



## ***Company profile SISTEMA SUSIO srl***

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## WHO WE ARE

### Our philosophy

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**SistemaSusio** is a consulting and training firm, specialized in the public administration sector. The firm is a leader in the **strategy, excellence and innovation of public services**.

The **"strategic territories"**, cornerstone of the highly innovative approach of **SistemaSusio**, are *advanced territorial systems*. They guarantee economic and social growth thanks to the decisive contribution of the public administrations which are aware of their new key role in promoting economic and social development.

The **"strategic territory"** is the new model for local communities: administrations *as entrepreneurs, the spirit of the place* as the root of development, the *territorial system* as the key to excellence and competitiveness.

SistemaSusio daily works with the public bodies which decide to embark on this project, supplying them with innovative and successful operating models.

For *qualities* are the strategic factor in the competitiveness and excellence of the territories.

### Our value

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**SistemaSusio** meets the needs of the organizations that want to **change, improve and excel**.

The values that guide SistemaSusio in business consulting, research and training are:

- promote the **centrality of the customer and his needs**, providing reliable and well-timed services and products with our professional consultants;
- develop and provide for its customers: **approaches, tools and operating models**, different from those of other companies in the sector;
- **maintain continuity with the companies** that work with SistemaSusio. The company becomes partners of innovation;
- Communication tools are used to **disseminate experiences** and best practices among the customers, in logic of benchmarking and bench-learning;

- **Involve their staff** - the backbone of the company - **in customer satisfaction** and continual improvement of the performance.

## How we work

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**SistemaSusio's** Partners and professionals have accumulated many years of consultancy experience at national top level. This leading edge experience is a quality guarantee for our clients.

Our company has distinctive capabilities in terms of:

- **reliability and flexibility:** SistemaSusio's consultants are able to combine the reliability and precision of a certified methodology with the need for flexibility of the clients;
- **transferability of know-how and organizational models:** SistemaSusio has carried out a wide range of diversified projects and has the skills to transfer the most successful models to other contexts and organisations;
- **availability and readiness:** SistemaSusio professional staff performance in terms of availability and readiness assures the success to the projects, especially when change and innovation are involved.

## Our excellence

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Our Company operates also in the field of the research and innovation of new management models for the public bodies.

It's worth mentioning some of the most important activities carried out in recent years.

**The Benchmarking Q-Club:** this is an initiative promoted and coordinated by SistemaSusio and supported by the **Department of Public Function**. It involves the town councils of Milan, Bolzano, Trento, Turin, Venice, Genoa, Modena and Bergamo. The city councils discuss together in order to identify the best managerial procedures to enhance the quality of the services offered;

**Master in Local Government Management promoted by the province of Milan:** SistemaSusio professionals are among those who have devised and run the Master (January-July 2008). The Master informs about the innovations in the field of local bodies management and is conceived for a selected group of public operators of the province of Milan;

**Master in City Management at the University of Bologna:** SistemaSusio supports the most important Master conceived for the training of chief executives, organised by the University of Bologna - Faculty of Economics at the Forlì campus;

**Research:** SistemaSusio periodically conducts research that produces innovative findings (among the latest researches of national renown published there are: *"Indagine sullo stato di attuazione della Direttiva Nicolais"* - 2007 and *"Indagine sul nuovo ruolo dell'Agente di Sviluppo Locale"* - 2008. The latest has been carried out in collaboration with Agensviluppo, the national association of local development agents);

**Bibliographical production about the innovations in the field of public management:** since 1998, Bruno Susio has started his own bibliographical production. Up to today over ten books on topical subjects about the Public Management have been published. Moreover, in 2008 has been started the SistemaSusio *"Edizioni Strategiche"* publishing project. The aim of this publishing house is to spread the innovation culture throughout the Public Administration. In addition, SistemaSusio cooperates systematically with Azienditalia, a Management magazine of the group IPSOA;

**Exchange and comparison with the best administrative practices in Europe:** in particular SistemaSusio collaborates with the SERN network (Sweden Emilia Romagna Network). A network of Italian and Swedish cities that work for the excellence in services;

**Important projects of the public management innovation:** Bruno Susio and its partners have realized, since the early nineties to the present, over five hundred projects of managerial innovation for the Local Authorities.

## PUBLIC ADMINISTRATION AREA

### Strategy and planning

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Have a **strategic vision** means being able to look ahead and tackle all the challenges. **Planning** means to manage correctly the resources and get the results.

Strategy and planning are two fundamental qualities, **now that the public bodies are required to be renewed and become a driving force of the quality for the territory.**

**SistemaSusio's** activities for **strategy and planning** organizations are:

- Strategic in-house and territorial **planning, budgeting and target scheduling**;
- Assistance in production of instruments related to the cycle of planning and control: **Program Mandate, Forecasting and Planning Report, General Plan of Development, Executive Management Plan/Detailed Plan of the Objectives**;
- Identification of the **objectives** and identification of the performance **indicators**;
- Preparation of the **budget activities** and budget projects;
- Assistance in creating **inter-institutional partnership** and governance networks;
- The planning of the systems of governance in the form "**Local Authority-Holding**";
- Setting up and managing of the systems for **monitoring and verification the objectives**.

### Service quality

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**SistemaSusio** helps the Institutions engaged in the change and promoting the **quality**. With the increase of the responsibilities and the reduction of the funds, the Public organizations must find a new way to meet the needs of their citizens.

The **SistemaSusio's** activities for the **quality of the services** are:

- Development of models of excellent organization in conformity with the **EFQM European Model** and development of plans to enhance the service quality, and **CAF Common Assessment Framework**;
- Assistance in obtaining the **Quality Certification ISO 9001:2008** or **ISO 14000** for the **EMAS** Certification;
- Realisation of the **“Paper of the services”**, with identification of the indicators and commitments;
- Assistance in setting up and implementing **Customer Satisfaction** surveys;
- Planning of the systems for **listen to the citizen**;
- Setting up and developing plans and programs for continuous improvement of the services;
- **Preparation of human resources** for the management of improvement teams and for initiatives of staff involvement;
- Implementation of **People Satisfaction** surveys;
- Support the management systems of the welfare organization, in accordance with **OHSAS 18001/SA 8000**.

## Evaluation systems

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The evaluation of the results and of the performance achieved by the public administrations is currently a key issue. **SistemaSusio** has a huge experience in planning and implementing evaluation systems in the public bodies, thanks to the fact that Bruno Susio is President or member of several Evaluation Groups in a lot of cities or provinces.

The evaluation is essential to any evolution process of the institution, to recognize the merits according to the results really obtained.

The **SistemaSusio’s activities for successful evaluation systems** are:

- development of the systems for planning of the objectives. **Identification of performance indicators** and performance monitoring for: Managers, organizational positions and staff;
- **training for the staff** in the use of evaluation’s methodologies;

- Support in **setting up of the systems for evaluation and monitoring** (administrative regularity, quality of the services, management control, strategic control);
- Design and implementation of the **systems to evaluate Managers and organizational positions**;
- Development of evaluation systems as far as performance, positioning and potential;
- **Development of skill evaluation systems.**

## Poly-functional front office

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**Poly-functional front office** is an essential tool to improve the relations with the citizens and the level of the services provided. A single specialised point is able to intercept at least **70% -80% of transactions** made by the citizen at the organization. The poly-functional front office reduces the questions of law and the wasteful, optimizing the use of the resources.

**SistemaSusio**, in cooperation with the board's liable, designs and implements the poly-functional front office, listening to the needs and the expectations of the citizens. **SistemaSusio** can also help and trains the staff.

The **SistemaSusio's** activities, for the implementation of the **Poly-functional front office**, are:

- assistance to redesign the system of the **access to the services**;
- Implementation and organization of **poly-functional front offices**;
- Assistance in reorganising the access system to the services and their **lay-out**;
- Evaluation of information systems in support of the **poly-functional front offices**;
- Assistance in the **identification and training of the front office's staff**;
- Support for spotting and credit to the staff.

The poly-functional front offices designed by SistemaSusio are (2009, july): *Comune di Pioltello (MI), Comune di Corsico (MI), Comune di Pregnana Milanese (MI), Comune di Dalmine (BG), Comune di Casalecchio di Reno (BO), Sportello*

*Milano Semplice del Comune di Milano, Sportello del Cittadino del Comune di Monza, Comune di Salsomaggiore Terme (PR), Comune di Este (PD), Comune di Riva del Garda (TN), Comune di Segrate (MI), Comune di Cesano Boscone (MI), Comune di Sesto Fiorentino (FI), Sportello Punto S - Consorzio Intercomunale Cusio-Omegna (VCO).*

## Waste reduction

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Public bodies will **have increasingly tasks but less and less resources**. This is the trend. They will rationalize all expenses, especially by sharing some services with other bodies. For this, it is necessary to equip the organization with systems for the measurement of the costs in order to intervene effectively, and cooperate with the other bodies for attains economies of scale.

The SistemaSusio's activities, for **waste reduction in the public administrations**, are:

- Solutions for quick improvements and **drastic waste cut**;
- Setting up of the **management systems and monitoring of the expenditures**;
- Revision of the body in accordance with the **Lean Organization**;
- Reengineering of the activities to **optimize the existing resources**;
- Assistance in **assessing the feasibility of grouping** together services to take advantage of economies of scale.

## Benchmarking

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The **Benchmarking** means confront us with the others to adopt the best solutions. The Benchmarking estimates the positioning of our organization in comparison to others similar or in comparison to best performances. It is useful for "importing" successful experiences and understands how to achieve similar results. **SistemaSusio** helps many organizations for doing benchmark and it's also own of the "**Efficiency Database of the Public Boards**"™. This toll allows the comparison of the performances about the products and services, with other similar public organizations.

The **SistemaSusio's benchmark activities** are:

- Implementation of **benchmarking systems** and positioning compared to the best performance;

- Creation of **databases to compare the performances**;
- Planning actions for continuous improvement, after the identification of the **Best Practices or the Best Performances**;
- **Training and helping the Staff** to understand the Benchmarking.

## Social responsibility

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**SistemaSusio** support the Public Administrations in the initiatives for the social responsibility. In the process of the internationalization and globalization of the markets, the Public Administrations are the primary actors in the governance of the economic and social systems. But only recently has begun to plan the initiatives for the social responsibility to their activities (like transparency and social accountability).

The SistemaSusio's activities, for the **social responsibility**, are:

- Realisation of tools for **social balance sheets** (Social Balance, Gender Balance, Politic Balance, etc..) and actions to involve and communicate with the stakeholders.

## TURISM AREA

### Development of the tourism

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To develop the range of "tourisms" as an integrated set of roles and actors (public and private), it is essential that all the different elements acting together for the implementation of development projects of the territory. *The tourism target into the European programming 2007 - 2013 wants "to turn into a competitive advantage all the natural and cultural resources, to enhance the attractiveness of the area, to improve the quality of life and promote new forms of sustainable economic development".* With the **Local tourist systems** (Law n. 135/2001) can attain this target thanks to the implementation of the innovative projects to develop the tourism offer. The territory must become the central figure of the tourism proposal.

#### **Sistema Susio:**

- identifies the most innovative tools for the local development and for the **Local tourist systems**;
- supports the territories for the implementation of their strategies for the development and promotion;
- facilitates the dialogue between public and private sectors to design, develop and implement projects aimed at developing, enhancing and promoting the area's resources.

### Sustainable development of the environment

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The **carrying capacity** is the maximum use of an area without creating adverse effects on natural resources and on a social and cultural context.

The primary objective is to facilitate the transition to a sustainable society in which it is necessary to respond to human needs without threatening the survival of the natural and the prospects of future generations.

For this aim we pursue the **sustainable development of the territories** and we recommend the responsible behaviour by the companies, by the local authorities and by the single tourist.

## **Sistema Susio for a sustainable and responsible tourism**

### **Sistemassusio:**

- supports local administrators in promoting and encouraging the culture of responsibility, the culture of defence of the environment and of the quality of life, in line with the Agenda 21's targets;
- supports the Administrators for the realisation of:
  - Voluntary agreements (framework agreements program, territorial pacts etc.)
  - Environmental labelling systems (Eco-label, Green Globe 21);
  - Marks (Blue Flags, Orange Flags);
  - Voluntary Environmental Management System (SGA);
  - Quality Certification ISO 14001;
  - Eco-Management and Audit EMAS;
  - Voluntary tools of environmental communication (reports, budgets and environmental claims).

## **Sistema Susio for the social responsibly**

### **SistemaSusio:**

- support the local administrations in the design, editing and diffusion of the Social Balance;
- supports the creation of balance sheets for the Social Utility;
- assists and accompanies the implementation of gender balance;
- supports the creation of Mandate balances;
- assists in the design and implementation of participatory budgeting initiatives;
- train the staff for doing the analysis of the stakeholder's needs.

## **Susio system for the urban quality**

SistemaSusio accompanies and supports the administrations in the management of:

- the Environmental impact assessment (VIA);
- Strategic Environmental Assessment (VAS).

## Destination management

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A **tourism destination** is a complex network of relationships that connect a set of qualifying features in a specific area. Each area organizes the territory around its most important **assets**, and around the supply and the potential demand. We can talk about a tourism destination only when the resources are being integrated with efficient infrastructure and services.

An optimum organization together with an excellent management and an excellent promotion of the destination are the winning elements that allow a competitive advantage for the industry (tourism, cultural, etc.) and for the entire territory.

### **Sistema Susio:**

- supports the local administrators in the **destination management** by providing their own methodological common work, facilitating dialogue between different actors;
- Works for the definition of the **logistics services required**;
- Collaborates to the creation of the **tourism information and hospitality Office (IAT)** providing standard information and standard services, as provided by law;
- Provides a wide range of **educational offerings** for the operators of the sector;
- Participates in the design and promotion of the **Product Club** made as interlocutor between the various companies.

## Big events, cultural and sport events

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**The Big events (such as the EXPO 2015), the cultural events and the sporting events** offer different opportunities for the territories and in particular for local authorities.

### **SistemaSusio:**

- supports the public administrations in the design and development of the **important events** (for example "The Expo's doors");
- develops the events related to the big events;
- plans with the staff a thematic tourism routes and itineraries, also linked to the event.

## Place branding

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The territories are forced to compete among themselves to attract tourists and investments. Its image and its reputation are the weapons that a territory has for win the competition. For this we work of their **brand image** and we increase the value of its name and identification (**place branding**).

### **SistemaSusio:**

- helps the territories in the articulation of distinctive properties;
- conducts interviews and surveys to determine the reputation of the area;
- designs and planning strategies to position or reposition the territory;
- supports the local government in the identification of the "target customers";
- supports projects for the promotion and the communication of the territory.

## Specific Training

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**SistemaSusio**, thanks to its expert trainers, offers a wide range of educational training for all kind of needs.

### **Travel Agency and T.O.:**

- Management fees and Air Tickets;
- Budget, Cash Flow and Management Control in the Travel agencies and Tour Operators;
- Human Resources Management;
- Implement the marketing plans within their own tourism company;
- The front office in Agency: techniques of marketing and communications for sale;
- Coaching for the travel agencies;
- Working in a Network: methodologies and tools;
- Employee in the tourist offices;

- How to become a tour guide;
- How to become technical director of the agency.

**Hotel Management:**

- Front office management (divided by sectors: business hotels, 5 stars hotel, hotel cyclist, etc.);
- Hotel revenue management;
- Marketing hospitality;
- Management of the hotel staff: front office and staff room division;
- The customer satisfaction;
- The guest welcoming;
- International Welcoming
- Sustainability and environmental care.

## TRAINING

### Ideas

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**SistemaSusio** offers its experience for the **professional development of managers and staff**, with a new type of training: **because for a quantum leap it takes one step more.**

The training is a strategic lever to increase the **level of knowledge and know-how in the organization**. The organizations invest in the growth of its staff in an intelligent way. The organisations recognize the value of the time spent in classroom by the staff, because is not a cost but an investment.

All training courses offered by **SistemaSusio** provide an interactive way by web to facilitate the continuous contact with teachers. The training courses are provided with a fixed timetable, but can be customized and implemented directly at the individual institution.

### Method

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**SistemaSusio's activities, for an educational development and for a growth of the people, are:**

- Support in preparation of the **Plans of Education**, according to the indications of the so-called Frattini's Directive;
- Training needs analysis and planning of interventions;
- Design of training courses customized for the organizational development of the institution;
- Planning of systems for measuring the results of the training and the evaluation of the returns on investment made;
- Programming of training interventions, about Tourism and Services, for the Public Administration's Management;
- Training for the internal Trainers;
- Realisation of motivational courses, which make use of innovative outdoor training techniques (for example brain training etc.).

## Experiences

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### Some experiences:

- Cremona: dynamic training for the welfare
- Cernusco sul Naviglio - innovation
- Monfalcone: motivation and leadership for women
- Correggio: training to solve the problems
- Coaching in San Giovanni in Persiceto
- Training stress to the City of Cremona
- Master in City Management
- Province of Milan - Evaluation's lesson

## REFERENCES

### The clients of SistemaSusio are:

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- A.C.E.R. Reggio Emilia
- Associazione Intercomunale Terre d'acqua (BO)
- C.S.Q.A. certificazioni
- Casa Sollievo della Sofferenza - Opera Padre Pio
- Casinò Municipale di Venezia
- Centro Studio Lavoro - La Cremeria di Cavriago (RE)
- C.F.P. per il Commercio, Turismo e Servizi "L. Einaudi"/Provincia Autonoma Bolzano
- Comprensorio Sociale Bassa Atesina - Salorno (BZ)
- Consorzio Intercomunali Servizi Socio-Assistenziali Cusio-Omegna (VB)
- Comune di Anzola dell'Emilia (BO)
- Comune di Arese (MI)
- Comune di Arco (TN)
- Comune di Asti
- Comune di Bergamo
- Comune di Casalecchio di Reno (BO)
- Comune di Calenzano (FI)
- Comune di Casalmaggiore (CR)
- Comune di Cernusco sul Naviglio (MI)
- Comune di Cervia (RA)
- Comune di Cesano Boscone (MI)
- Comune di Cornaredo (MI)
- Comune di Correggio (RE)
- Comune di Corsico (MI)
- Comune di Cremona
- Comune di Dalmine (BG)
- Comune di Este (PD)
- Comune di Fabriano (AN)
- Comune di Fidenza (PR)
- Comune di Fontanellato (PR)
- Comune di Formigine (MO)
- Comune di Fossano (CN)
- Comune di Grugliasco (TO)
- Comune di Laives (BZ)
- Comune di Lodi
- Comune di Magenta (MI)
- Comune di Merano (BZ)
- Comune di Milano
- Comune di Modena
- Comune di Mondovì (CN)
- Comune di Monfalcone (GO)
- Comune di Monza
- Comune di Paderno Dugnano (MI)
- Comune di Piacenza
- Comune di Pioltello (MI)
- Comune di Piove di Sacco (PD)
- Comune di Porto Viro (RO)
- Comune di Pregnana Milanese (MI)
- Comune di Rho (MI)
- Comune di Riva del Garda (TN)
- Comune di Rivalta (TO)
- Comune di Rosignano Marittimo (LI)
- Comune di Salsomaggiore Terme (PR)
- Comune di San Giovanni in Persiceto (BO)
- Comune di San Giovanni Rotondo (FG)
- Comune di Saronno (VA)
- Comune di Scandiano (RE)
- Comune di Segrate (MI)
- Comune di Sesto Fiorentino (FI)
- Comune di Soliera (MO)
- Comune di Soragna (PR)
- Comune di Torino
- Comune di Trento
- Comune di Treviglio (BG)
- Comune di Trezzano sul Naviglio (MI)
- Comune di Voghera (PV)
- Corpo di Polizia Intercomunale di Terred'acqua (BO)
- ELEA spa
- Futura spa - società pubblica per la formazione e sviluppo del territorio
- Kridea srl
- Linea Comune Spa
- Milano Accademia di Formazione
- Provincia Autonoma di Bolzano
- Provincia di Forlì-Cesena
- Provincia di Lodi
- Provincia di Milano
- Provincia di Reggio Emilia
- Provincia di Terni
- Provincia di Torino
- Provincia di Varese
- Regione Veneto - Consiglio Regionale
- Sweden-Emilia Romagna Network (SERN)
- Unione Comunale Tresinaro-Secchia (RE)

## BOOK PUBLISHING

### Our books

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**SistemaSusio** has an important editorial production on the main themes of the managerial world of **innovation and on the development of the PA.**

**Bruno Susio and its partners** have developed numerous publications, thanks to the big experience gained over the years in the world of consultancy, research and training for public and private organizations.

- Susio B., Barbagallo E., *La Qualità paga. ISO 9001:2008. Garantire la qualità dei servizi ai cittadini in tempo di risorse limitate*, Milano , Edizioni Strategiche, 2009
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- Susio B., Barbagallo E., AA VV, *Glossario della Qualità Totale nella P.A.*, Milano, Franco Angeli Editore, 2001
- Susio B., Negro G., *La Qualità Totale nella Pubblica Amministrazione*, Milano, Il Sole 24 Ore Libri, 1998

## **“Edizioni strategiche”**

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**“EdizioniStrategiche”** is the **SistemaSusio**’s editorial project. Its goal is to give voice to ideas and people who care about the innovation of public administration in our country.

The publications are available by requesting at **“EdizioniStrategiche”**:  
info@sistemasusio.it

If you want to collaborate and publish with **“EdizioniStrategiche”** write to:  
segreteria@sistemasusio.it.

- Susio B., Barbagallo E., *La Qualità paga. ISO 9001:2008. Garantire la qualità dei servizi ai cittadini in tempo di risorse limitate*, Milano, Edizioni Strategiche, 2009
- AA VV, *Quality Cities: developing a common approach to quality in the education and elderly care services*, Milano, Edizioni Strategiche, 2009
- Susio B., *La consulenza che serve. Accompagnare l'innovazione nella Pubblica Amministrazione*, Milano, Edizioni Strategiche, 2008