.bologna.it/alfresco/d/d/workspace/SpacesStore/2e4eae39-e57a-41a7-9517-02120c93a222/PP$_D$isciplinadelPiano02.pdf

the reader, a cyclical dimension can be seen according to which each aggregation receives an input and yields an output, creating a constantly evolving system.
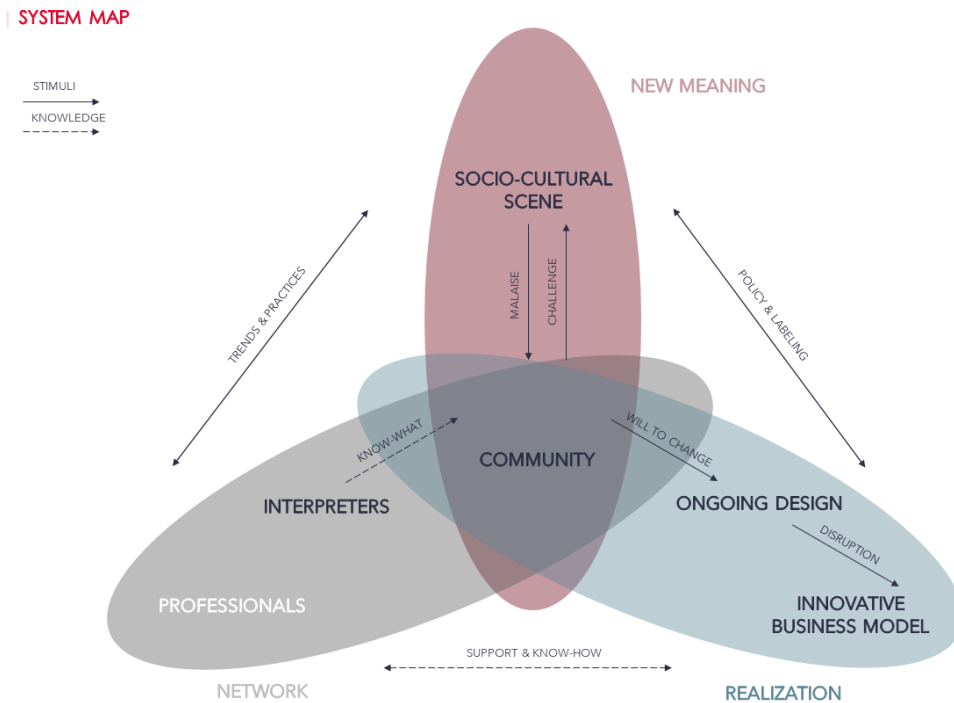

Figure 6.2: System map

As can be seen from figure 6.2, the macro-categories can be divided into three different groups of aggregation. The first consists of the interactions between the community and the socio-cultural scene. Within this aggregation, the two categories receive a stimulus and, through the conversion of institutions (such as culture, lifestyles and rules) in malaise they give order to the new meaning. According to the thesis objective, the community relationship with the socio-culture scene is relevant when the new meaning presents itself as a contrasting force to the status quo and the desire to create a new meaning related product or service emerges, generating both cultural and economic value. For the decoding of the meaning in a valuable solution, the community becomes the core of the network that hosts the interpreters and professionals, the latter not represented by a specific macro-category but whose relevance emerges transversally in all the cases analysed. The interpreters, who cease to be important sources of new arguments (Verganti & Öberg, 2013) and who present themselves as suppliers of knowledge to fill existing gaps in the encoding of the new meaning, offer the community their knowledge in order to let it take a perspective no longer internal, but able to consider external factors. Interpreters' knowledge, as well professionals' one, is based on sensitivity towards the trends and practices that characterize the socio-cultural environment and the reference industry. The network acts as a cohesive unit during the realization of the meaning, favouring the

heterogeneity of resources and abilities. This unveils the design of an innovative solution capable not only of complementing innovative business models, but also of shaping the surrounding context. It is necessary for the reader to understand that these dynamics cannot be placed within well-defined temporal margins, but that by their nature they undergo continuous reiterations even after the new meaning has been established. Indeed, at the end of a cycle it is possible that another is triggered. Furthermore, this phenomenon is not discretionary and numerous processes of this type can occur simultaneously, further complicating the dynamics of a single new meaning generation.

6.3   Answers to Research Question

In this section the reader will be guided in the analysis of the results that fill the research gap described in Chapter 3 through answers to the research questions. To allow linearity to the reading, a brief summary of the observations that emerged from the literature review is now proposed.

The Innovation of Meaning theory was officialised in 2009 by the publication of the book "Design-Driven Innovation. Changing the rules of competition by radically innovating what things mean" (Verganti, 2009), where R. Verganti described some most unique design strategies: those that bring design at the core of business transformation and that that create meaning in life [2]. Since then, many firms have consciously built and nurtured a sustained competitive advantage by developing proposals for new ways of satisfying the deep emotional, psychological and socio-cultural reasons underlying consumer choices (Bellini et al., 2017). Many theories identifying the importance of meaning in the relationship between consumer and product had also been published in the previous century; as early as 1959 Levy asserted that meanings are the driver of purchasing choices (Levy, 1959). However, although in those decades there was the recognition of the existence of meaning as a symbolic characteristic of the product, the meaning was not considered among the drivers of innovation until the contribution of R. Verganti. The theory of Design-Driven innovation, together with the contributions of other researchers who in the years after the publication of the book embraced its field of research, identifies some peculiar phases of the process of Innovation of Meaning. Among the results, it can be managed by companies of all sectors in order to proactively redefine the dominant meanings, thus acquiring a long-term competitive advantage. The focus of the theory is the meaning people give to goods and services. The Design-Driven Innovation starts from the culture of entrepreneurs and their vision of how values and aspirations could and should evolve. Culture and vision arise from the immersion of innovators in social explorations and in life relationships, then

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[2] the source of this quote is the website http: //www.designdriveninnovation. com /, where numerous innovation research is published.

translated in astonishing experiments. However, culture and personal sensitivity are not sufficient for the introduction of a new meaning; indeed, innovators should be constantly connected with other actors outside the company, defined as "interpreters". The interpreters are those actors who conduct research on how the meanings of goods and services are moving within the reference industry or in adjacent industries. During their constant research activity, the interpreters are united by two factors: the knowledge of the evolution of meanings and the ability to influence those meanings. The literature review clearly arises the theory according to interpreters, those who help to develop new emerging meanings in companies' product portfolios, are necessary actors for the introduction of new meanings proposed by visionary managers. Furthermore, in existing theories marginal attention is given to groups of potential users, who are considered the recipients of the innovation of meaning. However, in today's disruptive world the challenged that companies have to face are advancing at a very high pace, requiring different skills and resources. Nowadays, among the resources capable of countering the new difficulties, there seems to be the strength of the community. Indeed, groups of proactive users may challenge established values and habits with an impetus able to replace them (Kurzman, 2008). Therefore, the purpose of this thesis was to investigate the activity of collectives within the five selected case studies and to answer the following three questions.

1. What is the most significant contribution of groups of proactive users to Innovation of Meaning?

2. What actions should collectives take to enhance the new meaning?

3. What are the main factors that influence the success of the new meaning in the socio-cultural context?

In the next paragraphs the answer to the research questions will be addressed.

What is the most significant contribution of groups of proactive users to Innovation of Meaning?

The origin of new meanings is well rooted in the internal dimension of individuals, who, through their culture and their sensitivity, become bearers of new visions through an approach defined as "inside-out". Although the generation of new meanings has so far been considered possible mainly within a company context, in which visionary actors at a managerial level benefit from numerous resources that can be used in favour of the realization of the new meaning, this research demonstrates that groups of proactive users are able to introduce meaningful innovation through the same inside-out process. Moreover, through their work, communities do not only modify the socio-cultural context that surrounds them, but they create new business

opportunities by leveraging the generation of new value. Therefore, what emerges from the qualitative research described previously in this paper is that a bottom-up approach is possible in the field of Innovation of Meaning and that groups of individuals can contribute to the envision of new meanings, being facilitated by new forms of communication and comparisons. As practical demonstration, there are active realities in the territory of the Metropolitan City of Milan originated from groups of citizens, whose will and work are still redefining the socio-cultural scene through the proposal of alternative lifestyles and institutions, which are then translated into the provision of new services. The new meanings, which are originated from the sensitivity of individuals towards the stimuli that the context offers them and from the episodes of relationship and discussion within the community, represent a contrasting force to the status quo that aims to remove, build or replace the existing institutions proposing alternatives until then not represented in the market through products and services. Moreover, while so far to create long-term sustainable wellsprings of growth, it was necessary for managers to step outside of a structural innovation paradigm and re-embed consumers and producers back into society (Simanis & Hart, 2011), the introduction of communities among the innovators of meaning allows to refer to actors strongly permeated within the society dimension and capable to proactively grasp its mutations. Thanks to the results obtained, a focal consideration emerges; indeed, groups of proactive users are sources of Innovations of Meaning and, therefore, if corporate decision-makers recognize them as such, they could expand the organization's product portfolio using the collaboration of well-visionary communities permeated within the socio-cultural context. Conversely, a failure to recognize the innovative capacity of groups of proactive users could erode the competitive advantage of companies, which would have to face a valid competitor hitherto undervalued or ignored.

What action should collectives take to enhance the new meaning?

The cases analysed enhanced the presence of communities in the process of creating, developing and managing a new meaning. The process - albeit with its complexity and requirement of a multitude of actors - is well defined and proceeds even after the market placement of the product.

First of all, when the community is able to create an organized and cohesive system aimed at understanding and enhancing the common vision, it constitutes a fertile ground for the enhancement of the new meaning. However, focusing exclusively within the community can deprive the new meaning of concreteness with respect to the surrounding context. It is therefore necessary for the community to create many moments of sharing and confrontation with external actors who, through their occupation or profession, investigate the same reference context, witnessing the changes in the socio-cultural scene. They are the so-called interpreters and make it possible to

enrich the vision of innovators by expanding their perspective. However, differently from what the literature states, in the cases considered within this paper, the interpreters do not shape the meaning, but allow to identify the best practical form. Their role is to provide their knowledge on the socio-cultural scene to offer the meaning the possibility of being translated and decoded effectively, thus reducing the number of possible scenarios linked to interpretations by individuals. The representation of the new meaning does not only benefit from the insights offered by the interpreters, but also from a large network of actors outside the community who lend its skills to the realization of the meaning. Professionals therefore intervene in the design phase of the project to take care of the aspects that impact not only the success of the meaning, but also its longevity and sustainability. Lastly, the territory is described by the results of this thesis not as a resource, but as the recipient of the new meaning. Therefore, it is essential for the community to be fully aware of the externalities of its project, understanding if they are consistent with the vision pursued within the community. Ignoring the external consequences to keep the internal benefits intact would damage the new meaning, preventing its proliferation and sustainability.
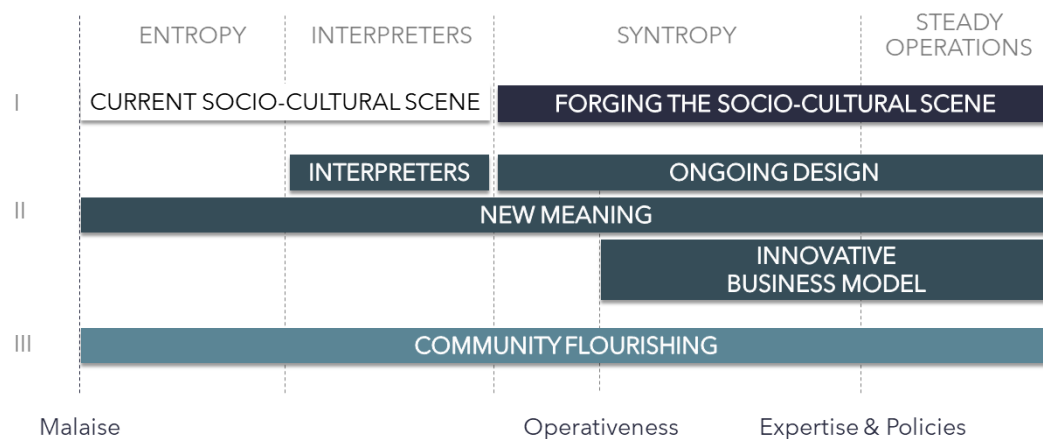

Figure 6.3: Process of Innovation of Meaning by collectives

The figure describes the process of creating and sharing a new meaning by the community. It originates from the immersion of individuals in the socio-cultural context and in individuals' reception of stimuli in the form of institutions, cultures, habits and lifestyles that could turn into malaise. For the purposes of this paper, a feeling of discomfort is not enough, but it is necessary that individuals who experience this discomfort transform it into a desire for change, implemented through the search for alternative solutions. Moreover, the root for the identification of a similar process is the community. In this paper, the community takes the form of a well-cohesive group founded on a common vision and governed by a system of internal rules that guarantee its stability and operation, without being penalized by the heterogeneity within it but rather benefiting from it. This thesis therefore proposes a novelty in the theory of innovation: the new meaning, even before its real-

ization, has the strength to challenge the existing institutions and can receive the consent of a large group of individuals who continue to act, proactively embracing the new direction. Therefore, the first fundamental action to obtain a successful meaning promoted by a group of proactive users is to create a long-lived and stable system in which interactions are regulated and in which a precise methodology discriminates individuals and activities. To do this, it is possible for the community to become institutionalized, assuming bureaucratically recognized forms that allow the community to present as a unique innovator. Although the community is the bearer of the new meaning, it may not recognize in the new meaning forms of realization that are consistent with the surrounding context. Indeed, community members tend to focus mainly on the desired scenario and to leave out relevant information permeated into the environment. Therefore, a second action aimed at creating successful meaning is the interrogation of the interpreters, actors who observe and investigate the same phenomenon of reference. The collaboration with the interpreters allows to overcome the phase of entropy, in which the approach to meaning is chaotic, and to move toward a phase of order and realization. The interpreters metaphorically assume the roles of ferrymen; indeed, they create a link between the new meaning conceptual dimension and the practical one. Therefore, the interpreters offer an important benefit, because they present to the community the information necessary for the realization of long-lived and sustainable meaning, favoured by the deep awareness of the characteristics of the socio-cultural context and of the best practices implemented in the reference and adjacent industries. As previously mentioned, downstream the collaboration with the interpreters, the phase of realization of the meaning begins through its representation. The translation of the meaning takes place through an experimental methodology, in which the necessary resources and successes are not known ex-ante, but they are explored and learned gradually. In this phase, there is a first moment of divergence marked by the search for possible alternatives through a process of exploration, followed by convergence towards a single solution. It is precisely the entry on the market of the new product that formalizes the modification of the socio-cultural scene, as it describes the new meaning even to individuals previously distant from the community and begins to establish the new meaning as an existing contrasting force. The syntropy phase is based on collaboration with actors outside the community, the professionals. They are facilitators who offer their theoretical and practical knowledge, and who in many cases are available to enrich the skills of individuals by teaching them. Indeed, groups of proactive users usually desire to absorb the skills and resources necessary in order to maintain a high level of community independence. Furthermore, the network of professionals takes care of the development of the product and their support can be extended to the management activities. When the realization of the new meaning becomes operational, it is possible to devise and implement innovative business models aimed at building systems with alternative cost and revenue structures,

unreasonable before. In this phase, the product is operational but still maintains the ability and the need to change cyclically to refine the representation of meaning, thus reducing the possible perception gaps. Furthermore, since the context is not stable but constantly mutating, the realization of meaning can align with social or policy changes. The process of continuous product renewal pauses when the public institutions recognize the new meaning and attribute adequate policies to it, implementing a real formalization of the meaning. In such a situation, the new meaning is publicly defined and begins to assume general validity, thus reducing the number of possible interpretations. The steady operations phase therefore allows meaning to become a new, recognized and replicable institution. It is the transition from a visionary alternative to an existing lifestyle.

What are the main factors that influence the success of the new meaning?

Groups of proactive users who want to introduce a new sustainable and long-lived meaning must consider two important factors: communication and policies. As previously stated, Innovation of Meaning is a typology of Design-Driven Innovation and it refers to individual cognitive processes that decode the new meaning and translate it into a personal symbolic dimension. Therefore, even for the new meanings introduced by the communities, it is essential that ample space is given to the design of communication methods, to allow innovators to share an easily decodable meaning in a univocal and shared translation. The greater the communicative capacity of meaning, the greater the likelihood that it will reveal itself to potential users. Communication activity is not easy to perform, as there are different forms of language and as many forms of cognitive conversion. However, technology is helpful for those who wish to spread a new meaning already translated into a design solution. Technology, in fact, confirms itself as a clear language that makes the peculiarities of meaning more easily accessible. Therefore, technology is not a source of innovation, but a facilitator for sharing the new meaning and for enriching the meaning-related product.

Another relevant factor for the success of the new meaning is the position that public institutions take towards it. Indeed, individuals are strongly influenced by the opinion of public institutions and the lifestyles and rules they promote. Furthermore, the projects linked to the new meaning are submitted under restrictions and prohibitions that alter some of their characteristics. If this happens due to an incorrect understanding of the new meaning, its realization can deviate due to an incorrect or missing label, with the possibility of distorting its core characteristics. Conversely, the analysis revealed that institutions may pause the meaning reconstruction; indeed, the new meaning is extremely malleable before its entry on the market through product placement, then it retains the ability to adapt itself until it is labelled by public institutions through the disclosure of new policies that define and regulate it.

To summarize what was previously said, the reader is now offered a summary table of the points of contact, divergence and similarity between the results of this paper and the previous theories.

POINTS OF DIFFERENCE

- **EX-ANTE (OPERATIVENESS) DARE TO CHANGE**

  The new meaning, even before its realization, has the strength to challenge the existing institutions and can receive the consent of a large group of individuals who continue to act, proactively embracing its direction.

- **EXPLICIT AND CONTINUOUS PROCESS**

  The process - albeit with its complexity and requirement of a multitude of actors - is well defined and proceeds even after the market placement of the product.

- **INSTITUTIONS MAY PAUSE MEANINGS RECONSTRUCTION**

  The new meaning is extremely malleable before its entry on the market, then it retains the ability to adapt itself but it is completely frozen exclusively when it is labelled by the institutions.

- **2 ORDERS OF MEANINGS ARE NOT ENOUGH**

  The position of the institutions towards the new meaning creates a third-order meaning, since individuals are strongly influenced by the opinion of public bodies and the lifestyles they promote.

- **COLLECTIVES ARE INNOVATORS**

  Groups composed by numerous individuals - also located in different geographic areas - can contribute to the envision of new meanings, being facilitated by new forms of communication and comparison.

- **FROM SOCIETY TO BUSINESSES**

  While before "to create long-term, sustainable wellsprings of growth, companies must step outside of a structural innovation paradigm and re-embed consumers and producers back into society", innovators are now those actors strongly permeated within society and they are required to be able to step inside the structural innovation paradigm.

- **OVERTURNED ROLE OF INTERPRETERS**

  The role of the interpreters is overturned; interpreters become supplier of knowledge to fill existing gap allowing to understand ex-ante the external factors that could impact on the realization of the meaning. They have no role in the creation of the new meaning.

| SIMILARITIES

- POLICIES AFFECT THE MEANING-RELATED PROJECT

  National institutions may affect the success of the project, related to the new meaning, which is submitted under restrictions and prohibitions.

- INSIDE-OUT APPROACH, BUT BY POTENTIAL USERS

  Meanings' inside-out nature is maintained, however innovators are represented by a group of potential users and not by visionary managers.

- EXPERIMENTATION AS A TRIGGER

  Initially, those who propose the new meaning aim to alter the current context providing alternatives based on experimentation; the opportunity of profitability is a consequence.

| POINTS OF CONTACT

- STABILITY OF KEY FEATURES OVERTIME

  Meaning's realization is mutable, while the meaning keeps its key aspects stable.

- BREAKING, MAKING, MAINTAINING

  When a new meaning is proposed some institutions are maintained, others replaced and others introduced.

- TECHNOLOGY IS AN ENABLER

  Technology remains at the service of meaning for its own communication and representation.

- CONTEXT-DEPENDENT

  Meanings are context-dependent.

- DESIGN-DRIVEN INNOVATION

  Design plays a fundamental role in the development and in the correct decoding of the meaning.

Table 6.1: Points of difference, similarities and points of contact between IoM by collectives and traditional theories

The in-depth analysis just conducted explains that the corporate dimension and the socio-cultural one are not antitheses, they are instead linked by elements interposed between them. Therefore, ignoring one dimension and focusing on the other can be a mistake that leads to a deterioration in value. Indeed, validated by the research, the bottom-up phenomena proved to be precursors of new habits and lifestyles which, if recognized and embraced promptly, allow companies to generate value and competitiveness. Therefore, the added value of this discovery is that it is possible to study the movements of groups of proactive users to observe or capture elements of change in advance that can allow companies to design products based on the next-normal.
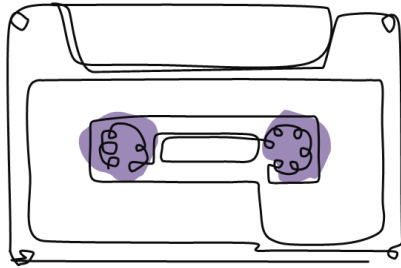
CONCLUSIONS

07/

Chapter 7

Conclusions

*A story has no beginning or end: arbitrarily one chooses that
moment of experience from which to look back or from which
to look ahead.*
— **Graham Greene**, 1951

The chapter deals with finalizing the reasoning regarding the modality
through which collectives can create new meanings. The following sections
declare the value of the overall findings, identifying the contribution for the
academic and managerial communities. Lastly, the limitations and opportunities that emerge from this paper and that allow future research will be
introduced

7.1   Research Output

The research aimed to identify the contribution of groups of proactive users
to Innovation of Meaning. Based on a qualitative analysis of five case studies
classified as urban regeneration projects, alternative food systems and collaborative living solutions, it can be concluded that collectives are capable to
introduce new meanings and that specific actions should considered to enhance the new meaning, providing a successful alternative that will impact
the socio-cultural scene as well as the business value generation. The analysis conducted on the modality of action belonging to groups of proactive
users in the generation of new meanings offered the following contributions:

- An extension of the categories of actors involved in the process of creating and sharing a new meaning, validated by a qualitative analysis
  on five case studies, discovered through literature review and desk research, and demonstrated by the data analysis;

- Identification of the main characteristics, of the contributions to the Innovation of Meaning process and of the dense network of relationships for each category of actors;

- Outline of a process for the implementation of new meanings by a community of proactive users, clarifying the different phases for which the advantages and criticalities have been emphasized.

7.2   Research Value

This section aims to explore the contributions deriving from the research, with particular attention to the theoretical and practical dimensions for the already structured managerial communities and for those at the beginning of their life cycle. Therefore, the paragraph will explain the contribution of the findings of the dissertation to the existing theories.

Over the years, theories on meanings, included and presented in the chapter of the Literature Review, have seen the contribution of researchers from different sciences in the service of knowledge enhancement. The scholars, exploring different fields such as sociology, anthropology, innovation and entrepreneurship, initially identified the existence of meaning as a symbolic dimension, discovering an intimate relationship between users and products. Indeed, the meaning represented the driver of choice of the consumer exposed to a pool of products and leaded him to the selection of one product through the disclosure of emotional stimuli, through an intense cognitive process contaminated by external factors. Among these, the relationship between individuals determines a second order meaning, i.e. a second cognitive decoding carried out by the individual, who, influenced by the relationship with the other actors, refines his translation of the meaning.

The first contribution of the theories of meaning applied to a corporate context identified meaning as a factor impacting the consumer's propensity towards a specific product (Levy, 1959). Subsequently, the enlightened statement of K. Krippendorf expanded the theory of meanings, moving to an even deeper dimension; indeed, meanings indicate the sense of existence and use of the product, transporting it into the dimension of design, the discipline that "is making sense of things" (Krippendorf, 1989). Twenty years later, R. Verganti introduced a significant change for the theory of meanings, who extended Krippendorf's contribution to the theories of innovation, establishing meaning as the third source of innovation, together with technology and the market, and strengthening its relationship with design (Verganti, 2009). Moreover, the constant attention to meanings has, over the years, triggered the deepening of the actors and practices of Design-Driven Innovation within the company contexts. It is precisely in this area of research that the author has identified a lack of knowledge, first of all on the role of proactive individuals extraneous to the corporate context but poten-

tially active in the introduction of new meanings and she has therefore decided to offer his own contribution derived from an activity of qualitative research.

From an academic perspective, the intersection of Innovation of Meaning theories and bottom-up approaches investigate the methodologies that allow groups of proactive users to generate and embrace new meanings, being facilitated by a deep immersion in the socio-cultural scene that offers them numerous stimuli translatable into alternative imaginable contexts.

In the first place, this research allowed to attribute the characteristics of the actors who belong to the innovation network, including the community of proactive users, interpreters, professionals and public institutions. Two of these categories, more precisely communities and public institutions, are new entries in the theory of Innovation of Meaning, which so far has turned its attention mainly to the corporate world, excluding the ability to create new meanings of non-managerial actors.

Furthermore, the category of interpreters has undergone a change in their role seeing its contribution becoming preponderant in the translation of the new meaning into a practical realization, rather than in the enrichment of the meaning itself. The existence of these classes of actors is validated by both phases of qualitative research; indeed, the data collection allowed to identify the phenomenon, which was then confirmed by the data analysis activity using the Gioia methodology (Gioia et al, 2012). Furthermore, the research was not limited to identifying the categories of actors, but it explored their impact on the new meaning and their success. Indeed, if these actors acted in solitude they would not be able to propose a new meaning, vice versa, it is from the interaction between these individuals that new meanings are originated, shaped and shared effectively. Lastly, the research has identified the main phases in favour of the creation of new meanings implemented by a community of proactive users, clarifying the different phases of which the advantages and criticalities have been emphasized. Among the phases of the new meaning process there are entropy, interpreters, syntropy and, lastly, steady operations.

Moreover, the research identified the main factors that influence the success of the new meaning in the socio-cultural scene as well as in the corporate one. Among these, as previously explained, there are the relationships between the different actors that allow to expand the offer of knowledge and resources available for change. Furthermore, for the promoters of solutions inherent to the new meanings, it is essential to have full knowledge of the active policies and the role that public institutions play towards the new vision. Indeed, it is likely that, before the official recognition of the new meaning, public institutions pose themselves as contrasting actors. Therefore, public institutions impact the success of the new meaning by influencing a new decoding order: the third order meaning. Furthermore, the strength of the new meaning has the capability to alter the surrounding context even before the product placement on the market, anticipating its effects already recognized

by the existing theories.

From a managerial perspective, the research offers a contribution both for companies at the beginning of their life cycle and for those already structured. Firstly, the findings offer an overview of the process, outlining the main phases, the necessary resources and the ways in which they are transformed into an outcome. Furthermore, the paper offers valuable insights on the factors to be controlled to reduce the probability of incorrect decoding of the meaning, which lead to differences from the vision originated by the community. Moreover, for the author it is of fundamental importance to recognize that a value offered by the qualitative research addressed is the demonstration of the existence of a shared creativity, which proliferates in groups of heterogeneous individuals and enriches their vision, establishing a common direction. Indeed, the research has demonstrated that translating creativity into product creation is not a corporate skill, but it resides in the deepest individual dimension: the will. In the cases analysed, the will has resulted in the attempt to alter the surrounding context by seeking products and services that fully represent the individuals of the community. The immersion in the social scene has indeed created the possibility for individuals to collaborate in the generation of shared value, either economic or cultural.

Furthermore, the results of the dissertation encourage groups of proactive users to imagine and pursue new meanings, recognizing their innovative contribution. However, the innovative creativity must be enriched by the interaction with actors outside the community, so that it does not remain a self-referential attempt but can be extended to other consumers.

Secondly, the results of the thesis broaden the possibilities available to already structured companies that aim to frequently innovate their business & product portfolio. Indeed, introducing innovation into the organization has always been a controversial issue, which requires in-depth and conscious analysis. However, there is a global recognition of the need for companies to not take a reactive role towards innovation, but to embrace it in its early stages. Operating towards innovation by establishing proactive mechanisms is certainly difficult, however in the analysis conducted the bottom-up movements have proved to be precursors of new habits and lifestyles which, if recognized and embraced promptly, allow companies to generate value and competitiveness. Therefore, already structured businesses could embrace this perspective studying the movements of groups of proactive users to observe or implement in advance elements of change that can allow companies to design products and services focused on the next-normal.

7.3   Limitations and Opportunities

The following paragraph will introduce the identification and the explanation of the limitations of the present research. Indeed, while the approach provides new insights into Innovation of Meaning theories, some peculiari-

ties of the phenomena analysed limit the generalizability of the results.

The first limitation discovered is the narrowness of the context analysed. Indeed, the selected case studies have been bound by the geographical area in which they operate, which, although considered a good representation of global phenomena, can alter the results obtained. Moreover, the research was conducted by selecting five case studies, out of twenty-four initially found, through the use of discriminatory constraints, greatly reducing the variability of the phenomena analysed. Therefore, by modifying the selection constraints different results could emerge, although the constraints have been carefully evaluated in order to reduce the aforementioned consequence. Due to this characteristic, it has to be recognized that the research may not create universal knowledge. At the same time, such research has allowed the author to deepen the details having a narrowed focus.

The second limitation discovered is the casual consideration of those meanings promoted by institutionalized communities, which therefore have already assumed bureaucratically recognized forms. This further reduces the universality of the research, considering exclusively groups of proactive users already structured, a characteristic that may favour the success of the new meaning and its realization.

The third limitation discovered is the temporal duration of the phenomena analysed and the phase in which the cases considered are found. Indeed, many years are often required for groups of proactive users to introduce on the market the realization of the new meaning. Moreover, for the cases considered there is no clear evidence of the termination of the forging process of the socio-cultural scene. Indeed, all the cases considered are in progress and therefore are still shaping the context in which they are immersed. Therefore, no case has been analysed at the end of its lifecycle, but an ex-post analysis may favour considerations on the effective success of the new meaning.

The fourth and final limitation discovered concerns the approach to the analysis of phenomena. Indeed, for simplicity of analysis, collaborative living, urban regeneration and alternative food systems have been studied as if they were discreet and disconnected from other phenomena. However, a richer representation of reality sees these phenomena occurring simultaneously and strongly influencing each other, creating an intricate network of cause-effect relationships.

The time has now come to propose to the reader different paths that could be followed in the future to investigate and provide further knowledge about Innovation of Meaning processes and actors. First of all, the research has validated the theory that new meanings undergo a process of continuous change that can be stopped by relevant actors, such as public institutions, through their official recognition. However, it could be interesting to investigate the longevity of the meaning by answering the following questions.

Does exist a meaning lifecycle? How long will meanings last? Which are the solutions of continuity that interrupt meanings duration in favour of another one?
Secondly, although it was initially her intention, the author did not have the opportunity to investigate the level of awareness of the innovators, especially if they are members a community of proactive users. On the other hand, it would be interesting to deepen the understanding of the phenomenon by those who are key players in it. *Are the members of the community profoundly aware of the direction they are enhancing? Does promptness of awareness affect their outcome?*

The above-mentioned questions represent the research opportunities that the author founds suitable for a further development of literature regarding groups of proactive users. Further studies could also deepen the connection between collectives and creativity.

For the real conclusion of the dissertation, an author's consideration is now shared. Indeed, besides all the opportunities that the research originated, there is a last important message that the researcher aims to deliver to the reader.

In such dynamic environments, as the ones that represent the years in which the research was conducted, both companies and public institutions should safeguard those sensitive individuals who are able to imagine the future of our organizations and cities.

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Appendix A

A.1 Interviews

A.1.1 A Ritmo D'Acque @Monica Righetti

I. Generale

Com'è nato il progetto? A che bisogno/aspirazione risponde?

L'idea era quella di promuovere il territorio e quindi valorizzare un volto completamente diverso di Milano, che ancora oggi è vista dai turisti stranieri come la città dei grandi eventi. L'obiettivo era quindi quello di fare scoprire Milano come città turistica, ma in particolar modo come città cicloturistica, quindi arricchire l'offerta distanziandosi dalla Milano canonica dei monumenti e dei grandi eventi. L'idea è di intercettare i visitatori e accompagnarli a vedere un altro volto di Milano, concentrato nella campagna a sud. Abbiamo scelto una fetta molto specifica, anche per quella che è la natura del bando, che è il territorio tra i due Navigli e quindi dalla Darsena, giungendo da un lato fino a Vigevano e dall'altro fino a Pavia. L'idea è di portare a scoprire tutta questa zona e di apprezzarne le emergenze, dalle opere architettoniche ai luoghi della produzione (cascine) e i luoghi della cultura. Tutto questo accompagnandolo a nuovi linguaggi, come installazioni con realtà aumentata, per creare una sorpresa e installazioni con elementi sonori.

Qual è (o qual è stato) il suo ruolo all'interno del progetto e quali le principali motivazioni per cui ha iniziato questa collaborazione?

Responsabile del progetto per conto di Base Milano.

Quali sono le caratteristiche più rilevanti del progetto che lo differenziano rispetto agli altri casi?

Due dei nostri partner, in particolare Turbolento e Local Logic, gravitano molto attorno del tema del cicloturismo con iniziative simili. La contaminazione era molto presente proprio grazie alla specializzazione e dell'esperienza dei partner che ha creato un confronto sempre aperto. L'app ARDA è stato un grande valore aggiunto, permette di muoversi con autonomia sentendosi tutelati e accompagnati, segnalando e raccontando i punti di interesse lungo gli itinerari.

II. Il cambiamento

Chi è stato il promotore del progetto (singolo individuo, gruppo di cittadini, pubblica amministrazione, cooperativa sociale, cooperativa edilizia, etc)?

La genesi è legata a un bando di Regione Lombardia con fondi strutturali europei, si è colta questa opportunità perché ARDA è un progetto complesso che ha avuto bisogno di parecchie risorse per essere organizzato. Il bando è stato vinto da un partenariato di 7 soggetti (Base Milano, Bepart, Ideas, Local Logic, J'eco, Turbolento Thinkbike, Fondazione RCM) con Base Milano che ha fatto da capofila. Questo partenariato è volto a sfruttare le competenze di ciascuno, per esempio Turbolento è una società sportiva dilettantistica improntata sul cicloturismo e quindi è il partner competente per il disegno degli itinerari.

Cosa ha innescato la volontà di cambiamento?

La volontà è di far scoprire un territorio alle porte di Milano di cui spesso il cittadino non è consapevole, perché è un territorio ricco di realtà come botteghe, visite didattiche, laboratori di caseificazione, che da anni stanno cercando di strutturarsi con un'offerta differente. Da un lato volevamo far conoscere questo potenziale, dall'altro abituare all'uso della bicicletta e al viaggio in bicicletta che davvero porti a cambiare una grande quantità di paesaggi in temi più stretti. Viaggiare in bicicletta permette di entrare a fondo a contatto con il luogo, la sua velocità moderata lascia assaporare il paesaggio. La contaminazione degli itinerari con le installazioni di realtà aumentata permette di stimolare l'immaginazione e raccontano di altre visioni. Peraltro, siamo arrivati a creare queste installazioni mediante una call a settembre del 2019 in cui sono stati selezionati otto artisti digitali che sono stati accolti a Casa Base, che hanno vissuto un mese nel nostro ostello dove hanno sviluppato i contenuti di realtà aumentata vivendo loro stessi gli itinerari e interpretando i paesaggi visitati. A Ritmo D'Acque indica il ritmo lento di questi percorsi, un ritmo che ti culla e ti accompagna in netto contrasto rispetto alla frenesia della città. E' un ritmo silenzioso e immersivo rispetto al contesto che circonda il turista.

III. La comunità

Come è avvenuto il passaggio da singolo visionario a un numeroso gruppo di persone? Come è stata originata la comunità?

Ci siamo ispirati tanto a modelli stranieri, per cui abbiamo fatto una raccolta di case studies che per noi sono stati di riferimento e fondamentale era la consapevolezza che per far vivere questi progetti è necessario che i diversi attori situi nel territorio siano coscienti e interessati ai progetti, soprattutto per un progetto che sia sostenibile e longevo nel tempo. Avremmo voluto molto di più la rete di attori, ma la pandemia è stata un fattore di notevole difficoltà perché tutte queste realtà (cascine, abazie, chiese) sono state mappate, selezionate e contattate per illustrare loro il progetto.

Com'è costituita la comunità (caratteristiche socio-demografiche, stili di vita) e quali valori vengono perseguiti e condivisi al suo interno?

La selezione del segmento è stato un punto molto discusso all'interno del partenariato, per cui avevamo chi era più orientato a focalizzarsi sul ciclo-turista abituato a itinerari lunghi, chi invece voleva considerare il cittadino in un breve momento di svago e chi invece voleva includere entrambi. Di fatto, se durante tutto il progetto e soprattutto per il tema del bike rental ospitato da Base ma curato da Turbolento, la pandemia ha conciliato tutti facendo convergere sul turismo di prossimità che promuove, per esempio, tour self-guided. E' stato in quel momento un po' un ripiego, nonostante all'interno del progetto esistesse già quest'anima, scegliere di rivolgerci al cittadino milanese.

IV. Il processo

Quali sono state le tappe verso la realizzazione? Quali figure professionali sono intervenute?

Gli artisti hanno partecipato a workshop immersivi con dei testimoni del territorio. Per esempio, una delle installazioni, frutto di una suggestione di uno dei testimoni, vede uscire un microfono dopo aver inquadrato il marker. Questo perché uno dei testimoni è un angelo dei Navigli che ogni anno pulisce il Naviglio recuperando gli oggetti gettati e uno dei più frequenti è il microfono acquistato dai venditori ambulanti nelle vie delle città.

Gli utilizzatori finali sono stati coinvolti durante la realizzazione? In che modo?

Sono stati selezionati dei testimoni locali che potessero introdurre gli artisti ai territori. Avevamo una buona rete in partenza, altri quasi ci sono venuti a cercare durante lo sviluppo del progetto. Quindi siamo riusciti a costruire alcune occasioni di confronto, da cui gli artisti hanno tratto ispirazione, che hanno costituito una buona rete di dialogo.

Ci sono state o sono previste collaborazioni con gli stakeholder (fornitori) e quali sono i driver di scelta?

Gli artisti sono stati selezionati all'inizio seguendo i criteri per la call, le loro opere sviluppate non sono state selezionate. Alla call hanno risposto 72 artisti e ne abbiamo selezionati 8, poi questi 8 artisti avevano il compito di sviluppare due opere ciascuno, nate dalla libera suggestione di ciascun artista. Durante l'evento di lancio avremmo voluto ospitare molte queste realtà all'interno di Base Milano proprio per iniziare a creare una rete e nonché era prevista una serie di incontri. La consapevolezza e la convinzione è quella che gli attori del territorio sono i veri custodi del progetto, sono loro che poi accolgono il ciclista e lo orientano.

Ci sono stati dei momenti critici? Perché?

Gli attori territoriali sono soggetti difficili da includere in progetti simili, ciascuno reagisce in maniera molto diversa. Spesso fanno fatica a cogliere

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l'occasione o a recepire alcune opportunità, inoltre dopo la pandemia si è aggiunta la loro difficoltà di dedicarci del tempo al fine di ragionare insieme sul progetto. Questa criticità è anche culturale, altre nazioni sono ben consapevoli dei benefici dati dal cicloturismo e la consapevolezza dei singoli attori di trovarsi all'interno di un progetto di simile portata è fondamentale.

V. Monetizzazione

Come è stato finanziato il progetto (mutui o prestiti privati, risorse proprie, contributi pubblici, contributi privati, . . .)?

Essendo un bando una parte è stata finanziata con fondi di derivazione europea e una parte è cofinanziata da chi propone il progetto.

Qual è la struttura di costi e ricavi? Una volta avviato, il progetto è economicamente autonomo e sostenibile?

I costi sostenuti riguardano ad esempio lo sviluppo dell'applicazione e la realizzazione delle installazioni che rimarranno al territorio come prodotto gratuito e fruibile da tutti. E' un progetto che si autosostiene nel tempo e inoltre sono state acquistate delle biciclette custodite in Base Milano, dove è partito un bike rental che, anche in futuro, permetterà di noleggiare le bici e muoversi per gli itinerari.

Quali sono gli attori e i relativi benefici dati dall'attuale business model?

Alcuni attori vedono in questo progetto una possibilità di far conoscere la propria realtà, anche a prescindere dal cicloturismo in sé che impedisce di approvvigionarsi in quello stesso momento dei prodotti. E' sicuramente un investimento di immagine.

A.1.2 Cohousing Base Gaia @Gerardo Ceriale

I. Generale

Com'è nato il progetto? A che bisogno/aspirazione risponde?

Il progetto nasce tra il 2013 e il 2014 da un nucleo di due famiglie che vengono dalla cooperazione sociale e che a un certo punto, sapendo dell'esistenza di comunità di famiglie, hanno pensato che sarebbe stato bello se anche loro avessero una soluzione per le loro famiglie con l'obiettivo di stare insieme. Il bisogno a cui Base Gaia risponde è quello di stare insieme e vivere insieme in un luogo dove non si sta ognuno chiusi nel proprio appartamento e dove i vicini forse li si conosce o forse no, ma dove si condivide non forzatamente e ci si relazione spontaneamente. Un luogo all'interno del quale ci si aiuta. L'abitare piacevole, che significa che con frequenza ci si incontra, si festeggia o si pranza insieme e se si ha bisogno di una patata o di un uovo non devi per forza andartelo a comprare. Oppure se hai bisogno di montarti il mobile in casa vai al piano di sotto e chiedi aiuto alle persone che trovi negli spazi condivisi. Questo è fantastico soprattutto per i bambini, perché vivono in un

appartamento ma in realtà vivono in una casa enorme con la possibilità di girare da un piano all'altro e di incontrare altri bambini e altre persone.

Qual è (o qual è stato) il suo ruolo all'interno del progetto e quali le principali motivazioni per cui ha iniziato questa collaborazione?

Faccio parte di uno dei due nuclei famigliari che hanno dato vita al progetto. Grazie al background sociale siamo abituati per forma mentis ad agire in modo cooperativo e la realtà del cohousing ci ha subito suscitato curiosità.

Qual è (o qual è stato) il suo ruolo all'interno del progetto e quali le principali motivazioni per cui ha iniziato questa collaborazione?

Quali sono le caratteristiche più rilevanti del progetto che lo differenziano rispetto agli altri casi?

Base Gaia è un cohousing autoprodotto. In fase di ricerca ci siamo interessati ad altri cohousing, infatti i primi contatti concreti con una struttura di cohousing sono stati con quella di Via Donadoni costruita da cohousing.it, la quale ci interessava per capire cosa fosse il cohousing e quale il funzionamento interno. Questo contatto è stato però limitato nel tempo perché quello che noi abbiamo sentito e abbiamo condiviso tra di noi era che volevamo qualcosa per noi, non eravamo interessati a una struttura costruita da altri e dove le persone arrivavano più o meno casualmente. Abbiamo pensato di portare avanti un progetto costruito sui rapporti personali e non il contrario. Negli altri cohousing, immagino, si costruiscono dei rapporti nel tempo in base alle famiglie che arrivano, ma noi volevamo fare il contrario. Devo dire che queste prime esperienze che abbiamo fatto partecipando ad altri gruppi di interesse, compreso quello di Via Donadoni, ci hanno permesso di sperimentare alcuni momenti di formazione, anche sullo stesso metodo del consenso da noi adottato. Inizialmente dovevamo imparare anche come confrontarci, ci facilitava il fatto che per una certa quota venivamo dal sociale e quindi eravamo già abituati ad attività quali riunioni di equipe, supervisioni e confronto.

II. Il cambiamento

Chi è stato il promotore del progetto (singolo individuo, gruppo di cittadini, pubblica amministrazione, cooperativa sociale, cooperativa edilizia, etc)?

Come precedentemente detto, due nuclei famigliari sono stati i promotori del progetto, ma successivamente altri gruppi di famiglie si sono unite fino a formare il numero attuale di dieci nuclei.

Cosa ha innescato la volontà di cambiamento?

Tutti noi prima di arrivare qua abbiamo vissuto in classici condomini, magari anche più di uno, e abbiamo iniziato a maturare la volontà di poter promuovere un modo diverso di abitare in cui i vicini di casa sono amici scelti fin dall'inizio, in cui la sfera privata di ciascuno viene rispettata e desiderata ma che offra la possibilità di stare insieme. La sfera privata è

preservata ma ci conosciamo tutti e siccome siamo tutti stati desiderosi di essere qui non c'è anche una sola persona che desidera isolarsi definitivamente. Se mi metto nei panni di una persona che invece ama l'isolamento ovviamente il cohousing non fa per lei, ma le direi "prova perché come dal tuo appartamento esci dalla porta e ti trovi in una grande città, puoi anche oltrepassare l'uscio e prima di trovarti in una grande città ti trovi in una piccola città dove succedono delle cose belle, perché appunto c'è uno spirito di cura condivisa, cosa che in una grande città raramente avviene". Vivere in un cohousing significa essere consapevoli di vivere in un luogo di cui non ti prendi cura individualmente, ma di cui si prendono cura in tanti perché uno dei criteri alla base di un cohousing come il nostro è la fiducia reciproca.

III. La comunità

Come è avvenuto il passaggio da singolo visionario a un numeroso gruppo di persone? Come è stata originata la comunità?

Durante il passaggio non ci sono state particolari difficoltà ma è stato un processo lungo. Inizialmente abbiamo provato a pensare ai criteri e i filtri per scegliere le altre famiglie con cui abitare, poi ci siamo detti che era molto difficile se non impossibile. Per cui abbiamo optato per l'autoselezione, nel senso che quando qualcuno era interessato partecipava ad alcune nostre riunioni e nel parlarci o frequentarci sentiva se fosse una realtà adatta ai propri bisogni. Per come vanno questi tipi di cose, dove la conoscenza e il rapporto umano è primario, è successo tutto attraverso conoscenze più o meno dirette. E così è andata, siamo arrivati in questo modo alle 10 famiglie che siamo. Prima ancora di arrivare a questo numero di famiglie in realtà abbiamo dovuto opzionare il terreno, perchè abbiamo trovato faticosamente questo terreno che rispondeva ai criteri del consenso un po' complessi perché volevamo: non consumare suolo verde, essere in una zona non troppo caotica ma neanche lontana dai servizi essenziali. E poi per una fortuna, ma il caso forse non esiste, gli architetti ci hanno segnalato questo terreno utilizzato come deposito mezzi da un anziano signore, proprio di fronte al Parco Lambro.

Com'è costituita la comunità (caratteristiche socio-demografiche, stili di vita) e quali valori vengono perseguiti e condivisi al suo interno?

La comunità è costituita da dieci nuclei famigliari eterogenei tra loro per età e professione, ma accomunata da tre pilastri. Il metodo del consenso è il primo pilastro. Poi ci interessava che questo progetto fosse un progetto edilizio il più possibile ecologicamente ed economicamente sostenibile, le due cose purtroppo non vanno sempre di pari passo ma abbiamo cercato di combinare al meglio le due possibilità. Abbiamo trovato un'azienda veneta, Biohouse, che costruisce secondo criteri tutto sommato abbastanza ecologici e quindi l'abbiamo interpellata. Il risultato di questa collaborazione è che la nostra è una casa in classe energetica A+++. Tra l'altro desideravamo avere anche dei pannelli solari, siamo riusciti ad includerli anche se non nella misura che sognavamo. Abbiamo infine un sistema di ventilazione

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meccanica controllata che ci permette di non possedere caloriferi o impianti di riscaldamento a terra, ma attraverso un ricircolo filtriamo l'aria esterna e scambiamo con l'ambiente interno in modo da riscaldare gli appartamenti con un minore consumo energetico. L'ultimo pilastro è quello dell'apertura al quartiere, non volevamo costruire un condominio a parte ma pensare di aprire gli spazi comuni, la zona condivisa del condominio ubicata al piano terra, al quartiere e alla città. Questa è stata la nostra idea iniziale e si è concretizzata nella realizzazione di due grosse sale, tra cui una sala polifunzionale e pensata aperta per essere messa a disposizione alle associazioni, professionisti e iniziative culturali. Questi sono i 3 pilastri: un luogo dove vivere che rispecchi le nostre necessità e fatto da noi, l'occhio ecologico rispetto ai consumi e l'impatto territoriale, infine l'apertura all'esterno.

IV. Il processo

Quali sono state le tappe verso la realizzazione? Quali figure professionali sono intervenute?

Una volta deciso di seguire il nostro sogno, abbiamo iniziato ad indagare, informaci e leggere e a chiedere ad altre persone se fossero interessate ad aggiungersi. Successivamente siamo entrati in contatto con un professionista del Politecnico, che già si interessava a questo tema per motivi di studio. Con il suo supporto, abbiamo iniziato a chiedere pareri e questo progetto ha iniziato ad assumere forma, pertanto ci siamo mossi. Un nucleo iniziale di 4 famiglie si è interessato a raccogliere le adesioni spargendo la voce. Abbiamo iniziato a incontrarci in riunioni periodiche ad inizio una tantum, poi una volta al mese, finchè non siamo riusciti a essere un gruppo di almeno 5-6 nuclei. A quel punto abbiamo scoperto anche che c'erano già degli incontri di cohousing qui a Milano quando ancora era in costruzione il cohousing in Via Donadoni, abbiamo così partecipato ad alcuni incontri per informarci. Poi ci siamo accorti che questa prima forma di cohousing diversa da quello che noi ci eravamo immaginati per Base Gaia, infatti il cohousing di Via Donadoni è fondato sull'idea di un immobiliare che aveva in progetto di costruire un condominio e stava cercando adesioni. Noi invece, di comune accordo, non volevamo aderire a un progetto già nato ma costruirlo del tutto autonomamente, ossia pensando a cosa condividere e a come progettarlo insieme. Quindi non ci restava che cercare i professionisti utili allo scopo, tra i quali uno studio di architettura che avesse voglia di impegnarsi in un progetto simile, ovviamente un commercialista che ci seguisse, un avvocato per gli aspetti legali e pian piano abbiamo raccolto intorno a noi questi professionisti. Volevamo una casa a nostra immagine e somiglianza, che fosse costruita secondo i desideri di tutti e sin dall'inizio ci siamo chiesti quale fosse il criterio attraverso il quale potessimo incontrarci periodicamente e progettare: abbiamo convenuto che il criterio appropriato fosse quello del consenso. Prima ancora di arrivare a questo numero di famiglie in realtà abbiamo dovuto opzionare il terreno che abbiamo trovato faticosamente e che rispondeva ai criteri tra cui: non consumare suolo verde,

essere in una zona non troppo caotica ma neanche lontana dai servizi essenziali. E poi per una fortuna, ma il caso forse non esiste, gli architetti ci hanno segnalato questo terreno utilizzato come deposito mezzi da un anziano signore, proprio di fronte al Parco Lambro. Abbiamo quindi fondato la Cooperativa Edilizia Base Gaia e cercato la banca che ci appoggiasse per il processo economico legato al mutuo. Una volta creata la rete di professionisti è partito il tutto, abbiamo contattato la ditta costruttrice e qui si apre un capitolo molto faticoso; infatti, la prima ditta che abbiamo incaricato ci ha lasciati dopo alcuni mesi e quindi il nostro progetto con la costruzione iniziata si è bloccato per un anno intero. A Dicembre 2019 sono entrate le prime due/tre famiglie e poi con l'inizio dell'anno tutte le altre. Con il Covid è iniziato un periodo di convivenza in cui ci siamo tuffati completamente nella condivisone. Ci siamo dovuti interrogare su come vivere insieme fin da subito. Base Gaia, l'abitare collaborativo in generale, è la soluzione a tanti piccoli-grandi problemi quotidiani, è una soluzione psicologica perché quando si sta in un ambiente positivo, bello e di condivisone tante cose si alleggeriscono e risultano più facili e più piacevoli. Inoltre, quando Base Gaia è stata finalmente pronta ad accoglierci, abbiamo iniziato a ospitare un corso di yoga, poi però purtroppo è iniziato il periodo del Covid-19 e adesso è tutto un po' in standby. Sempre al piano terra è disponibile un monolocale a uso foresteria, volto quindi a ospitare altre persone che siano conosciute o turisti. Ci sono diversi bambini nel condominio quindi ci interessava una stanza adatta a loro, c'è poi un cortile esterno che stiamo progettando ancora adesso perché ovviamente secondario rispetto ad altre cose .

Gli utilizzatori finali sono stati coinvolti durante la realizzazione? In che modo?

Inizialmente abbiamo determinato insieme il criterio decisionale per capire quale metodo utilizzare. Per esempio, ci siamo chiesti se il metodo democratico maggioritario potesse aver senso e abbiamo concluso che non aveva senso perché quando c'è il criterio democratico c'è anche una maggioranza che vince su una minoranza e non ci sembrava adatto. Il criterio del consenso invece ci andava bene; abbiamo deciso di incontrarci mensilmente e poi settimanalmente e il consenso è alla base della nostra filosofia di condivisone. Vuol dire che ognuno di noi ovviamente ha una propria visione delle cose, bisogni e aspettative e questi vengono condivisi al fine di parlarne insieme. Alla fine di una riunione o di un processo decisionale si seleziona l'alternativa che accontenta tutti con i relativi bisogni e non scontenta nessuno, andando incontro ai bisogni individuali. Quindi la scelta è una scelta condivisa andando in contro al metodo dell'assoluto, secondo cui tutti devono essere contenti sapendo che si decide rinunciando a qualcosa rispetto ai propri criteri ma essendo accontentati in altre occasioni. Per la gestione di Base Gaia ci siamo divisi in gruppi e ciascun gruppo si occupa di determinate tematiche. Abbiamo prima fatto una mappatura di cosa è necessario occuparsi, detto ciò, ognuno in base alle proprie professionalità, competenze e attitudini si è offerto per questo o quel tipo di lavoro. Così si sono cre-

ate delle commissioni interne, come ad esempio la commissione economica, quella di rapporti con i professionisti e una commissione che si occupa dell'arredamento degli spazi. La partecipazione è libera, ognuno è libero di non prestare il proprio impegno qualora non possa; infatti, ci si turna senza regole e i tempi vengono gestiti in funzione al bisogno e alla disponibilità .

Ci sono state o sono previste collaborazioni con gli stakeholder (fornitori) e quali sono i driver di scelta?

Lo studio di architettura ci è stato segnalato come uno studio di architettura aperto al tema della progettazione cohousing. Per cui abbiamo interpellati i suoi esperti facendo presente che per noi era necessario partecipare alla partecipazione, che significa incontrarci, parlarci e dedicarsi del tempo insieme. Loro erano disponibili e quindi abbiamo iniziato, che significa fare riunioni, incontrarsi, parlarsi e loro sono stati al gioco, quindi il fattore importante è stato questo. Non è stato facile per loro, così come è stato faticoso per tutti ma anche bello e interessante. Si è entrati pian paino nei dettagli, alcune cose non siamo neanche riusciti a deciderle insieme, però si è fatto il possibile. Per quanto riguarda gli acquisti alimentari, qui in Feltri c'era già più di un g.a.s. e ci siamo inseriti in questi gruppi già esistenti. Siamo così diventati uno dei punti di raccolta dei prodotti acquistati perchè abbiamo anche un locale g.a.s., cioè un locale che usiamo per questo tipo di attività, e quindi siamo diventati un punto di raccolta per diverse persone qui nel quartiere. Ci sono poi due persone nel condominio che svolgono il ruolo di referenti tra i gruppi di acquisto e gli altri abitanti di Base Gaia. Rispetto al discorso dell'amministrazione ci siamo allontanati dal modello del classico amministratore nel seguente modo: come abbiamo fatto per il commercialista e per l'avvocato, abbiamo cercato un amministratore di condominio che fosse disposto a incontrarci, a dedicarci tempo e a confrontarsi con noi per capire su che cosa potesse esserci utile e su cosa potevamo essere autonomi. Non conoscendo bene la materia abbiamo interpellato una persona di nostra conoscenza che svolge questa professione affinché potesse darci un'infarinatura generale su attività e leggi. A quel punto, tra di noi ci siamo confrontati e abbiamo selezionato le attività di cui occuparci autonomamente. Quindi per esempio la pulizia del condominio la facciamo noi attraverso dei turni e abbiamo appena ingaggiato questa persona per un anno perché ci accompagni in questo primo anno nei dettagli di tutti gli altri aspetti (eventuale impresa di pulizia, adempimenti di legge e controlli) per farci entrare nel merito delle questioni e allo scadere di questo anno di ingaggio decideremo nuovamente fin dove siamo in grado di arrivare, oppure decideremo di non averlo più. La propensione è quella di diventare più autonomi possibile e per farlo ci serviamo dei professionisti che ci affiancano e della condivisione delle loro conoscenze. Al contempo, l'obbiettivo è mettere tutto questo nell'equilibrio condominiale e delle singole famiglie relativo al tempo disponibile di ciascuno. Per adesso non abbiamo creato accordi di partnership con i fornitori, alcuni nuclei hanno contattato gruppi di acquisto (come enostra per l'energia elettrica) e hanno allacciato contratti

con questa cooperativa di fornitura elettrica. Non siamo ancora arrivati a una dimensione di condominio, forse ci arriveremo e forse no, sicuramente sarebbe bello in prospettiva stipulare delle convenzioni o dei contratti collettivi con ditte o fornitori.

Ci sono stati dei momenti critici? Perché?

La difficoltà con l'impresa costruttrice è stata la prima grossa criticità. Abbiamo avuto difficoltà con il Comune perché non è stato facile ottenere il permesso di costruire; la macchina burocratica comunale non riusciva a incasellare il nostro progetto all'interno di parametri di classificazione e nominazione solitamente considerati. Su questo piano gli architetti ci sono stati molto utili perché erano abbastanza esperti con i rapporti con gli uffici tecnici della pubblica amministrazione e quindi hanno sicuramente avuto un grosso ruolo. Inoltre non abbiamo diretti vicini di casa, non ci sono abitazioni molto vicine, ma all'inizio abbiamo orecchiato qualche critica perché eravamo vicini al parco e una palazzina di sei piano sembrava un'eresia, ma a parte questo aspetto le persone che poi ci hanno conosciuto ritengono che il progetto sia molto bello. Purtroppo, anche i nostri rapporti con il quartiere non sono per ora valutabili perché abbiamo avuto pochissime occasioni per allacciarli. E' degno di nota il fatto che la commissione ambientale del Comune che ci ha messo in difficoltà su alcuni aspetti del progetto, come la vicinanza al parco che ha posto alcune condizioni di progettazione della struttura e di criteri estetici, ha poi cambiato il piano regolatore e di fianco a noi stanno costruendo due nuovi grattacieli di vetro che ci sovrasteranno.

V. Monetizzazione

Come è stato finanziato il progetto (mutui o prestiti privati, risorse proprie, contributi pubblici, contributi privati, . . .)?

Il progetto è stato finanziato in forma privata, all'inizio quando eravamo solo 4 nuclei e lo studio architettonico aveva trovato il terreno, l'acquisto è stato portato avanti con le disponibilità economiche delle 4 famiglie. Quindi con un investimento iniziale enorme per il numero di quattro nuclei partecipanti, ma sapendo che poi avremmo condiviso in 10. L'aspetto della fiducia è stato centrale perché era un'avventura economica non scontata. L'aspetto interessante e bello è stato che ovviamente ogni nucleo famigliare aveva disponibilità diverse, i versamenti per esempio alla banca andavano comunque fatti e perciò ci si è aiutati a vicenda; per esempio, ad un certo punto quando una famiglia non poteva versare la quota di pagamento per l'impresa edilizia, gli altri versavano di più in modo da sopperire, con gli equilibri successivi da ripristinare.

Qual è la struttura di costi e ricavi? Una volta avviato, il progetto è economicamente autonomo e sostenibile?

Un finanziamento infruttifero viene fatto da ogni famiglia alla cooperativa edilizia e poi la cooperativa edilizia usa questi soldi per le varie oper-

azioni. I costi di gestione non sono differenti da quelli di un condominio classico.

Quali sono gli attori e i relativi benefici dati dall'attuale business model?

Per adesso approvvigioniamo i beni alimentari attraverso le ordinazioni per nucleo famigliare che vengono fatte da una singola persona ai g.a.s., per esempio Massimiliano gestisce l'ordine delle verdure e della frutta perchè lui ha il contatto con il gas su questo ramo di attività. Perciò ognuno di noi comunica le proprie necessità.

Non siamo arrivati ad avere uno storage condiviso perchè non ne abbiamo bisogno, perché c'è una cantina condivisa scaffalata in cui ciascuno ha uno spazio nello scaffale, abbiamo anche un locale g.a.s. di stoccaggio che possiamo utilizzare per i nostri acquisti. Avremo anche un enorme frigorifero dove mettere le cose fresche e già adesso utilizziamo una lavanderia industriale condivisa che permette di effettuare questa attività in gruppo e all'insegna della sostenibilità.

A.1.3 Cohousing Chiaravalle @Nadia Simionato

I. Generale

Com'è nato il progetto? A che bisogno/aspirazione risponde?

Chiaravalle è il risultato della ricerca che ci ha permesso di capire che una parte della nostra community desidera uno stile di vita che rispetti la natura e che si allinei all'abitare tipico dei luoghi di campagna (corte, case che affacciano sulla corte, gli spazi aperti). E' chiaro che quando noi abbiamo lanciato Chiaravalle c'era il tema della localizzazione che per alcuni era un compromesso ma adeguata alla volontà di vivere a contatto con la natura.

Qual è (o qual è stato) il suo ruolo all'interno del progetto e quali le principali motivazioni per cui ha iniziato questa collaborazione?

Sono socia e Amministratore della società cohousing.it e responsabile dell'area Marketing e Comunicazione.

Quali sono le caratteristiche più rilevanti del progetto che lo differenziano rispetto agli altri casi?

La grande vocazione ambientale è molto presente in questo progetto, tanto che oltre alle comuni pratiche a favore dell'ecosostenibilità, come classe energetica A++ e pannelli fotovoltaici, Chiaravalle è un progetto di bioedilizia. Questi temi sono stati proposti anche riguardo alla coltivazione a chilometro zero, attivando quindi una discussione con partner locali come ad esempio le cascine. Sarà un progetto che con la collaborazione di soggetti esterni locali, creerà l'opportunità per le persone di avere il proprio orto o frutteto che produce a chilometro zero. Ciò succede anche in altri cohousing milanesi, dove si sono attivate delle collaborazioni con soggetti locali che mirano, ad esempio, a destinare gli spazi comuni alle organizzazioni circostanti. Questo

aspetto è importante perché l'obiettivo è creare dinamiche positive anche con il territorio. L'altro tema riguarda la tecnologia della casa e la connettività: Chiaravalle sarà molto performante dal punto di vista tecnologico e domotico e perché questo diventi sostenibile avrà bisogno di una connessione veloce che attualmente non c'è. Infatti, Chiaravalle non è un bacino d'utenza interessante per gli operatori, quindi d'accordo con gli abitanti del cohousing attiveremo una linea dedicata in fibra ottica.

II. Il cambiamento

Chi è stato il promotore del progetto (singolo individuo, gruppo di cittadini, pubblica amministrazione, cooperativa sociale, cooperativa edilizia, etc)?

Il progetto nasce dalla valutazione delle richieste dei membri della community di cohousing.it.

Cosa ha innescato la volontà di cambiamento?

Il cohousing risponde all'esigenza di socialità, mutuo soccorso e di rete e in città è molto sentito. Difatti, la riflessione che hanno fatto in molti è riconoscere la possibilità di soddisfare l'esigenza di restare nel proprio contesto – coadiuvati dalla tecnologia che permette di decentralizzare le proprie attività (come smartworking o lavoro agile) - vivendo al contempo decisamente meglio e a contatto con la natura.

III. La comunità

Come è avvenuto il passaggio da singolo visionario a un numeroso gruppo di persone? Come è stata originata la comunità?

Noi non mettiamo dei paletti per la creazione della comunità, se non la consapevolezza di entrare in un progetto di cohousing con determinate dinamiche, come la progettazione partecipata. Chi non partecipa è obbligato ad accettare le decisioni altrui, quindi questo è un forte deterrente per chi non ha interesse. Si crea quindi un'autoselezione iniziale e una nella frase di progettazione partecipata in cui, raramente succede, alcuni soggetti non predisposti sono stati di fatto isolati o si sono auto-isolati. Per questo, quando una persona entra in un progetto di cohousing, ma in fase di progettazione esprime un'incapacità nell'adottare questo particolare stile di vita, viene lasciata andare restituendole il denaro versato. Sostanzialmente chi prima arriva meglio alloggia, in altri progetti ci è capitato di avere un surplus di richieste per cui il criterio di selezione è stato quello temporale in ordine di richiesta. E' necessaria quindi l'adesione al percorso valoriale, in merito all'auto-selezione non ci è mai capitato di dover allontanare nessuno. Le persone all'inizio non si conoscono e secondo noi è un bene perché conoscersi prima talvolta è deleterio. Invece se ti trovi con delle nuove persone impari ad approcciarle tenendo conto che tutte hanno lo stesso obbiettivo. Il percorso di facilitazione dura un paio di anni circa e riguarda un incontro di persona ogni due mesi – Covid a parte -. La progettazione partecipata viene svolta in plenaria e dura una giornata intera, dalla mattina al pomeriggio con

un momento non casualmente conviviale in mezzo che serve a consolidare e permettere di approfondire determinati aspetti. Durante la partecipata vengono affrontati vari temi attraverso metodologie così dette di facilitazione che nel farle vengono anche trasmesse alle persone; le persone arrivano poi a capire che nel loro percorso futuro avranno comunque bisogno di un facilitatore che non è necessariamente una persona esterna ma che può essere una persona interna che assume questo ruolo. Dopo l'insediamento la comunità continua a essere affiancata dagli esperti, fino a un momento in cui diventerà completamente autonoma. C'è un accompagnamento iniziale in cui si promuove la vita comune e conviviale, dopodiché gli abitanti si dividono in gruppi di lavoro e si occupano a rotazione di differenti aspetti.

Com'è costituita la comunità (caratteristiche socio-demografiche, stili di vita) e quali valori vengono perseguiti e condivisi al suo interno?

Chiaravalle mira ad ospitare un gruppo eterogeneo di individui, nonostante questo sia sempre stato uno dei punti più dibattuti; prendiamo un gruppo omogeneo e riusciamo a trovare dei valori condivisi ampi oppure prendiamo un gruppo eterogeneo? Noi lasciamo la libertà a chiunque arrivi di essere accolto purché aderisca al progetto e di fatto succede che il mondo della micro-comunità si formi in modo eterogeneo. Ciò succede perché di fatto creiamo uno spaccato della società contemporanea che è fatta di giovani coppie, di famiglie con figli piccoli, persone con figli già grandi e anziani. L'eterogeneità è funzionale perché ricrea nel piccolo gruppo le dinamiche sociali che ci sono all'esterno. Sicuramente si fa più fatica a creare un punto di contatto, ma abbiamo compreso come facilmente le persone si accorgano che l'eterogeneità sia una risorsa, che necessita sicuramente di regolamentazione ma che porta beneficio a tutti. Per esempio, se sono un anziano mi sento meno solo sapendo che nel mio stesso condominio vivono numerosi bambini e la loro presenza non mi dà fastidio se, ad esempio, si regolamentano gli orari del rispetto del silenzio. Non solo, essere anziano e vivere in un cohousing permette di avere qualcuno che in caso di necessità possa prestare il proprio aiuto. Il fatto che ci sia un gruppo eterogeneo consente di lavorare su quegli aspetti che per un gruppo omogeneo rappresentano un fattore di grande debolezza. Tutti gli aspetti che riguardano la mutualità si creano autonomamente. La ricchezza data dall'interazione di individui differenti supera gli aspetti conflittuali, i quali sono presenti e devono essere presi in considerazione. Se si adotta la visione di ricchezza, il potenziale conflitto diventa opportunità. Gli abitanti di Chiaravalle sono accomunati da una grande attenzione all'ambiente.

IV. Il processo

Quali sono state le tappe verso la realizzazione? Quali figure professionali sono intervenute?

Il nostro modello funziona nel seguente modo. Abbiamo una community, le persone intercettano il cohousing attraverso diversi modi, noi siamo stati molto bravi e fortunati a creare un sistema che fosse autoalimentato.

Abbiamo creato la community online in tempi non sospetti (2007) con lo scopo di aggregare persone che hanno il desiderio di vivere con uno stile un po' diverso, quello di avere dei vicini con i quali collaborare ragionando sul bene comune e superare quindi il classico stile di vita condominiale. Abbiamo inizialmente lanciato un'indagine di mercato, in collaborazione con il Politecnico di Milano, per comprendere se coloro i quali vivono in città presentassero interesse verso il modello cohousing. Accogliendo gli aderenti si è formata la community, che poi con un sistema di tipo virale, privo di velleità dal punto di vista quantitativo, ha creato una cassa di risonanza. Quando abbiamo ottenuto queste risposto abbiamo compreso che ci fosse un'opportunità, quindi d'accordo con un gruppo di operatori immobiliari abbiamo promosso il primo progetto ubicato in Bovisa, che ha avuto un grande successo ed è stato anche un esperimento. Gli abitanti di Urban Village Bovisa sono stati i veri pionieri a Milano, dal 2009 abitano in un cohousing e nel tempo sono cambiati solo due nuclei famigliari. A chi aderisce alla community chiediamo informazioni basilari ma diamo la possibilità di raccontare la propria storia e le proprie esigenze. A volte chi si occupa di indagini del mercato critica il fatto che le domande spesso siano di tipo aperto e quindi che la risposta non sia direttamente analizzabile, tuttavia insistiamo perché la domanda aperta offre informazioni molto più profonde. Il modello, quindi, elabora le preferenze degli iscritti alla community e crea dei cluster con bisogni ed esigenze simili. Queste esigenze sono anche esigenze economiche. Il tema della progettazione partecipata è seguito da professionisti, io stessa ho fatto più di un corso sulla facilitazione, che di fatto è una strada che parte dalla condivisione valoriale e arriva a decidere quali spazi verranno condivisi, con quali funzioni, in che modo e come vengono gestiti. Tutto ciò è passibile di revisione, non c'è niente di definitivo perché durante l'esperienza le cose possono cambiare. E' molto importante che si parta dalla condivisione valoriale per poi arrivare alla progettazione, perché se si procedesse al contrario si avrebbero richieste differenti per ciascun individuo. Se invece la comunità condivide e definisce un valore, allora si istaura anche un ordine di priorità sulla presenza di determinati ambienti e funzioni. A valle della condivisione valoriale viene redatta la Costituzione, un documento che definisce quali sono i valori, in che modo devono essere esplicitati e quali regole deve seguire il gruppo. Chi arriva più tardi viene chiamato ad aderire agli aspetti valoriali e può metterli in discussione proponendo al gruppo di rivederne alcuni. C'è quindi una fase di integrazione che prevede la piena conoscenza di ciò che è stato fatto fino a quel momento che termina con la sua sottoscrizione. Se ci fossero persone che ambiscono ad aderire dopo, vengono quindi accolte dai gruppi che le informano.

Gli utilizzatori finali sono stati coinvolti durante la realizzazione? In che modo?

Il cohousing si basa sulla progettazione partecipata. Si parte sempre dal metodo del consenso, abbiamo un solo caso che ha per statuto l'unanimità salvo casi di urgenza ed è il cohousing di Bovisa, che come detto precedentemente rappresenta il gruppo di pionieri. Gli altri cohousing si pongono

l'unanimità come primo obiettivo ma in caso di mancanza di unanimità accettano le percentuali di maggioranza molto rilevanti. Il tema del metodo del consenso è quello di arrivare a una decisione che possa tenere conto di tutti i punti di vista, includendo anche quelle che sono delle osservazioni che possono non essere nella direzione maggioritaria. Tendenzialmente funziona, perché nel percorso che le persone hanno fatto c'è la creazione di fiducia. Infatti, nel cohousing i gruppi di lavoro approfondiscono le tematiche e giungono al gruppo con una serie di proposte che hanno analizzato e sviluppato per il bene di tutti. Quindi, sapere che i colleghi hanno approfondito e propongono diverse strade che ritengono più praticabili è esso stesso un segno di fiducia. Inoltre, in questi gruppi c'è sempre una expertise data dalle passioni o dalle professioni delle persone e viene sfruttata. Anche nei condomini questo esiste, ma nessuno lo sfrutta o ne è pienamente consapevole. Il percorso arriva a utilizzare tutte quelle che sono le risorse delle persone affinché contribuiscano e si basa sulla fiducia.

Ci sono state o sono previste collaborazioni con gli stakeholder (fornitori) e quali sono i driver di scelta?

Ci sono collaborazioni per esempio per l'acquisto dei mobili: è una grande opportunità di essere in, per esempio, 50 famiglie che devono arredare casa, anche parzialmente, perché di fatto chi fa arredo è estremamente interessato a vendere in larga quantità anziché al singolo, quindi è anche disponibile a ragionare su scontistiche e consegne parallele. E' simile alla logica del gruppo d'acquisto ed è presente in svariati ambiti. Ad esempio, questi rapporti riguardano anche gli operatori innovativi, come ad esempio i fornitori di energia elettrica per le colonnine di ricarica, o gli operatori di telefonia. Vengono coinvolti anche operatori di tipo industriali per sponsorizzazioni, anche se sono rapporti di tipo marginale. Il tema del gruppo di acquisto che normalmente si forma all'interno del cohousing copre anche l'aspetto alimentare, quindi si svolgono delle spese di gruppo valutando attentamente le tipologie di prodotto da acquistare.

Ci sono stati dei momenti critici? Perché?

Quello che ha sofferto Chiaravalle è il tema dal punto di vista amministrativo. Il progetto di Chiaravalle quando è partito aveva la promessa del Comune di Milano di ottenere i permessi di costruzione in tempo molto brevi, in realtà questo processo è durato cinque anni. Questo dipende dalla lentezza della burocrazia, Chiaravalle quando è partito aveva più del 50% degli aderenti ma con il passare degli anni un 90% degli aderenti è uscito perché aveva urgenza di acquistare casa. Oggi Chiaravalle è ricominciato, siamo arrivati ad un 60% di aderenza, con il progetto che ha avuto il permesso di costruire e che ha ottenuto il finanziamento della banca per partire con i lavori. Quindi ci troviamo adesso a sostituire quelli che sono usciti. Negli anni il rapporto con la pubblica amministrazione è stato complesso perché il Comune etichetta il cohousing in tipologie di abitare che in realtà sono differenti. Il cohousing non è ancora del tutto compreso, viene appiattito su ciò

che esiste già, ma cohousing non è social housing e nemmeno l'edilizia speculativa tradizionale. Ancora adesso il cohousing non è in alcun modo regolamentato, l'unica realtà pubblica che ha provato e, secondo me, è riuscita a trovare una buona idea da inserire nel regolamento è il Comune di Bologna che nel 2019 ha istituito un nuovo Piano di Governo del Territorio (PGT) in cui ha introdotto il tema di cohousing e una serie di premialità relative alla condivisone di spazi comuni. Questo lavoro è stato svolto chiedendo a degli operatori le indicazioni, le hanno accolte e inserite nel piano. Quindi alcune amministrazioni sono riuscite, Milano è arrivata ad associare il cohousing al social housing tanto che noi di fatto ci rapportiamo con l'amministrazione come se fossimo degli operatori immobiliari tradizionali perché ci vincola molto meno. Una cosa interessante che ha Milano sul cohousing oggi è che, come Bologna del resto, gli spazi comuni fino a una certa percentuale della superficie costruita, si dice tecnicamente, non fanno slp (superficie lorda di pavimento). Ossia, parte degli spazi comuni non viene conteggiata nella superficie lorda di pavimento, la quale determina il prezzo vendita al mq (contenendo anche gli oneri da pagare al Comune che vengono ribaltati sugli acquirenti). La percezione è che il Comune di Milano sia sensibile a queste tematiche, ma che tenda ad associarle al terzo settore. Ma ciò limita il mondo del cohousing, perché chi fa impresa e lo fa bene (come le Benefit Corporation) non è che non fa profitto, ma dà indietro alla società un sistema che migliora la qualità della vita. Quando il profitto è etico e sostenibile non è necessario legare tutto al no-profit e relegare una buona pratica a una piccola nicchia. Se invece il Comune volesse promuovere nuove pratiche di massa, dovrebbe consentire alle imprese di fare le imprese. Altrimenti rimarrà sempre che Banca Etica supporti 3-4 microprogetti di cohousing, perché non possono essere che di questa portata. Altri aspetti critici sono legati alla costruzione e ai tempi di insediamento tipici del mondo immobiliare: qualsiasi progetto che si occupa di nuove costruzioni o di radicale rigenerazione urbana è soggetto a ritardi. Le difficoltà della vita in gruppo sono più legate al fatto di adeguarsi a uno stile che non è più quello dell'isolamento o di un intervento assembleare annuale, è pertanto un'esperienza che richiede più impegno. La vendita di un appartamento in cohousing è una limitazione ma è anche un'opportunità, è probabile impiegare meno tempo nella ricerca di un acquirente perché sono abitazioni e contesti unici. Pertanto, quella che può essere considerata una debolezza per la rivendita diventa quindi un punto di forza.

V. Monetizzazione

Come è stato finanziato il progetto (mutui o prestiti privati, risorse proprie, contributi pubblici, contributi privati, . . .)?

Il modello attuale prevede l'ingresso delle persone con un sistema di acquisto "potenziato": per aderire devi essere disponibile a versare circa il 25 percento di quello che sarà il futuro acquisto. Bisogna avere quindi la disponibilità economica privata o derivata dal supporto di altri enti, poiché

è questo anticipo che rende la disponibilità dell'operatore immobiliare di riduzione del margine. Poi ci sono degli step di pagamento successivi che non sono vincolanti; si possono versare altri 2-3 passaggi di circa il 10 percento per arrivare a coprire il 50-60 percento del futuro acquisto. In caso di mancata necessità possono essere finanziati per poi giungere al saldo al rogito. Questo 25 percento è anche quello che una banca chiede ad un futuro acquirente come un versamento minimo, questo serve anche a rendere poi possibile l'acquisto. Inoltre, le persone contribuiscono con una somma destinata esplicitamente agli spazi comuni.

Qual è la struttura di costi e ricavi? Una volta avviato, il progetto è economicamente autonomo e sostenibile?

Gli spazi comuni non sono solo un costo (riscaldamento, luce), ma di solito i cohousing adottano un doppio sistema: ci sono delle spese base a carico di tutti che vengono frazionate alla pari di spesa condominiale, poi ci sono le spese sulla base dell'utilizzo privatistico. Infatti, gli spazi comuni vengono utilizzati in due modi: in senso comunitario che va nella spesa generale, mentre per feste private o utilizzi privati viene pagata una quota stabilita inizialmente affinché si coprano i costi sostenuti. Questi spazi comuni vengono a volte affittati anche all'esterno, più il gruppo si rende disponibile a essere aperto alle opportunità esterne più ha una potenzialità di guadagno. Ovvio che questo va equilibrato sia con le esigenze interne che con il tema assicurativo e legale. E' quindi un modo per finanziarsi e un equilibrio fa sì che lo spazio in comune sia un'opportunità e non un costo.

Quali sono gli attori e i relativi benefici dati dall'attuale business model?

Per esempio, in Chiaravalle il tema deli spazi verdi è un tema importante perché gli spazi verdi ornamentali sono un costo. L'accordo con un soggetto esterno aiuta a mantenere l'orto in modo che questo sia produttivo e consenta approvvigionarsi di beni alimentari naturali. Il costo del bene è allineato a quello che si sosterrebbe acquistandolo altrove, pertanto si favorisce una produzione locale con una filiera corta.

A.1.4 HUG Milano @Stefano Zoli

I. Generale

Com'è nato il progetto? A che bisogno/aspirazione risponde?

HUG nasce dall'idea di tre donne che con l'associazione hanno deciso di perseguire, nel rispetto dei principi di eco-sostenibilità ed integrazione sociale, lo scopo di proporsi come luogo di incontro e di aggregazione nel nome di interessi culturali assolvendo alla funzione sociale di maturazione e crescita umana e civile. Attraverso l'ideale dell'educazione, della conoscenza, del mutuo soccorso e della coesione sociale. Ubicato nel quartiere NoLo, è diventato esempio di rigenerazione urbana. Se pensi ad HUG pensi a casa, questo per noi è molto importante. Rispondere alle esigenze delle persone e

stimolarle con una serie di iniziative. Il bello è mettere le nostre capacità a servizio del progetto per comprendere se si riesce a trasmettere qualcosa. A noi piace il fatto che non sono soci o clienti, sono amici quelli che vengono qua. C'è questo contesto per cui la gente passa anche solo per un saluto. Non è quindi il fatto che è un ristorante, quando dicono "vado da HUG" ha un senso diverso. L'altra cosa che ci piace è quando ti dicono che in HUG è facile socializzare con il contesto che hai intorno. Tu entri, puoi entrare anche da solo o da sola, e non stai entrando in un posto in cui non riesci a entrare in comunicazione con nessuno, sei sicuro che noi facciamo da comune denominatore e ti permettiamo di conoscerci, si crea quindi un bel rapporto per cui dici "sono entrato da solo e non conoscevo nessuno, esco che ho dieci amici in più". Questa cosa te la crei dal semplice briefing, i clienti che arrivano e ti salutano, o da una semplice cena. La comunità è il fulcro di tutto ciò che facciamo, mettiamo insieme le persone e a volte è proprio da queste persone e dalle chiacchierate con loro che nascono i progetti.

Qual è (o qual è stato) il suo ruolo all'interno del progetto e quali le principali motivazioni per cui ha iniziato questa collaborazione?

Sono arrivato in HUG nel marzo 2018, ma ne sono diventato il presidente e responsabile a novembre del 2019. Mi sono avvicinato a questa realtà di contesto dopo aver lavorato per 25 anni nel settore della comunicazione e televisione. Cercavo la possibilità di creare non un semplice pub ma qualcosa in più, ho conosciuto HUG e lo ho trovato interessante perché qui convivono uno spazio di somministrazione cibo e bevande, uno spazio culturale e uno spazio sociale. Quindi tre aree che hanno caratterizzato lo sviluppo di HUG. Lo sviluppo di HUG è dettato un po' anche dal mio passato dal punto di vista di realtà sociali (ad esempio volontariato) ed è orientato a una realtà in quattro mura che potesse essere un raccoglitore di idee sociali e di aggregazione e che fosse in grado di svilupparle. Non vogliamo essere ristoratori e basta, volevamo – e lo abbiamo ottenuto – che la gente animasse la nostra realtà.

Quali sono le caratteristiche più rilevanti del progetto che lo differenziano rispetto agli altri casi?

HUG quindi si basa su tre aree: sociale, cultura e bistrò. Tutto parte da chi è qui dentro che lavora, è il cuore che ci mettiamo e il modo che abbiamo di relazionarci con le persone che entrano in HUG. C'è la nostra capacità di mettere a proprio agio le persone quando sono dentro, di accontentarle e coccolarle. Non c'è distacco tra personale e cliente. Se arrivi e ci chiedi una cosa, facciamo il possibile per accontentarti: se in menù non ci sono alimenti che puoi mangiare, ti faccio affacciare dove lavora Umberta e ti faccio cucinare qualcosa fuori menù. Tante persone notano la disponibilità qua dentro e l'attenzione e la cura che stiamo mettendo in questo posto. Io parto dal presupposto che le persone che sono qui a lavorarci sono delle persone che creano empatia con chi entra, quindi diventa un punto di accoglienza. Inoltre a me piace valorizzare le persone, incluse quelle dello staff che de-

vono essere in prima linea nel momento di riconoscimento di un merito. Ci è concesso qui ad HUG di poter fare certe cose, per esempio ci si sente liberi di intervenire nel discorso di un vicino di tavolo o di sederci in un tavolo conviviale in cui vi sono persone che non si conoscono. Se vedessimo un cliente disorientato subito andremmo da lui a chiedere "tutto a posto, che succede?" e gli offriremmo un bicchiere di vino per metterlo a proprio agio. Se arrivi qui l'accoglienza è già un piccolo passo per metterti a tuo agio, per esempio lo staff non ha divise perché l'obiettivo è comunicare e non creare distanze. Vedendo una persona disorientata o sola, sicuramente qualcuno dello staff interviene per metterla a proprio agio. Crei subito empatia e amicizia con lo staff e con gli amici. C'è questa forma di socializzazione per cui qualcuno si siede al tavolo con te e tu non sei già più solo. Per esempio, spazio di coworking all'interno di HUG permette di socializzare e confrontarsi per darsi poi aiuto nello sviluppo di nuove idee, qui è forte l'aspetto di interazione che fa cadere i filtri e ti permette di comunicare con le persone. Lo spazio di coworking è stato pensato come uno spazio in cui miscelare le idee delle persone e ci sembra stia funzionando.

II. Il cambiamento

Chi è stato il promotore del progetto (singolo individuo, gruppo di cittadini, pubblica amministrazione, cooperativa sociale, cooperativa edilizia, etc)?

HUG nasce dalla volontà di tre donne, tre amiche. Sara è un architetto e interior designer e per anni ha lavorato come libera professionista per agenzie e aziende, ha lavorato anche in Expo ad uno dei Pavillon, Alberica si occupa di marketing e comunicazione (ha lavorato anche per grandi aziende come ebay) e scrive itinerari in bici per Bikeitalia, Loredana è commercialista e revisore di conti.

Cosa ha innescato la volontà di cambiamento?

Milano è una città frenetica, io ad esempio vivo a Lissone e a volte faccio fatica a stare qui. La gente accetta questa frenesia, ma a un certo punto ha bisogno di uno svago e una valvola di sfogo. Per questo è necessario mettere le persone a proprio agio e farle sentire accolte: se vedi una persona con il muso, prova ad andare lì con il sorriso e vedi che risposta ha. Se mi pongo in maniera tranquilla e aperta ottengo una risposta diversa da quella che avrei avuto se mi fossi posto con distacco. Questa volontà di mettere le persone a proprio agio si concretizza quando sai accorgerti di ciò che hai intorno. Il concetto è quello di ascoltare prima di tutto le necessità delle persone del quartiere e non solo. Quindi capire dove c'è una necessità per cercare di dare una risposta, come per esempio la necessità di prendersi cura dei bambini durante il lock-down mentre i genitori erano a lavoro, ma anche di tenerli insieme facendoli uscire dalla situazione famigliare della casa.

III. La comunità

Come è avvenuto il passaggio da singolo visionario a un numeroso gruppo di persone? Come è stata originata la comunità?

La comunità si crea nel momento in cui non solo offriamo ai soci e ai clienti un ricco programma di eventi, ma in cui ciascuno si sente libero di proporre idee e mettersi in gioco. Per esempio, prima che l'emergenza Covid lo impedisse, doveva avviarsi un progetto per il rapporto degli anziani con la tecnologia, sull'utilizzo dei device e la loro digitalizzazione, proposto da una socia. Collaboriamo spesso con altre associazioni offrendo loro i nostri spazi, per esempio c'è uno sportello legale, un servizio gratuito che porta consulenza legale a chi ne aveva bisogno, c'è poi la consulenza su Alzheimer e demenza senile con l'associazione Gli smemorati di Via Padova, un modo per aiutare le famiglie che vivono una realtà che spesso non si sa come affrontare. Tra gli altri progetti, c'era in ballo la consulenza con lo psicologo portando però fuori il professionista dal suo studio, per rendere un'attività medica una chiacchierata più informale. La figura dello psicologo non era più quindi una figura istituzionale, ma un confidente. C'erano poi le cene con la tata, un servizio che mira all'aggregazione tra bambini mentre i genitori cenano. HUG offre numerose possibilità di aggregazione mediante l'erogazione di servizi, come ad esempio lo spazio di co-working, la portineria di quartiere, il corso di ciclofficina che ogni mercoledì ospitava le persone che dovevano fare interventi sulla loro bici e che permetteva di trasmettere le conoscenze di base. Dal periodo di chiusura per Covid ci siamo spostati online, con incontri facebook su argomenti di vario genere mirati alla cultura e all'approfondimento. Gli eventi culturali serali hanno portato le persone a essere curiose e quindi a fare aggregazione.

Com'è costituita la comunità (caratteristiche socio-demografiche, stili di vita) e quali valori vengono perseguiti e condivisi al suo interno?

Il bello di HUG è che mette insieme un range di età molto ampio, se dovessi raccontarti chi frequenta HUG ti direi che possono essere i trentenni che vengono qua per lavorare, ma è anche la famiglia che viene a fare merenda o brunch. Prima della chiusura generale c'è stato un gruppo di sciure che il giovedì pomeriggio veniva qui a lavorare a maglia, poi sono arrivate le mamme di NoLo con la problematica di doversi spostare in un gruppo numeroso, con bambini e gli ausili necessari. Quindi avevamo le mamme da una parte e le nonne dall'altra. Poi al piano di sopra c'erano le lezioni di inglese della comunità sudamericana, quindi era una realtà molto particolare. Perciò questo posto riesce a mettere insieme 3 generazioni e non c'è un conflitto né caos di comunicazione, ma diventano differenti generazioni che si amalgamano. C'è quindi una coesione di realtà, dove le persone vengono qua e si sentono a proprio agio, sanno che quello che altrove è un problema qui non lo è, un luogo dove sono accettate per quello che sono (esempio mamme con carrozzine). Per farti comprendere la flessibilità, ci sono stati casi in cui abbiamo ospitato 10 persone con 10 biciclette parcheggiate dentro al locale. Chi viene ad HUG deve rilassarsi e prendersi il giusto tempo per farlo. Spesso proprio quelli che vengono percepiti come limiti o problematiche (la bicicletta, il cane, la carrozzina) portano a interagire con le persone intorno.

IV. Il processo

Quali sono state le tappe verso la realizzazione? Quali figure professionali sono intervenute?

HUG Milano non può essere visto come un progetto già terminato, ma come una realtà in continua evoluzione che si basa sulle proposte di chi questi spazi li vive. Per ogni nuova necessità che emerge troviamo una soluzione, così come ogni opportunità viene colta per creare curiosità e inclusione. Ci serviamo spesso dell'aiuto di professionisti e volontari che dedicano il loro tempo libero all'associazione e che creano così incontri, ma anche il rapporto con le associazioni è fondamentale.

Gli utilizzatori finali sono stati coinvolti durante la realizzazione? In che modo?

I soci e i clienti sono un'inesauribile fonte di idee. Tra le idee fornite dalla comunità che sono state poi implementate con successo ci sono: il corso per gli anziani sui device (nato dal disagio di una conoscente nell'aiutare il padre con la tecnologia), la ciclofficina (nata per dare la possibilità di comprendere le nozioni di base e sviluppata con l'organizzazione di una serata a tema dedicata alla bici), l'appassionato di pittura che espone i propri quadri, la serata dei vinili in cui ciascuno porta i propri dischi e racconta i motivi della propria scelta. A volte nasce dai nostri amici come proposta scherzosa e poi li esortiamo a compierla. Ogni volta che qualcuno arriva con un "mi piacerebbe fare" o "ma non si potrebbe fare?" poi pensiamo a farla, lo incastriamo. Quindi tutto nasce dalle persone, da una chiacchierata, dalle loro proposte e si creano così momenti di condivisione. Lo spazio c'è, usiamolo, riempitelo.

Ci sono state o sono previste collaborazioni con gli stakeholder (fornitori) e quali sono i driver di scelta?

La scelta dei fornitori deve rispecchiare a pieno il senso di etica che è alla base del progetto. Ad esempio, tanti anni fa a Precotto ho avviato un centro di acquisto, un gas (gruppo di acquisto solidale), e quando poi ho iniziato a lavorare da HUG ho cercato i fornitori ancora operativi e attivi e li ho ripresi per rifornirmi delle loro materie prime. Tra i driver di scelta dei fornitori c'è la volontà di consumare alimenti stagionali, perciò i piatti che proponiamo riguardano uno sviluppo di ciò che offre la stagione non solo nel tema della frutta e verdura, ma anche considerando la stagionalità di altri prodotti come pesci e formaggi. Si cerca quindi di inglobare la cultura in tutto ciò che facciamo.

Ci sono stati dei momenti critici? Perché?

HUG nasce 3 anni fa, un anno dopo la nascita della community NoLo, da tre persone con un'inesperienza in ambito sociale, quindi quello che è successo all'inizio era che c'era poca empatia con il resto delle persone che abitano il quartiere. Quando sono subentrato come presidente ho dovuto riallacciare i rapporti con le persone del quartiere e dimostrare che le cose erano cambiate. All'inizio quindi nasce come un bel progetto, complicato però

dalle relazioni con le persone. Inoltre, il quartiere è in continua evoluzione, sicuramente dopo il lockdown il fatto di avere una realtà esterna ha reso il quartiere più vivo e bello, per esempio la gente si incontra e si siede sui tavolini all'esterno. Noi siamo una realtà in una corte all'interno, non siamo visibili sulla strada. Quindi ad HUG ci devi arrivare perché ti conoscono, perché ti cercano, perché vogliono venire qui. Una realtà che a volte paghiamo. Per far conoscere HUG usiamo il passaparola e le pagine social in cui cerchiamo di raccontare ciò che facciamo, perché essendo una realtà associativa ci è vietato usare cartelli di indicazione.

V. Monetizzazione

Come è stato finanziato il progetto (mutui o prestiti privati, risorse proprie, contributi pubblici, contributi privati, . . .)?

N.D.

Qual è la struttura di costi e ricavi? Una volta avviato, il progetto è economicamente autonomo e sostenibile?

HUG opera nel terzo settore, ma offre anche uno spazio bistrò. La realtà associativa non ti permette di avere utili da condividere con i soci, se c'è qualcosa in più bisogna reinvestirlo all'interno dell'associazione stessa. Sicuramente hai bisogno di un sostentamento economico per pagare affitto e bollette, ma le entrate mirano a coprire le spese attuali e future. La nostra realtà è ibrida perché presenta un bistrò, ma in linea generale il bistrò non deve avere peso superiore al 50 percento degli introiti altrimenti si perde il focus su quella che è la realtà associativa e di solidarietà. Come realtà associativa devi sempre tenere dei prezzi calmierati, mentre i costi riguardano l'affitto, le bollette di luce, riscaldamento, lo spazio di coworking e cucina. I servizi sono quindi mantenuti principalmente dai contributi dei soci che si ritrovano poi dei servizi gratuiti. La realtà associativa è difficile da portare avanti, ma nel nostro piccolo siamo sempre riusciti a pareggiare.

Quali sono gli attori e i relativi benefici dati dall'attuale business model?

Lo spazio WeMi è sede ufficiale del Municipio 2; HUG propone lo spazio gratuitamente e il Comune di Milano offre un budget da spendere per lo sviluppo di servizi. Ci sono 3 operatori, 2 del Comune e uno pagato da HUG, che poi viene rimborsato. Alcuni progetti attivi in HUG usufruibili dai soci sono stati avviati con il budget di WeMi, come per esempio lo spazio di coworking e la portineria di quartiere. HUG è un locale con un ampio spazio culturale e un punto di riferimento, insieme alle associazioni con cui collabora porta al quartiere una serie di servizi che prima non c'erano, soprattutto dal punto di vista dei servizi sociali.

A.1.5   L'Alveare Che Dice Sì @Stefania Nizardo

I. Generale

Com'è nato il progetto? A che bisogno/aspirazione risponde?

Il progetto de L'alveare Che Dice Sì è un progetto nato in Francia e successivamente importato in Italia da un ragazzo che ha deciso di fondare una start-up. Nasceva come un momento di incontro all'interno del quartiere proprio per riunire le persone che, ritirando la propria spesa, avevano anche la possibilità di incontrare i produttori dei beni acquistati. Vuole essere un bel momento di condivisione, di degustazione e presentazione di prodotti. Infatti, attraverso la comunicazione con i produttori si ottengono informazioni sulla loro attenzione all'ambiente e sui metodi di produzione.

Qual è (o qual è stato) il suo ruolo all'interno del progetto e quali le principali motivazioni per cui ha iniziato questa collaborazione?

L'ultima esperienza lavorativa che ho affrontato prima di diventare gestore di un alveare è stata la figura di assistente in uno studio legale. Successivamente alla scissione dai miei collaboratori ho deciso di dedicarmi a mia figlia che da poco aveva iniziato le elementari e pertanto volevo trovare un'occupazione che mi desse la possibilità di dedicarle tempo. Io e il mio compagno abbiamo sempre avuto la passione del cibo e quella di andare alla ricerca della piccola azienda agricola spostandoci anche dal centro città se fosse necessario per trovare prodotti di qualità. Mi sono imbattuta per caso in un alveare che era abbastanza vicino a casa mia, quindi sono andata a vedere un po' di notizie sul progetto e ho scoperto di poter diventare gestore di un nuovo alveare. Ho così contattato l'organizzazione e ho scoperto che in realtà già speravano di trovare qualcuno che potesse occuparsi di un alveare nella mia zona. Quindi ho iniziato a lavorare per creare questa rete.

Quali sono le caratteristiche più rilevanti del progetto che lo differenziano rispetto agli altri casi?

Questa modalità di fare la spesa permette di riprendere il contatto con le persone, con il negoziante o direttamente con il produttore. Credo ci sia in certe persone una solidarietà nei confronti delle piccole realtà che in questo momento fanno fatica e che però sono la colonna del nostro territorio e che quindi dovrebbero essere valorizzate. La differenza fondamentale tra gli alveari e i gruppi di acquisto solidale è proprio l'organizzazione: in un g.a.s. ci deve essere qualcuno che si fa carico della spesa collettiva, della selezione dei prodotti e delle quantità minime per favorire un particolare prezzo. Negli alveari gli utenti svolgono una spesa individuale, senza vincoli di quantità o costi.

II. Il cambiamento

Chi è stato il promotore del progetto (singolo individuo, gruppo di cittadini, pubblica amministrazione, cooperativa sociale, cooperativa edilizia, etc)?

N.D.

Cosa ha innescato la volontà di cambiamento?

La necessità delle persone che in questo modo possono fare la spesa e possono entrare in contatto soprattutto con piccole realtà che magari non avrebbero conosciuto altrimenti. E' anche un modo per semplificare la spesa a persone che magari non hanno così tanto tempo per poter andare a visitate le aziende agricole e produttive. Vuole anche essere un modo di sensibilizzare la gente sulla qualità del cibo e dei prodotti che sta consumando.

III. La comunità

Come è avvenuto il passaggio da singolo visionario a un numeroso gruppo di persone? Come è stata originata la comunità?

Dal punto di vista dell'utenza, ci sono state persone che sono arrivate un po' per caso e io credo che la grossa peculiarità di questo mestiere sia la possibilità di parlare e spiegare il beneficio di acquistare in un alveare: soprattutto e prima di tutto per la grande qualità che viene riconosciuta dal consumatore. E' la comunità a scegliere l'alveare, tendenzialmente in base alla vicinanza alla propria abitazione. Tuttavia, ci sono utenti che non sono della zona che sono mossi dal rapporto con il gestore o dalla selezione dei produttori più allineata alle singole esigenze. A loro volta gli utenti soddisfatti coinvolgono amici e parenti, pertanto attraverso il passaparola si estende la comunità e questa è una grande dimostrazione di fiducia. Inoltre, la distribuzione della spesa avviene spesso in ristoranti o associazioni sotto gli occhi di tutti, questo crea curiosità nelle persone che cercano subito di ottenere informazioni sul servizio.

Com'è costituita la comunità (caratteristiche socio-demografiche, stili di vita) e quali valori vengono perseguiti e condivisi al suo interno?

Gli utenti sono eterogenei e man mano che il tempo passa si amplia sempre un po' di più la tipologia. Ci sono persone giovani, studenti universitari che vivono da soli, così come ci sono coppie con figli. Il discorso del passaparola tanto ha fatto e quindi ha creato una grossa diversificazione sulle tipologie. Molti iscritti sono professionisti e difatti gli orari di distribuzione sono favorevoli a questa categoria di persone perché permettono loro di approvvigionarsi in uscita dal luogo di lavoro.

IV. Il processo

Quali sono state le tappe verso la realizzazione? Quali figure professionali sono intervenute?

Alla fine chi decide di aprire un alveare si deve occupare di persona della ricerca di un posto che possa ospitare gratuitamente un alveare, per evitare onerosi costi di affitto che per di più riguardano una necessità molto limitata (si parla infatti di un'ora e mezza di tempo disponibile per il ritiro), di trovare gli iscritti (attività che solitamente avviene mediante passaparola e social media) e di creare la rete di produttori avendo la possibilità di coinvolgere attori già presenti all'interno della rete dell'Alveare e di portarne di nuovi. Diventa una grande famiglia quella del gestore e dei produttori che

lavorano a stretto contatto: ogni settimana il gestore prepara il catalogo, si confronta con i produttori e in base alla loro disponibilità si aggiungono le novità. Diventa una bella comunità anche con gli iscritti, tra cui ci si scrive e consiglia. Dal punto di vista umano dà tante soddisfazioni.

Gli utilizzatori finali sono stati coinvolti durante la realizzazione? In che modo?

N.D.

Ci sono state o sono previste collaborazioni con gli stakeholder (fornitori) e quali sono i driver di scelta?

Dopo che la piattaforma ritiene il produttore idoneo (dal punto di vista burocratico), il gestore ha libero arbitrio sulla scelta dei fornitori. Alla creazione dell'alveare bisogna scegliere i produttori base per poter offrire completezza agli utenti, poi man mano che aumentano gli iscritti la rete dei produttori si estende. Nel momento in cui ho esteso la rete ho adottato una scelta con criterio caratteriale perché il rapporto tra produttore e gestore deve essere di grande collaborazione e fiducia.

Ci sono stati dei momenti critici? Perché?

Il primo grosso ostacolo è l'avversione iniziale degli utenti all'acquisto online prima di vedere i prodotti, che crea timore di non restare soddisfatti. Poi man mano prendono l'abitudine, anche grazie ai cambiamenti della modalità di fare la spesa delle persone e la propensione all'e-commerce. Alle volte l'assistenza e le informazioni sono addirittura maggiori rispetto a quanto si possano trovare al negozio, nonostante non si abbia fin da subito il prodotto tra le mani. Frutta e verdura vengono preparate tra la notte prima della consegna e il giorno stesso, pertanto questo con il tempo fa breccia nella mente delle persone che anche solo per curiosità si sono avvicinate all'alveare.

V. Monetizzazione

Come è stato finanziato il progetto (mutui o prestiti privati, risorse proprie, contributi pubblici, contributi privati, ...)?

N.D.

Qual è la struttura di costi e ricavi? Una volta avviato, il progetto è economicamente autonomo e sostenibile?
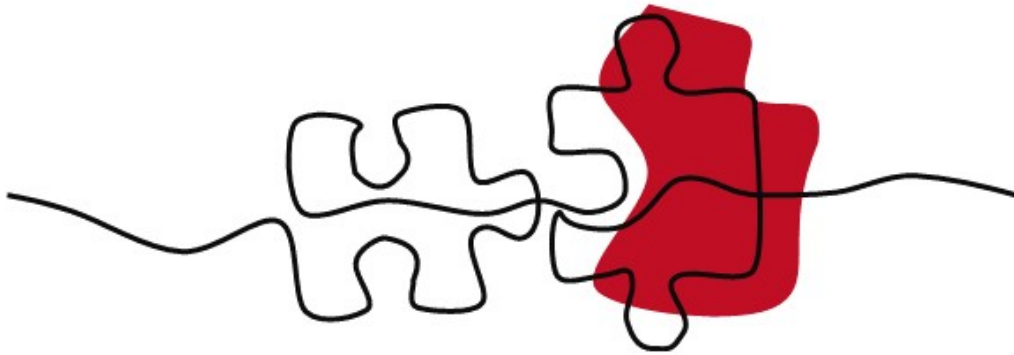
Il pagamento arriva alla piattaforma, successivamente alla convalida della distribuzione, che conferma la disponibilità dei prodotti, e alla consegna della spesa gli eventuali prodotti non distribuiti vengono stornati. Una volta concluso lo storno, il compenso viene distribuito tra produttore (80 percento), gestore e piattaforma (20 percento rimanente). I produttori decidono il prezzo di vendita, pertanto possono decidere se applicare una maggiorazione, rispetto al prezzo di listino, che copra ad esempio le spese degli spostamenti.

Quali sono gli attori e i relativi benefici dati dall'attuale business model?

L'Alveare Che Dice Sì offre la possibilità ai produttori di utilizzare un veicolo promozionale gratuitamente, perché comunque che sia l'alveare o che sia il gestore, il produttore riceve pubblicità. Inoltre, appartenere a un alveare significa poter vendere e distribuire i propri prodotti. Gli utenti beneficiano di orari di distribuzione favorevoli e di una vasta quantità di prodotti, tutti caratterizzati da un'elevata qualità. La vicinanza a casa è un altro aspetto favorevole, ma per chi viene da lontano abbiamo istituito il servizio di consegna a domicilio.

Appendix B

B.1 Clustering

First Order Concepts	Second Order Themes	Aggregate Dimension
Fondamentale era la consapevolezza che per far vivere questi progetti è necessario che i diversi attori situi nel territorio siano coscienti e interessati ai progetti		
E' di fatto una scelta che richiede forte motivazione e impegno		
Secondo noi è un bene perché conoscersi prima talvolta è deleterio		
Se ti trovi con delle nuove persone impari ad approcciarle tenendo conto che tutte hanno lo stesso obbiettivo		
Il bello di HUG è che mette insieme un range di età molto ampio		
Differenti generazioni che si amalgamano		
Ogni nucleo famigliare aveva disponibilità diverse		
Gli utenti sono eterogenei		
Tutto parte da chi è qui dentro che lavora		
Se arrivi e ci chiedi una cosa, facciamo il possibile per accontentarti		
Dal punto di vista umano dà tante soddisfazioni		
La propensione è quella di diventare più autonomi possibile		
Ci è concesso qui ad HUG di poter fare certe cose		
Per esempio ci si sente liberi di intervenire nel discorso di un vicino di tavolo o di sederci in un tavolo conviviale in cui vi sono persone che non si conoscono		
Il gestore ha libero arbitrio sulla scelta dei fornitori		
I produttori decidono il prezzo di vendita pertanto possono decidere se applicare una maggiorazione, rispetto al prezzo di listino		
La sfera privata è preservata		
Ognuno di noi ovviamente ha una propria visione delle cose, bisogni e aspettative		
Alcuni nuclei hanno contattato gruppi di acquisto	*Cultural Pillars*	**Community Flourishing**
Negli alveari gli utenti svolgono una spesa individuale, senza vincoli di quantità o costi		
Una delle dinamiche è la progettazione partecipata		
Abbiamo iniziato a incontrarci in riunioni periodiche ad inizio una tantum, poi una volta al mese		
La comunità si crea nel momento in cui ciascuno si sente libero di proporre idee e mettersi in gioco		
Progetto proposto da una socia		
I soci e i clienti sono un'inesauribile fonte di idee		
Inizialmente l'acquisto è stato portato avanti con le disponibilità economiche delle 4 famiglie fondatrici		
Realtà che da anni stanno cercando di strutturarsi con un'offerta differente		
Per capire su che cosa potesse esserci utile e su cosa potevamo essere autonomi		
Crei subito empatia e amicizia con lo staff e con gli amici		
C'è questa forma di socializzazione per cui qualcuno si siede al tavolo con te e tu non sei già più solo		
Siccome siamo tutti stati desiderosi di essere qui non c'è anche una sola persona che desidera isolarsi definitivamente		
La partecipazione è libera		
Per alcuni era un compromesso ma adeguata alla volontà di vivere a contatto con la natura		
E' pertanto un'esperienza che richiede più impegno		
Il momento conviviale serve ad approfondire determinati aspetti		
Per noi era necessario partecipare alla partecipazione, che significa incontrarci, parlarci e dedicarci del tempo insieme		
I tempi dei turni vengono gestiti in funzione al bisogno e alla disponibilità		
L'obbiettivo è mettere tutto questo nell'equilibrio condominiale e delle singole famiglie relativo al tempo disponibile di ciascuno		
Andando incontro ai bisogni individuali		

Community Flourishing

Cultural Pillars

Internal Harmony

Il metodo del consenso è il primo pilastro
Il consenso è alla base della nostra filosofia di condivisone
Il cohousing si basa sulla progettazione partecipata
Attraverso l'ideale dell'educazione, della conoscenza, del mutuo soccorso e della coesione sociale
La comunità è accomunata da tre pilastri
E' una strada che parte dalla condivisione valoriale
Gli abitanti di Chiaravalle sono accomunati da una grande attenzione all'ambiente
Uno dei criteri alla base di un cohousing come il nostro è la fiducia reciproca
La conoscenza e il rapporto umano è primario
L'aspetto della fiducia è stato centrale
Il percorso si basa sulla fiducia
Inoltre a me piace valorizzare le persone
Nel percorso che le persone hanno fatto c'è la creazione di fiducia
C'è uno spirito di cura condivisa
Si parte sempre dal metodo del consenso
Il concetto è quello di ascoltare prima di tutto le necessità delle persone del quartiere e non solo
Se vedessimo un cliente disorientato subito andremmo da lui a chiedere "tutto a posto, che succede?" e gli offriremmo un bicchiere di vino per metterlo a proprio agio
Lo sviluppo di HUG è dettato un po' anche dal mio passato dal punto di vista di realtà social
Io parto dal presupposto che le persone che le sono qui a lavorarci sono delle persone che creano empatia con chi entra
Inoltre, appartenere a un alveare significa poter vendere e distribuire i propri prodotti
Questo è fantastico soprattutto per i bambini, perché vivono in un appartamento ma in realtà vivono in una casa enorme con la possibilità di girare da un piano all'altro e di incontrare altri bambini e altre persone
Abbiamo compreso come facilmente le persone si accorgano che l'eterogeneità sia una risorsa
La ricchezza data dall'interazione di individui differenti supera gli aspetti conflittuali
Se si adotta la visione di ricchezza, il potenziale conflitto diventa opportunità
E' un modello che va a vantaggio dei futuri acquirenti
Non solo, essere anziano e vivere in un cohousing permette di avere qualcuno che in caso di necessità possa prestare il proprio aiuto
Gli orari di distribuzione sono favorevoli ai professionisti perché permettono loro di approvvigionarsi in uscita dal luogo di lavoro
Gli utenti beneficiano di orari di distribuzione favorevoli di una vasta quantità di prodotti, tutti caratterizzati da un'elevata qualità
La vicinanza a casa è un altro aspetto favorevole
Di comune accordo
Pensando a cosa condividere e a come progettarlo insieme
Inizialmente abbiamo determinato insieme il criterio decisionale per capire quale metodo utilizzare
Gestore e produttori lavorano a stretto contatto
Queste prime esperienze che abbiamo fatto partecipando ad altri gruppi di interesse ci hanno permesso di sperimentare alcuni momenti di formazione
Inizialmente dovevamo imparare anche come confrontarci
Nonostante questo sia sempre stato uno dei punti più dibattuti
Occasioni di confronto che hanno costituito una buona rete di dialogo
La comunità è costituita da dieci nuclei famigliari eterogenei tra loro per età e professione
Ci sono diversi bambini nel condominio quindi ci interessava una stanza adatta a loro
L'eterogeneità è funzionale perché ricrea nel piccolo gruppo le dinamiche sociali che ci sono all'esterno
Si svolgono delle spese di gruppo

Community Flourishing

Internal Harmony

Quando una famiglia non poteva versare la quota di pagamento per l'impresa edilizia, gli altri versavano di più in modo da sopperire

Vivere in un luogo di cui si prendono cura in tanti

sarà la comunità stessa che lavorerà per cambiare

La comunità è il fulcro di tutto ciò che facciamo

Le persone all'inizio non si conoscono

La progettazione partecipata viene svolta in plenaria e dura una giornata intera, dalla mattina al pomeriggio

con un momento non casualmente conviviale in mezzo che serve a consolidare

Ci siamo dovuti interrogare su come vivere insieme fin da subito

Sei sicuro che noi facciamo da comune denominatore

A noi piace il fatto che non sono soci o clienti, sono amici quelli che vengono qua

Sapere che i colleghi hanno approfondito e propongono diverse strade che ritengono più praticabili è esso stesso un segno di fiducia

Ciascun gruppo si occupa di determinate tematiche

Ognuno, in base alle proprie professionalità, competenze e attitudini si è offerto per questo o quel tipo di lavoro

Nel cohousing i gruppi di lavoro approfondiscono le tematiche

E' la comunità a scegliere l'alveare

Di fatto succede che il mondo della micro-comunità si formi in modo eterogeneo

C'è quindi una fase di integrazione

Accogliendo gli aderenti si è formata la community

Probabilmente la maggioranza delle persone non vivrà l'esperienza diretta di abitare in un cohousing,

La selezione del segmento è stato un punto molto discusso all'interno del partenariato

avevamo chi era più orientato a focalizzarsi sul cicloturista abituato a itinerari lunghi, chi invece voleva considerare il cittadino in un breve momento di svago e chi invece voleva includere entrambi

Eravamo già abituati ad attività quali riunioni di equipe, supervisioni e confronto

Abbiamo iniziato a progettare, che significa fare riunioni, incontrarsi, parlarsi

Le metodologie così dette di facilitazione, nel farle, vengono anche trasmesse alle persone

Le persone dello staff che devono essere in prima linea nel momento di riconoscimento di un merito

A chi aderisce alla community chiediamo informazioni basilari

Ci sono poi due persone nel condominio che svolgono il ruolo di referenti tra i gruppi di acquisto e gli altri abitanti di Base Gaia

Questo posto riesce a mettere insieme 3 generazioni e non c'è un conflitto né caos di comunicazione

HUG è il cuore che ci mettiamo e il modo che abbiamo di relazionarci con le persone che entrano in HUG

Ti permettiamo di conoscerci

Puoi entrare anche da solo o da sola, e non stai entrando in un posto in cui non riesci a entrare in comunicazione con nessuno

Non c'è distacco tra personale e cliente

L'interazione che fa cadere i filtri e ti permette di comunicare con le persone

I versamenti per esempio alla banca andavano comunque fatti e perciò ci si è aiutati a vicenda

Si crea quindi un bel rapporto per cui dici "sono entrato da solo e non conoscevo nessuno, esco che ho dieci amici in più".

L'ordine per gli approvvigionamenti viene fatto da una singola persona

Responsabile del progetto

Faccio parte di uno dei due nuclei famigliari che hanno dato vita al progetto

Sono socia e Amministratore della società cohousing, it e responsabile dell'area Marketing e Comunicazione

La cooperativa edilizia usa questi soldi per le varie operazioni

Community Flourishing

Theme	Content
Internal Harmony	Questa cosa te la crei dal semplice briefing, i clienti che arrivano e ti salutano, o da una semplice cena. Quindi tutto nasce dalle persone, da una chiacchierata, dalle loro proposte e si creano così momenti di condivisione Mettiamo insieme le persone Spesso proprio quelli che vengono percepiti come limiti o problematiche (la bicicletta, il cane, la carrozzina) portano a interagire con le persone intorno Il processo di integrazione prevede la piena conoscenza di ciò che è stato fatto fino a quel momento Lo spazio c'è, usiamolo, riempitelo Perciò ognuno di noi comunica le proprie necessità
Nucleus of Visionaries	Il progetto nasce da un nucleo di due famiglie Due nuclei famigliari sono stati i promotori del progetto HUG nasce dalla volontà di tre donne, tre amiche Il progetto de L'alveare Che Dice Sì è un progetto nato in Francia Io e il mio compagno abbiamo sempre avuto la passione del cibo e quella di andare alla ricerca della piccola azienda agricola spostandoci anche dal centro città se fosse necessario per trovare prodotti di qualità Questa è stata la nostra idea iniziale HUG nasce dall'idea di tre donne Famiglie che vengono dalla cooperazione sociale Grazie al background sociale siamo abituati per forma mentis ad agire in modo cooperativo Ci facilitava il fatto che per una certa quota venivamo dal sociale Mi sono avvicinato a questa realtà dal contesto dopo aver lavorato per 25 anni nel settore della comunicazione e televisione Gli abitanti di Urban Village Bovisa sono stati i veri pionieri a Milano Il progetto nasce dalla valutazione delle richieste dei membri della community di cohousing.it
Sensing Malaise	Abbiamo iniziato a maturare la volontà di poter promuovere un modo diverso di abitare Base Gaia, l'abitare collaborativo in generale, è la soluzione a tanti piccoli-grandi problemi quotidiani Diamo la possibilità di raccontare la propria storia e le proprie esigenze Il cohousing risponde all'esigenza di socialità e mutuo soccorso Riconoscere la possibilità di soddisfare l'esigenza di restare nel proprio contesto vivendo al contempo decisamente meglio e a contatto con la natura Ovvio che questo va equilibrato sia con le esigenze interne che con il tema assicurativo e legale La gente accetta la frenesia (della città), ma a un certo punto ha bisogno di uno svago e una valvola di sfogo La necessità delle persone che in questo modo possono fare la spesa e possono entrare in contatto soprattutto con piccole realtà che magari non avrebbero conosciuto altrimenti E' anche un modo per semplificare la spesa a persone che magari non hanno così tanto tempo per poter andare a visitate le aziende agricole e produttive Sostanzialmente lavoriamo sulla massa critica di persone che desiderano vivere in un cohousing provenendo da un contesto urbano che presenta una socialità complessa Queste esigenze sono anche esigenze economiche Come per esempio la necessità di prendersi cura dei bambini durante il lock-down mentre i genitori erano a lavoro
Setting Internal Rules	Tendenzialmente in base alla vicinanza alla propria abitazione Ci sono utenti che non sono della zona che sono mossi dal rapporto con il gestore o dalla selezione dei produttori più allineata alle singole esigenze Non siamo arrivati ad avere uno storage condiviso perchè non ne abbiamo bisogno Metodo del consenso da noi adottato Abbiamo trovato faticosamente questo terreno che rispondeva ai criteri del consenso

	Setting Internal Rules / Covid-19 / Feedback	Community Flourishing / Covid-19 / Feedback
Abbiamo concluso che non aveva senso perché quando c'è il criterio democratico c'è anche una maggioranza che vince su una minoranza e non ci sembrava adatto	*Setting Internal Rules*	**Community Flourishing**
Alla fine di una riunione o di un processo decisionale si seleziona l'alternativa che accontenta tutti con i relativi bisogni e non scontenta nessuno		
Tuttavia, in caso di mancanza di unanimità accettano le percentuali di maggioranza molto rilevanti		
Tra i driver di scelta dei fornitori c'è la volontà di consumare alimenti stagionali		
Un amministratore di condominio che fosse disposto a incontrarci, a dedicarci tempo e a confrontarsi con noi		
La scelta dei fornitori deve rispecchiare a pieno il senso di etica che è alla base del progetto		
In una call a settembre del 2019 sono stati selezionati otto artisti digitali		
Gli artisti sono stati selezionati all'inizio seguendo i criteri per la call		
Il rapporto tra produttore e gestore deve essere di grande collaborazione e fiducia		
Il modello attuale prevede l'ingresso delle persone con un sistema di acquisto "potenziato": per aderire devi essere disponibile a versare circa il 25% di quello che sarà il futuro acquisto		
Noi non mettiamo dei paletti per la creazione della comunità		
L'unico paletto è la consapevolezza di entrare in un progetto di cohousing con determinate dinamiche		
E' necessaria quindi l'adesione al percorso valoriale		
Chi arriva più tardi viene chiamato ad aderire agli aspetti		
Purché aderisca al progetto		
Noi lasciamo la libertà a chiunque arrivi di essere accolto		
Questo è un forte deterrente per chi non ha interesse		
Se mi metto nei panni di una persona che invece ama l'isolamento ovviamente il cohousing non fa per lei		
Si crea quindi un'autoselezione iniziale e una nella frase di progettazione partecipata		
In altri progetti ci è capitato di avere un surplus di richieste per cui il criterio di selezione è stato quello temporale in ordine di richiesta		
Alcuni soggetti non predisposti sono stati di fatto isolati o si sono auto-isolati		
Quando una persona entra in un progetto di cohousing, ma in fase di progettazione esprime un'incapacità nell'adottare questo particolare stile di vita, viene lasciata andare restituendole il denaro versato		
Di fatto, la pandemia ha conciliato tutti facendo convergere sul turismo di prossimità		
Inizialmente abbiamo provato a pensare ai criteri i filtri per scegliere le altre famiglie con cui abitare		
Abbiamo optato per l'autoselezione		
Quando qualcuno era interessato partecipava ad alcune nostre riunioni e nel parlarci o frequentarci sentiva se fosse una realtà adatta ai propri bisogni		
I nuclei sono entrati attraverso conoscenze più o meno dirette		
Gli altri cohousing si pongono l'unanimità come primo obiettivo		
Una risorsa che necessita sicuramente di regolamentazione		
La presenza dei bambini non dà fastidio se, ad esempio, si regolamentano gli orari del rispetto del silenzio		
La Costituzione è un documento che definisce quali sono i valori, in che modo devono essere esplicitati e quali regole deve seguire il gruppo		
La quota per utilizzo degli spazi comuni è stabilita inizialmente		
Dopo che la piattaforma ritiene il produttore idoneo		
Dal periodo di chiusura per Covid ci siamo spostati online	*Covid-19*	**Covid-19**
è iniziato il periodo del Covid-19 e adesso è tutto un po' in standby		
Grazie a questa emergenza molte persone che non conoscevano ancora questa modalità di fare la spesa si sono affacciate a questa realtà		
Aspetto le persone che poi ci hanno conosciuto ritengono che il progetto sia molto bello	*Feedback*	**Feedback**
Tante persone notano la disponibilità qua dentro e l'attenzione e la cura che stiamo mettendo in questo posto		

	Feedback	Feedback
		Forging the Socio-cultural Scene
Soprattutto e prima di tutto per la grande qualità che viene riconosciuta dal consumatore	*Formalising the Momentum*	
Abbiamo quindi fondato la Cooperativa Edilizia Base Gaia		
A valle della condivisione valoriale viene redatta la Costituzione		
La fase di integrazione termina con la sottoscrizione		
Ci rapportiamo con l'amministrazione come se fossimo degli operatori immobiliari tradizionali perché ci vincola molto meno		
Siamo quindi sottoposti alla regolamentazione di tipo normale nel mercato immobiliare		
La macchina burocratica comunale non riusciva a incasellare il nostro progetto all'interno di parametri di classificazione e nominazione solitamente considerati		
Il Comune etichetta il cohousing in tipologie di abitare che in realtà sono differenti		
Il cohousing viene appiattito su ciò che esiste già		
Milano è arrivata ad associare il cohousing al social housing		
Il Comune tende ad associarle al terzo settore		
La commissione ambientale del Comune che ci ha messo in difficoltà su alcuni aspetti del progetto	*Policy Metamorphosis*	
Ancora adesso il cohousing non è in alcun modo regolamentato		
Il bistrò non deve avere peso superiore al 50% degli introiti		
La commissione ambientale ha poi cambiato il piano regolatore e di fianco a noi stanno costruendo due nuovi grattacieli di vetro che ci sovrasteranno		
L'unica realtà pubblica che ha provato e, secondo me, è riuscita a trovare una buona idea da inserire nel regolamento è il Comune di Bologna		
Il PGT Bolognese sul cohousing è stato svolto chiedendo a degli operatori le indicazioni, poi accolte e inserite nel piano		
Gli architetti ci sono stati molti utili perché erano abbastanza esperti con i rapporti con gli uffici tecnici della pubblica amministrazione		
Quello che ha sofferto Chiaravalle è il tema dal punto di vista amministrativo		
Questo dipende dalla lentezza della burocrazia		
Negli anni il rapporto con la pubblica amministrazione è stato complesso		
Lo spazio WeMi è sede ufficiale del Municipio 2		
HUG propone lo spazio gratuitamente e il Comune di Milano offre un budget da spendere per lo sviluppo di servizi		
La genesi è legata a un bando di Regione Lombardia		
Una cosa interessante che ha Milano sul cohousing oggi è che gli spazi comuni fino a una certa percentuale della superficie costruita, si dice tecnicamente, non fanno slp		
La percezione è che il Comune di Milano sia sensibile a queste tematiche		
Persone che hanno capito quale sia il valore di avere intorno un contesto di spazi aperti		
Questo crea curiosità nelle persone che cercano subito di ottenere informazioni sul servizio	*Spreading The Vision*	
Per comprendere se coloro i quali vivono in città presentassero interesse verso il modello cohousing		
Finché non siamo riusciti a essere un gruppo di almeno 5-6 nuclei		
Poi con un sistema di tipo virale ha creato una cassa di risonanza		
Pertanto questo con il tempo fa breccia nella mente delle persone che anche solo per curiosità si sono avvicinate all'alveare		
Per far conoscere HUG usiamo il passaparola e le pagine social		
Ad HUG ci devi arrivare perché ti conoscono, perché vogliono venire qui		
A loro volta gli utenti soddisfatti coinvolgono amici e parenti, pertanto attraverso il passaparola si estende la comunità		
L'attività di trovare gli iscritti solitamente avviene mediante passaparola e social media		
Altri gruppi di famiglie si sono unite fino a formare il numero attuale di dieci nuclei		
Gli eventi culturali serali hanno portato le persone a essere curiose e quindi a fare aggregazione		

Forging the Socio-cultural Scene

Spreading The Vision

Unfolding New Scenarios

Ci sono state persone che sono arrivate un po' per caso

Siamo arrivati ad un 60% di aderenza

Tendenzialmente funziona

Il discorso del passaparola tanto ha fatto

Cerchiamo di raccontare ciò che facciamo

Le persone che ambiscono ad aderire dopo, vengono quindi accolte dai gruppi che le informano

Io credo che la grossa peculiarità di questo mestiere sia la possibilità di parlare e spiegare il beneficio di acquistare in un alveare

La distribuzione della spesa avviene spesso in ristoranti o associazioni sotto gli occhi di tutti

Le difficoltà della vita in gruppo sono più legate al fatto di adeguarsi a uno stile che non è più quello dell'isolamento o di un intervento assembleare annuale

Ad oggi non è neanche più necessario possedere un'abitazione

Pertanto, quella che può essere considerata una debolezza per la rivendita diventa quindi un punto di forza

Un ritmo in netto contrasto rispetto alla frenesia della città

La cura condivisa in una grande città raramente avviene

Poi ci siamo accorti che questa prima forma di cohousing diversa da quello che noi ci eravamo immaginati per Base Gaia

Ci siamo allontanati dal modello del classico amministratore

Il fatto che ci sia un gruppo eterogeneo consente di lavorare su quegli aspetti che per un gruppo omogeneo rappresentano un fattore di grande debolezza

A volte chi si occupa di indagini del mercato critica il fatto che le domande spesso siano di tipo aperto, per rendere un'attività medica una chiacchierata più informale

C'era in ballo la consulenza con lo psicologo portando però fuori il professionista dal suo studio, per

Le persone vengono qua sanno che quello che altrove è un problema qui non lo è

A volte nasce dai nostri amici come proposta scherzosa e poi li esortiamo a compierla

Gli otto artisti selezionati avevano il compito di sviluppare due opere ciascuno, nate dalla libera suggestione di ciascun artista

Il cohousing non è social housing e nemmeno l'edilizia speculativa tradizionale.

Negli altri cohousing, immagino, si costruiscono dei rapporti nel tempo in base alle famiglie che arrivano, ma noi volevamo fare il contrario

Ho dovuto dimostrare che le cose erano cambiate

E' un modello debole nei confronti dei soggetti che lavorano in modo tradizionale

Un altro volto di Milano

Chiaravalle non è un bacino d'utenza interessante per gli operatori

La figura dello psicologo non era più quindi una figura istituzionale, ma un confidente

Il progetto è nato con l'idea di stravolgere l'idea di "bambboccioni"

Alle volte l'assistenza e le informazioni sono addirittura maggiori rispetto a quanto si possano trovare al negozio

I costi di gestione non sono differenti da quelli di un condominio classico

Creiamo uno spaccato della società contemporanea

Gli spazi verdi ornamentali sono un costo

Tutti noi prima di arrivare qua abbiamo vissuto in classici condomini

Il cohousing non è ancora del tutto compreso

In Base Milano è partito un bike rental che permetterà di noleggiare le bici e muoversi per gli itinerari

Per chi viene da lontano abbiamo istituito il servizio di consegna a domicilio

Il progetto creerà l'opportunità per le persone di avere (in città) il proprio orto che produce a chilometro zero

Forging the Socio-cultural Scene

Unfolding New Scenarios

Superare quindi il classico stile di vita condominiale
Anche nei condomini questo esiste, ma nessuno lo sfrutta o ne è pienamente consapevole
All'inizio abbiamo orecchiato qualche critica perché eravamo vicini al parco e una palazzina di sei piano sembrava un'eresia
Questo 25% è anche quello che una banca chiede ad un futuro acquirente come un versamento minimo, questo serve anche a rendere poi possibile l'acquisto
Il costo del bene è allineato a quello che si sosterrebbe acquistandolo altrove
Ormai le case si utilizzano
Prova perché come dal tuo appartamento esci dalla porta e ti trovi in una grande città, puoi anche oltrepassare l'uscio e prima di trovarti in una grande città ti trovi in una piccola città dove succedono delle cose belle
Altrimenti rimarrà sempre che Banca Etica supporti 3-4 microprogetti di cohousing, perché non possono essere di questa portata
Milano oggi è vista dai turisti stranieri come la città dei grandi eventi
Distanziandosi dalla Milano canonica dei monumenti e dei grandi eventi
Auspico che il sistema riprenda un po' il tessuto italiano che è fatto da micro-comunità
Alcuni attori vedono in questo progetto una possibilità di far conoscere la propria realtà
E' sicuramente un investimento di immagine
data la quantità, il fornitore è anche disponibile a ragionare su scontistiche e consegne parallele
Le piccole realtà sono la colonna del nostro territorio e quindi dovrebbero essere valorizzate
I produttori possono decidere se applicare una maggiorazione, rispetto al prezzo di listino
L'Alveare Che Dice Sì offre la possibilità ai produttori di utilizzare un veicolo promozionale gratuitamente
La maggior parte delle persone vivrà indirettamente l'esperienza di abitare in una comunità che torna a relazionarsi davvero
D'accordo con gli abitanti del cohousing attiveremo una linea dedicata in fibra ottica
Tutti gli aspetti che riguardano la mutualità si creano autonomamente
le comunità, non necessariamente in cohousing, possano ragionare un po' più da comunità auto-sostenibile
e che di questo ne benefici l'intero sistema
si favorisce una produzione locale con una filiera corta
Le installazioni che rimarranno al territorio come prodotto gratuito e fruibile da tutti

Innovative Business Models

Broadened Advantages

Chi fa impresa e lo fa bene dà indietro alla società un sistema che migliora la qualità della vita
la buona pratica del cohousing non è di fatto necessariamente volta al cohousing stesso, ma ne beneficia il resto del territorio
Perché questo diventi sostenibile avrà bisogno di una connessione veloce che attualmente non c'è
HUG insieme alle associazioni con cui collabora porta al quartiere una serie di servizi che prima non c'erano, soprattutto dal punto di vista dei servizi sociali
Al piano terra è disponibile un monolocale a uso foresteria
un territorio di cui spesso il cittadino non è consapevole
Due dei nostri partner gravitano molto attorno del tema del cicloturismo
Il bando è stato vinto da un partenariato
Turbolento è una società sportiva dilettantistica improntata sul cicloturismo
Avremmo voluto molto di più la rete di attori
Uno dei testimoni è un angelo dei Navigli
Avevamo una buona rete in partenza, altri quasi ci sono venuti a cercare durante lo sviluppo del progetto
Non ci restava che cercare i professionisti utili allo scopo
Pian piano abbiamo raccolto intorno a noi questi professionisti
Una volta creata la rete di professionisti è partito il tutto
Per diventare autonomi ci serviamo dei professionisti che ci affiancano

Innovative Business Models

Broadened Advantages	Economic Sustainability	Operations
Creare la rete di produttori	Come realtà associativa devi sempre tenere dei prezzi calmierati, mentre i costi riguardano l'affitto, le bollette di luce, riscaldamento, lo spazio di coworking e cucina	Il modello, quindi, elabora le preferenze degli iscritti alla community e crea dei cluster con bisogni ed esigenze simili
Diventa una grande famiglia quella del gestore e dei produttori	Di solito i cohousing adottano un doppio sistema: ci sono delle spese base a carico di tutti che vengono frazionate alla pari di spesa condominiale, poi ci sono le spese sulla base dell'utilizzo privatistico	Abbiamo deciso di incontrarci mensilmente e poi settimanalmente
Avendo la possibilità di coinvolgere attori già presenti all'interno della rete dell'Alveare e di portarne di nuovi	Più il gruppo si rende disponibile a essere aperto alle opportunità esterne più ha una potenzialità di guadagno	Si sono create delle commissioni interne
Anche i nostri rapporti con il quartiere non sono per ora valutabili	Gli spazi comuni non sono solo un costo	
Quando sono subentrato come presidente ho dovuto riallacciare i rapporti con le persone del quartiere	Questi spazi comuni vengono a volte affittati anche all'esterno	
Attraverso la comunicazione con i produttori si ottengono informazioni sulla loro attenzione all'ambiente e sui metodi di produzione	Gli spazi comuni vengono utilizzati in due modi: in senso comunitario che va nella spesa generale, mentre per feste private o utilizzi privati viene pagata una quota	
Anche se sono rapporti di tipo marginale	I costi sostenuti riguardano ad esempio lo sviluppo dell'applicazione e la realizzazione delle installazioni	
Gli attori territoriali spesso fanno fatica a cogliere l'occasione o a recepire alcune opportunità	Evitare onerosi costi di affitto che per di più riguardano una necessità molto limitata	
Non è necessario legare tutto al no-profit	Una volta concluso lo storno, il compenso viene distribuito tra produttore (80%), gestore e piattaforma (20% rimanente)	
HUG opera nel terzo settore, ma offre anche uno spazio bistrò	Bisogna avere quindi la disponibilità economica privata o derivata dal supporto di altri enti	
	Cercato la banca che ci appoggiasse per il processo economico legato al mutuo	
	E' questo anticipo che rende la disponibilità dell'operatore immobiliare di riduzione del margine	
	Una parte è stata finanziata con fondi di derivazione europea e una parte è cofinanziata da chi propone il progetto	
	Il progetto è stato finanziato in forma privata	
	Un finanziamento infruttifero viene fatto da ogni famiglia alla cooperativa edilizia	
	Ci sono degli step di pagamento successivi che non sono vincolanti	
	Si possono versare altri 2-3 passaggi di circa il 10% per arrivare a coprire il 50-60% del futuro acquisto	
	Le persone contribuiscono con una somma destinata esplicitamente agli spazi comuni	
	Quindi con un investimento iniziale enorme per il numero di quattro nuclei partecipanti, ma sapendo che poi avremmo condiviso in 10	
	I servizi sono quindi mantenuti principalmente dai contributi dei soci che si ritrovano poi dei servizi gratuiti	
	Fondi strutturali europei	
	Se c'è qualcosa in più bisogna reinvestirlo all'interno dell'associazione stessa	
	E' quindi un modo per finanziarsi	
	E' un progetto che si autosostiene nel tempo	
	Le entrate mirano a coprire le spese attuali e future	

Innovative Business Models

Interpreters

Operations

Merging Insights

Resources & Skills

- Ogni settimana il gestore prepara il catalogo, si confronta con i produttori e in base alla loro disponibilità si aggiungono le novità
- Offriamo ai soci e ai clienti un ricco programma di eventi
- Quando Base Gaia è stata finalmente pronta ad accoglierci, abbiamo iniziato a ospitare un corso di yoga
- Alla fine chi decide di aprire un alveare si deve occupare di persona della ricerca di un posto che possa ospitare gratuitamente un alveare
- Frutta e verdura vengono preparate tra la notte prima della consegna e il giorno stesso
- Il pagamento arriva alla piattaforma
- Successivamente alla convalida della distribuzione, che conferma la disponibilità dei prodotti, e alla consegna della spesa gli eventuali prodotti non distribuiti vengono stornati
- Giungono al gruppo con una serie di proposte che hanno analizzato e sviluppato per il bene di tutti
- Per la gestione di Base Gaia ci siamo divisi in gruppi
- Chi non partecipa è obbligato ad accettare le decisioni altrui
- uUtilizziamo una lavanderia industriale condivisa che permette di effettuare questa attività in gruppo
- Se invece la comunità condivide e definisce un valore, allora si istaura anche un ordine di priorità sulla presenza di determinati ambienti e funzioni
- C'è poi un cortile esterno che stiamo progettando ancora adesso perché ovviamente secondario rispetto ad altre cose
- Si è entrati pian paino nei dettagli
- Lo spazio di coworking ci sembra stia funzionando
- Siamo così diventati uno dei punti di raccolta dei prodotti acquistati perchè abbiamo anche un locale g.a.s
- Per quanto riguarda gli acquisti alimentari ci siamo inseriti in questi gruppi già esistenti
- Siamo stati molto bravi e fortunati a creare un sistema che fosse autoalimentato
- Con il Covid è iniziato un periodo di convivenza in cui ci siamo tuffati completamente nella condivisone
- Fino a un momento in cui diventerà completamente autonoma
- Il bello è mettere le nostre capacità a servizio del progetto per comprendere se si riesce a trasmettere qualcosa
- Gli artisti hanno sviluppato i contenuti di realtà aumentata vivendo loro stessi gli itinerari e interpretando i paesaggi visitati
- Gli artisti hanno partecipato a workshop immersivi
- Le realtà sono state contattate per illustrare loro il progetto
- Gli artisti hanno vissuto un mese nel nostro ostello
- Quello che noi abbiamo sentito e abbiamo condiviso tra di noi
- Bisogni e aspettative vengono condivisi al fine di parlarne insieme
- Siamo riusciti a costruire alcune occasioni di confronto
- Attivando una discussione con partner locali
- Il tempo dedicato dagli attori territoriali ha il fine di ragionare insieme sul progetto
- La consapevolezza e la convinzione è quella che gli attori del territorio sono i veri custodi del progetto
- Il professionista già si interessava a questo tema per motivi di studio
- Io stessa ho fatto più di un corso sulla facilitazione
- C'è la nostra capacità di mettere a proprio agio le persone quando sono dentro, di accontentarle e coccolarle
- In questi gruppi c'è sempre una expertise data dalle passioni o dalle professioni delle persone e viene sfruttata
- Il percorso arriva a utilizzare tutte quelle che sono le risorse delle persone affinché contribuiscano
- Ci serviamo della condivisione delle conoscenze dei professionisti
- Il tema della progettazione partecipata è seguito da professionisti

	Resources & Skills	Interpreters

Interpreters

Resources & Skills

Cardinal Values

New Meaning

Un territorio ricco di realtà

Questo partenariato è volto a sfruttare le competenze di ciascuno

Turbolento è il partner competente per il disegno degli itinerari

Volevamo: non consumare suolo verde, essere in una zona non troppo caotica ma neanche lontana dai servizi essenziali

Poi ci interessava che questo progetto fosse un progetto edilizio il più possibile ecologicamente ed economicamente sostenibile

Tra l'altro desideravamo avere anche dei pannelli solari

L'ultimo pilastro è quello dell'apertura al quartiere

Questi sono i 3 pilastri: un luogo dove vivere che rispecchi le nostre necessità e fatto da noi, l'occhio ecologico rispetto ai consumi e l'impatto territoriale, infine l'apertura all'esterno

Volevamo qualcosa per noi, non eravamo interessati a una struttura costruita da altri

Non eravamo interessati a una struttura dove le persone arrivavano più o meno casualmente

Chiaravalle mira ad ospitare un gruppo eterogeneo di individui

Una realtà in quattro mura che potesse essere un raccoglitore di idee sociali e di aggregazione e che fosse in grado di svilupparle

Non vogliamo essere ristoratori e basta, volevamo – e lo abbiamo ottenuto – che la gente animasse la nostra realtà

L'idea era quella di promuovere il territorio

Valorizzare un volto completamente diverso di Milano

Fare scoprire Milano come città cicloturistica

arricchire l'offerta

portare a scoprire tutta questa zona

Apprezzarne le emergenze architettoniche e culturali

La volontà è di far scoprire un territorio alle porte di Milano

volevamo far conoscere questo potenziale

Viaggiare in bicicletta permette di entrare a fondo a contatto con il luogo

abitare all'uso della bicicletta e al viaggio in bicicletta

la sua velocità moderata lascia assaporare il paesaggio

un progetto che sia sostenibile e longevo nel tempo

Le famiglie hanno pensato che sarebbe stato bello se anche loro avessero una soluzione per le loro famiglie con l'obiettivo di stare insieme

Il bisogno a cui Base Gaia risponde è quello di stare insieme

Il bisogno a cui Base Gaia risponde è quello di vivere insieme in un luogo dove non si sta ognuno chiusi nel proprio appartamento

Un luogo dove si condivide non forzatamente e ci si relaziona spontaneamente

Un luogo all'interno del quale ci si aiuta

L'aspirazione è l'abitare piacevole

Non volevamo costruire un condominio a parte ma pensare di aprire gli spazi comuni al quartiere e alla città

Non volevamo aderire a un progetto già nato ma costruirlo del tutto autonomamente

Volevamo una casa a nostra immagine e somiglianza

una parte della nostra community desidera uno stile di vita che rispetti la natura e che si allinei all'abitare tipico dei luoghi di campagna

La grande vocazione ambientale è molto presente in questo progetto

L'obiettivo è creare dinamiche positive anche con il territorio

Lo scopo di aggregare persone che hanno il desiderio di vivere con uno stile un po' diverso

lo scopo di proporsi come luogo di incontro e di aggregazione nel nome di interessi culturali

Per noi è molto importante rispondere alle esigenze delle persone e stimolarle con una serie di iniziative

New Meaning

Cardinal Values

Coding in Symbolism

E' necessario mettere le persone a proprio agio e farle sentire accolte

Vuole essere un bel momento di condivisione, di degustazione e presentazione di prodotti

Vuole anche essere un modo di sensibilizzare la gente sulla qualità del cibo e dei prodotti che sta consumando

Ho trovato HUG interessante perché qui convivono uno spazio di somministrazione cibo e bevande, uno spazio culturale e uno spazio sociale

HUG quindi si basa su tre aree: sociale, cultura e bistrò

In Chiaravalle il tema deli spazi verdi è un tema importante

All'insegna della sostenibilità

Le fondatrici hanno deciso di perseguire, nel rispetto dei principi di eco-sostenibilità ed integrazione sociale

Incontri facebook su argomenti di vario genere mirati alla cultura e all'approfondimento

Si cerca quindi di inglobare la cultura in tutto ciò che facciamo

Altrimenti si perde il focus su quella che è la realtà associativa e di solidarietà

Sempre con lo stesso tipo di prospettiva

Credo ci sia in certe persone una solidarietà nei confronti delle piccole realtà che in questo momento fanno fatica

Chi viene ad HUG deve rilassarsi e prendersi il giusto tempo per farlo

Auspico che il sistema smetta di essere orientato alla dominanza della città sulla campagna

Volevo trovare un'occupazione che mi desse la possibilità di dedicare tempo a mia figlia

Cercavo la possibilità di creare non un semplice pub ma qualcosa in più

L'abitare piacevole significa che con frequenza ci si incontra, si festeggia o si pranza insieme

Se si ha bisogno di una patata o di un uovo non devi per forza andartelo a comprare

Oppure se hai bisogno di montarti il mobile in casa vai al piano di sotto e chiedi aiuto alle persone che trovi negli spazi condivisi

Abbiamo pensato di portare avanti un progetto costruito sui rapporti personali e non il contrario

Un modo di abitare in cui i vicini di casa sono amici scelti fin dall'inizio, in cui la sfera privata di ciascuno viene rispettata e desiderata ma che offra la possibilità di stare insieme

Vivere in un cohousing significa essere consapevoli di vivere in un luogo di cui non ti prendi cura individualmente

Assolvendo alla funzione sociale di maturazione e crescita umana e civile

Quindi capire dove c'è una necessità per cercare di dare una risposta

Permette di muoversi con autonomia

Sentendosi tutelati e accompagnati

HUG offre numerose possibilità di aggregazione mediante l'erogazione di servizi

Lo stile di abitare che permette di avere dei vicini con i quali collaborare

Nasceva come un momento di incontro all'interno del quartiere proprio per riunire le persone che, ritirando la propria spesa, avevano anche la possibilità di incontrare i produttori dei beni acquistati

Questa modalità di fare la spesa permette di riprendere il contatto con le persone, con il negoziante o direttamente con il produttore

A Ritmo D'Acque indica il ritmo lento di questi percorsi

Un ritmo che ti culla e ti accompagna

Un ritmo silenzioso e immersivo rispetto al contesto che circonda il turista

Se pensi ad HUG pensi a casa

Diventa un punto di accoglienza

Base Gaia è una soluzione psicologica perché quando si sta in un ambiente positivo, bello e di condivisone tante cose si alleggeriscono e risultano più facili e più piacevoli

in HUG è facile socializzare con il contesto che hai intorno

Lo spazio di coworking è stato pensato come uno spazio in cui miscelare le idee delle persone

	Coding in Symbolism	
C'è questo contesto per cui la gente passa anche solo per un saluto	*Meaning Communication*	**New Meaning**
Per esempio, lo staff non ha divise perché l'obiettivo è comunicare e non creare distanze		
Installazioni con realtà aumentata		
Installazioni con elementi sonori		
Nuovi linguaggi per creare una sorpresa		
La contaminazione degli itinerari con le installazioni di realtà aumentata permette di stimolare l'immaginazione		
Poi man mano prendono l'abitudine, anche grazie ai cambiamenti della modalità di fare la spesa delle persone e la propensione all'e-commerce		
Questi rapporti di collaborazione riguardano anche gli operatori innovativi		
L'app ARDA è stato un grande valore aggiunto		
Le installazioni raccontano di altre visioni		
Un'installazione vede uscire un microfono dopo aver inquadrato il marker.		
Chiaravalle sarà molto performante dal punto di vista tecnologico e domotico		
Accompagnandolo a nuovi linguaggi		
Quando noi abbiamo lanciato Chiaravalle c'era il tema della localizzazione	*Limits*	
Noi siamo una realtà in una corte all'interno, non siamo visibili sulla strada		
Essendo una realtà associativa ci è vietato usare cartelli di indicazione		
poi ci siamo detti che stabilire dei criteri per la scelta delle famiglie era molto difficile se non impossibile		
le due cose purtroppo non vanno sempre di pari passo ma abbiamo cercato al meglio le due possibilità		
siamo riusciti ad includerli anche se non nella misura che sognavamo		
La risposta aperta non è direttamente analizzabile		
Il cicloturismo in sé che impedisce di approvvigionarsi in quello stesso momento dei prodotti		
Sicuramente si fa più fatica a creare un punto di contatto		
Noi di fatto lavoriamo con un modello particolare che è sostanzialmente un po' penalizzato dal punto di vista finanziario		
Il primo grosso ostacolo è l'avversione iniziale degli utenti all'acquisto online prima di vedere i prodotti, che crea timore di non restare soddisfatti		
Nonostante non si abbia da subito il prodotto tra le mani		
Chiaravalle quando è partito aveva più del 50% degli aderenti ma con il passare degli anni un 90% degli aderenti è uscito perché aveva urgenza di acquistare casa	*Problems Faced*	**Obstacles**
Gli attori territoriali sono soggetti difficili da includere		
HUG nasce 3 anni fa da tre persone con un'inesperienza in ambito sociale		
la pandemia è stata un fattore di notevole difficoltà		
Dopo la pandemia si è aggiunta la difficoltà degli attori territoriali di dedicarci del tempo al fine di ragionare insieme sul progetto		
la prima ditta che abbiamo incaricato ci ha lasciati dopo alcuni mesi		
il nostro progetto con la costruzione iniziata è bloccato per un anno intero		
Abbiamo avuto pochissime occasioni per allacciare rapporti con il quartiere		
Il progetto di Chiaravalle quando è partito aveva la promessa del Comune di Milano di ottenere i permessi di costruzione in tempo molto brevi, in realtà questo processo è durato cinque anni		
Altri aspetti critici sono legati alla costruzione e ai tempi di insediamento tipici del mondo immobiliare		
All'inizio c'era poca empatia con il resto delle persone che abitano il quartiere		
All'inizio quindi nasce come un bel progetto, complicato però dalle relazioni con le persone		
La difficoltà con l'impresa costruttrice è stata la prima grossa criticità.		
Abbiamo avuto molta difficoltà con il Comune perché non è stato facile ottenere il permesso di costruire		
Alcune cose non siamo neanche riusciti a deciderle insieme		

Ongoing Design

Convergence

Coordination of Expertise

Per adesso approvvigioniamo i beni alimentari attraverso delle ordinazioni per nucleo famigliare

Abbiamo scelto una fetta molto specifica anche per quella che è la natura del bando

Ci siamo chiesti se il metodo democratico maggioritario potesse aver senso

Questi temi sono stati proposti

Arriva a decidere quali spazi verranno condivisi, con quali funzioni, in che modo e come vengono gestiti

Si è concretizzata nella realizzazione di due grosse sale, tra cui una sala polifunzionale e pensata aperta per essere messa a disposizione alle associazioni, professionisti e iniziative culturali

Questo progetto ha iniziato ad assumere forma

Prima ancora di arrivare a questo numero di famiglie in realtà abbiamo dovuto opzionare il terreno

Perché se si procedesse al contrario si avrebbero richieste differenti per ciascun individuo

E' molto importante che si parta dalla condivisione valoriale per poi arrivare alla progettazione

Abbiamo infine un sistema di ventilazione meccanica controllata

Chiaravalle è un progetto di bioedilizia

L'orto è produttivo e consente di approvvigionarsi di beni alimentari naturali

Corte, case che affacciano sulla corte, spazi aperti

Intercettare i visitatori e accompagnarli a vedere

Segnalando e raccontando i punti di interesse

Viaggio in bicicletta che davvero porta a cambiare una grande quantità di paesaggi in temi più stretti

Tra le idee fornite dalla comunità che sono state poi implementate con successo ci sono: il corso per gli anziani e la ciclofficina

Ogni volta che qualcuno arriva con un "mi piacerebbe fare" o "ma non si potrebbe fare?" poi pensiamo a farla

Una volta deciso di seguire il nostro sogno

Pertanto ci siamo mossi

Gli artisti sono stati accolti a Casa Base

A Dicembre 2019 sono entrate le prime due/tre famiglie e poi con l'inizio dell'anno tutte le altre

Allo scadere di questo anno di ingaggio decideremo nuovamente fin dove siamo in grado di arrivare, oppure decideremo di non averlo più

Abbiamo prima fatto una mappatura di cosa è necessario occuparsi

Un altro volto di Milano concentrato nella campagna a sud

Territorio tra i due Navigli e quindi dalla Darsena, giungendo da un lato fino a Vigevano e dall'altro fino a Pavia

Ubicato nel quartiere NoLo

E' stato un processo lungo

Il progetto nasce tra il 2013 e il 2014

Specializzazione e dell'esperienza dei partner

Lo studio di architettura aperto al tema della progettazione cohousing

I professionisti erano disponibili

I professionisti sono stati al gioco

Si sono incrociate fortunatamente la nostra volontà di andare avanti e la disponibilità degli altri attori che ci hanno permesso di continuare il servizio

L'esperienza dei partner che ha creato un confronto sempre aperto

Abbiamo ingaggiato una persona per farci entrare nel merito delle questioni

C'è un accompagnamento iniziale in cui si promuove la vita comune e conviviale

Dopo l'insediamento la comunità continua a essere affiancata dagli esperti

Il percorso di facilitazione dura un paio di anni circa

Il percorso di facilitazione riguarda un incontro di persona ogni due mesi

APPENDIX

	Ongoing Design
	Coordination of Expertise
	Divergence

Collaboriamo spesso con altre associazioni offrendo loro i nostri spazi
Il risultato di questa collaborazione è che la nostra è una casa in classe energetica A+++
Ci sono collaborazioni per esempio per l'acquisto dei mobili
L'accordo con un soggetto esterno aiuta a mantenere l'orto
Abbiamo inizialmente lanciato un'indagine di mercato in collaborazione con il Politecnico di Milano
Quindi d'accordo con un gruppo di operatori immobiliari abbiamo promosso il primo progetto
Con il suo supporto abbiamo iniziato a chiedere pareri
Le collaborazioni mirano, ad esempio, a destinare gli spazi comuni alle organizzazioni circostanti
Per adesso non abbiamo creato accordi di partnership con i fornitori
Sarà un progetto che con la collaborazione di soggetti esterni locali
Dove si sono attivate delle collaborazioni con soggetti locali
Vengono coinvolti anche operatori di tipo industriali
C'è quindi una coesione di realtà
Abbiamo appena ingaggiato questa persona per un anno perché ci accompagni in questo primo anno nei dettagli di tutti gli altri aspetti
Abbiamo cercato un amministratore di condominio
I workshop immersivi si sono svolti con dei testimoni del territorio
Una delle installazioni è frutto di una suggestione di uno dei testimoni
Sono stati selezionati dei testimoni locali che potessero introdurre gli artisti ai territori
Questo contatto è stato però limitato nel tempo
Non conoscendo bene la materia abbiamo interpellato una persona che svolge questa professione
Abbiamo interpellato una persona che potesse darci un'infarinatura generale su attività e leggi
Gli architetti ci hanno segnalato questo terreno
Abbiamo trovato un'azienda veneta, Biohouse, che costruisce secondo criteri tutto sommato abbastanza ecologici e quindi l'abbiamo interpellata
Successivamente siamo entrati in contatto con un professionista del Politecnico
Uno studio di architettura che avesse voglia di impegnarsi in un progetto simile
Un commercialista che ci seguisse
Un avvocato per gli aspetti legali
Cui abbiamo interpellati i suoi esperti
Ci serviamo spesso dell'aiuto di professionisti e volontari che dedicano il loro tempo libero all'associazione
I primi contatti concreti con una struttura di cohousing sono stati con quella di Via Donadoni costruita da cohousing.it
Insistiamo (con le domande aperte) perché la domanda aperta offre informazioni molto più profonde
Si basa sulle proposte di chi questi spazi li vive
Quando abbiamo ottenuto queste risposte abbiamo compreso che ci fosse un'opportunità
La contaminazione era molto presente
E' simile alla logica del gruppo d'acquisto ed è presente in svariati ambiti
Ci siamo ispirati tanto a modelli stranieri
Abbiamo fatto una raccolta di case studies che per noi sono stati di riferimento
Confronto da cui gli artisti hanno tratto ispirazione
La realtà del cohousing ci ha subito suscitato curiosità
In fase di ricerca ci siamo interessati ad altri cohousing
Scherzando proponogo sempre il modello IKEA
La ricerca ci ha permesso di capire le necessità che una parte della nostra community condivide
Il cohousing di via Donadoni ci interessava per capire cosa fosse il cohousing e quale il funzionamento interno
Abbiamo iniziato ad indagare, informaci e leggere

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Ongoing Design

Abbiamo scoperto anche che c'erano già degli incontri di cohousing qui a Milano quando ancora era in costruzione il cohousing in Via Donadoni	
Abbiamo così partecipato ad alcuni incontri per informarci	
Sin dall'inizio ci siamo chiesti quale fosse il criterio attraverso il quale potessimo incontrarci periodicamente e progettare	
Chiaravalle è il risultato della ricerca	
Quindi sono andata a vedere un po' di notizie sul progetto e ho scoperto di poter diventare gestore di un nuovo alveare	
Ci aspettiamo un cambiamento sempre più repentino	
Credo che nei suoi tempi migliori il cohousing rappresenterà una fetta rilevante del mercato ma non preponderante	
Forse ci arriveremo e forse no	_Divergence_
Se potrà abbracciare il 20% dell'abitare italiano nei prossimi 40 anni saremo a un buon obbiettivo	
Penso che non sarà mai la pratica della massa	
Non siamo ancora arrivati a una dimensione di condominio per gli acquisti	
Ciò succede anche in altri cohousing milanesi	
La differenza fondamentale tra gli alveari e i gruppi di acquisto solidale è proprio l'organizzazione	
ARDA è un progetto complesso	
Che ha avuto bisogno di parecchie risorse	
Non è stato facile per loro, così come è stato faticoso per tutti	
La nostra realtà è ibrida perché presenta un bistrò	
Base Gaia è un cohousing autoprodotto	
Non è necessario relegare una buona pratica a una piccola nicchia	
Io penso che il cohousing non sia per tutti	
Un progetto come quello di Chiaravalle che essendo leggermente decentrato prima era una scelta un po' di nicchia	
L'operatore immobiliare che aveva sviluppato questo progetto non era riuscito a renderlo operativo, pertanto ha accettato di destinare gli spazi a questo esperimento	
Abbiamo un solo caso che ha per statuto l'unanimità salvo casi di urgenza ed è il cohousing di Bovisa	
Un progetto di coshousing.it che è stato molto avveniristico è stato CosyCoh	_Experimentation_
Il primo progetto ha avuto un grande successo ed è stato anche un esperimento	
Importato in Italia da un ragazzo che ha deciso di fondare una start-up.	
Includendo anche quelle che sono delle osservazioni che possono non essere nella direzione maggioritaria	
Doveva avviarsi un progetto per il rapporto degli anziani con la tecnologia	
Volevamo che fosse costruita secondo i desideri di tutti	
Il tema del metodo del consenso è quello di arrivare a una decisione che possa tenere conto di tutti i punti di vista	
Gli aspetti conflittuali sono presenti devono essere presi in considerazione	
Alla creazione dell'alveare bisogna scegliere i produttori base per poter offrire completezza agli utenti	
Era un'avventura economica non scontata	
E' probabile impiegare meno tempo nella ricerca di un acquirente perché sono abitazioni e contesti unici	
Non può esserci un cohousing statico	
Chi arriva tardi può metterli in discussione proponendo al gruppo di rivederne alcuni	
Qualora la comunità si rinnovasse, saranno sicuramente messe in discussione perché cambieranno le persone che generano l'identità di quel posto	_Project Adaptation To Community Changes_
Proprio perché questi cohousing sono nati con la partecipazione delle persone che lì c'erano, dovranno necessariamente cambiare nel momento in cui le persone piano piano cambiano	

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Tutto ciò è passibile di revisione
Non c'è niente di definitivo perché durante l'esperienza le cose possono cambiare
Oggi Chiaravalle è ricominciato
Man mano che il tempo passa si amplia sempre un po' di più la tipologia
Le scelte che si sono fatte a monte possono essere messe in discussione
Quella che oggi è una conformazione domani sarà sicuramente un'altra
HUG Milano è una realtà in continua evoluzione
Sono arrivato in HUG nel marzo 2018
Ne sono diventato il presidente e responsabile a novembre del 2019
Quindi ci troviamo adesso a sostituire quelli che sono usciti.

Project Adaptation To Community Changes

Ongoing Design