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ORSOLINA 28

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**A systemic
approach for
[Orsolina 28]:**

Harmonizing nature,
art and identity

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A systemic approach for Orsolina 28:

Harmonizing nature,
art and identity

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ORSOLINA 28
ART FOUNDATION

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Introduction

In the countryside of Moncalvo, Italy, lies **Orsolina 28 (O28), an art foundation that has organically evolved into a multifaceted cultural hub.** Initially recognized for its renowned dance intensives & masterclasses, O28 has gracefully expanded its repertoire to enclose an array of offerings, from yoga and ballet to organic gastronomy and immersive nature experiences. However, a perceptual gap exists—internally and externally—obstructing the comprehensive understanding of O28's true identity.

This master's thesis embarks on a journey employing the **systemic design methodology to harmonize O28's diverse elements, fostering a unified identity that transcends individual components.** Through collaboration with stakeholders and strategic alliances, this study seeks not only to redefine O28 but also to position it as a model for holistic, environmentally conscious cultural hubs.



moving to

circular, holistic, ecosystem

collaboration, autopoiesis

complexity

Photographed by Stefano Trovati

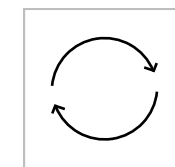
Chapter 1

Systemic Design methodology

Introduction to Systemic Design

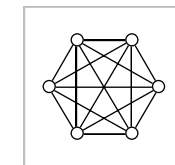
Systemic design serves as the main methodological framework for this thesis. All the research and design work conducted has been developed in accordance with the principles and steps of systemic design. This approach derives from applying systems theory to the discipline of design, resulting in “a **holistic approach applied to projects for artifacts and services, which allows one to have a wider view of the context/scenario in which this discipline will be introduced**”. (Battistoni et al., 2019).

The five principles of SD provide valuable insights into the pursuit of a more sustainable economy and society, similar to the concept of Circular Economy (CE). Moreover, they offer a well-defined methodology for designing new systems that can help us achieve sustainable goals. As elaborated extensively in Bistagnino's book "Systemic Design" , the five SD principles are as follows (Barbero, 2017):



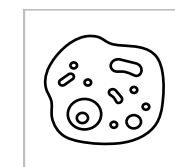
Output becomes input

This foundational principle underscores the transformation of a system's waste into valuable resources for another system. **This process fosters continuous flows of material, energy, and information, ultimately striving for minimal emissions.** This principle enables anthropic processes to emulate the efficiency of natural systems.



Relations generate the system

The interconnectedness of various elements within a system is vital, facilitated through the exchange of material, energy, and information. These interactions contribute to the system's inherent strength. **The relationships formed within the system are characterized by openness and inclusivity.**



The system is self-generating

Self-supporting and self-replicating, **autopoietic open systems have the capacity to evolve in response to changing environmental conditions.** Similar to biological systems, they possess self-regulating mechanisms and exhibit dynamic stability while adapting to the co-evolutionary dynamics of the larger system.



Actions are local

Prioritizing the utilization of local resources within the operational context is crucial. **This approach preserves cultural and material heritage and allows for system replication in different locations.**



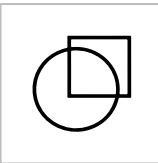
The human being is at the center of the project

The relationship between humanity and its context lies at the core of any project, albeit not from an anthropocentric perspective. **Integrating the human element into the design process is imperative to ensure the preservation of local culture and expertise** while fostering a harmonious coexistence between people and their surroundings.

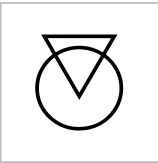
Applying Systemic Design

To apply systematic design effectively to any project, several essential phases or steps must be undertaken. **These phases serve as a framework for establishing the foundational context required to develop a new systemic approach that prioritizes sustainability across all dimensions.** These phases entail a continuous interplay between

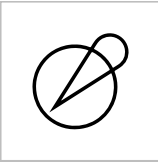
divergent and convergent thinking, meaning that the process involves both broadening and narrowing the focus on contextual factors. This approach helps determine the optimal path forward for a project while considering the interests of all stakeholders involved. Its main steps can be divided as follows (Battistoni & Barbero, 2017):



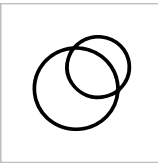
Holistic diagnosis (HD) with field and desk research
An analysis and visualization of all the components that define the current scenario, considering both the surrounding context and the flow of energy and matter.



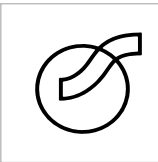
Definition of challenges and leverages for change
With the complex data collected in HD, it is possible to underline the criticalities and potentialities, and gather eco-guidelines, for the definition of new complex systems.



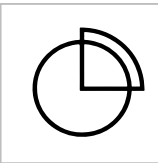
Design of a new system
The system is created based on relationships between processes and actors, optimizing the energy and material flows and valorising the waste as resources.



Study of the outcomes
Preliminary evaluation of the benefits given by the system at environmental, economic, and social level. In addition, the possible results from different scales, temporal or physical.



Implementation
Realization of the system in the specific context and the evaluation of the feasibility of the new business plan.

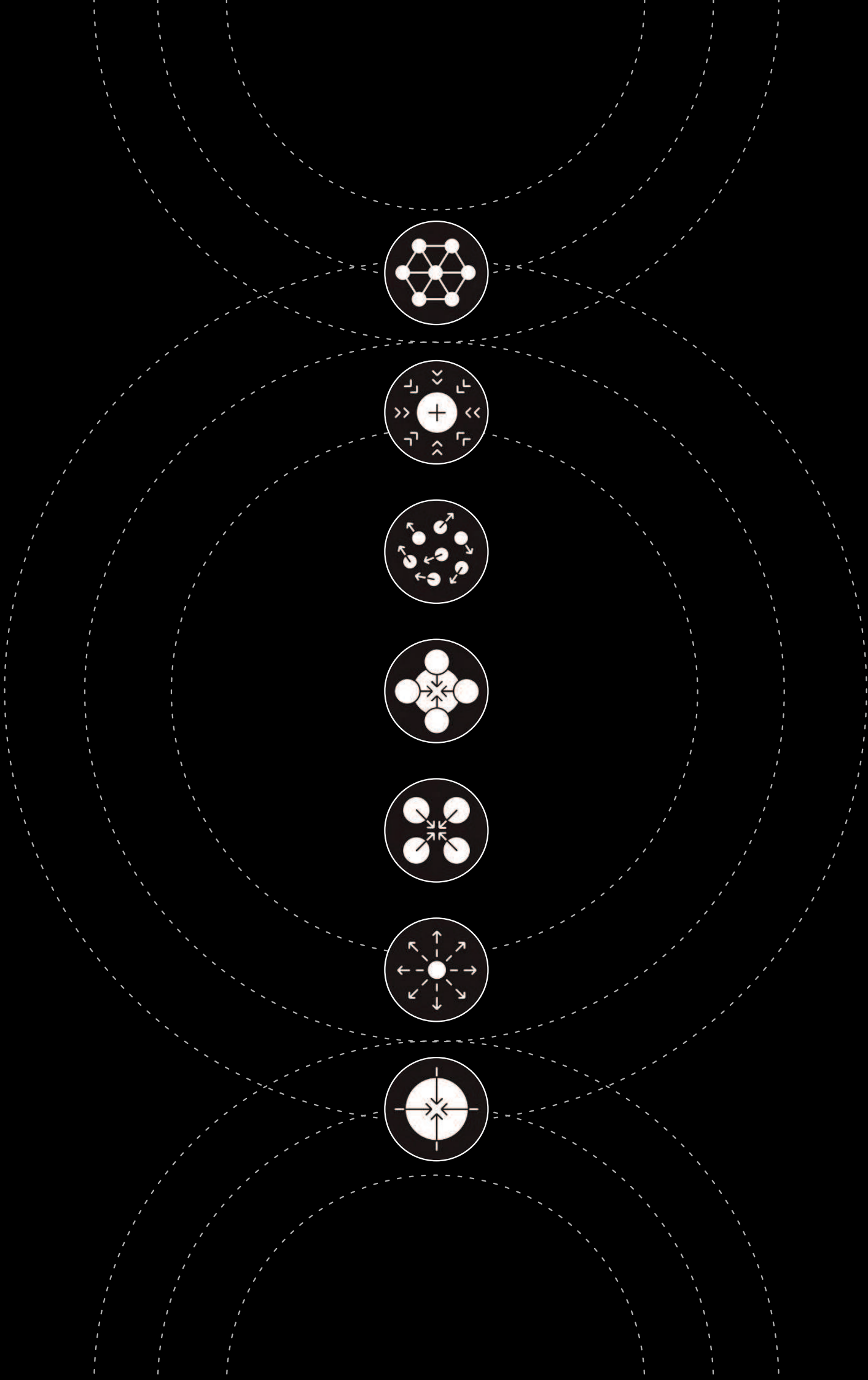


Analysis of the results and feedback
The inputs coming from the implementation improve the project and enable the discovery of new opportunities, making it autopoietic.

Orsolina 28 as a complex system

Orsolina's unique blend of nature and art establishes it as a rare ecosystem with few comparable references. This unusual pairing complicates the communication of Orsolina's identity, often perceived as individual components rather than a cohesive system. Employing the systemic design methodology facilitates the establishment of essential relationships, harmonizing the parts into a unified whole both internally and externally.

While systemic design typically focuses on environmental and social benefits, its application at O28 extends to a comprehensive redefinition of its identity. Adopting a systemic approach allows the navigation of complex scenarios, such as Orsolina's ecosystem, enabling the generation of solutions that positively impact the company and unlock new opportunities within the territory.



Company analysis: Orsolina 28

(Orsolina 28, 2023)

An international center located in Moncalvo for **the promotion of nature and choreutics**, open to professionals and non-professionals, Orsolina offers different services, all related to body & movement.



History of Orsolina 28

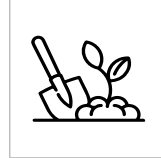
O28 was born from a deep sense of gratitude, a desire to **share a natural setting and provide a home to artists** who will inspire timeless works of art. This vision was accomplished by **Simony Monteiro**, a New York-based dancer of Brazilian heritage. Monteiro's goal was to **establish a dance studio in the Monferrato hills**, designed to provide local aspiring

dancers with a dedicated rehearsal space. Over the years, as relationships were created between Monteiro and other artists, **Orsolina28 has evolved into a recognized institution, attracting world-class dancers** and solidifying its status as a significant reference point within the global artistic community.

[Legal form]

It is legally constituted under the **Orsolina28 Art Foundation**, and within these three companies that develop different processes: **an agricultural company, an agritourism company and a company dedicated to sports and artistic activities.**

**Orsolina società
Agricola semplice**
5 employees*



**Orsolina 28 società
sportiva dilettantistica**
3 employees*



Orsolina Srl
15 employees*



* These are permanent employees. The other employees are service providers and depend on the season.

[2.1.2]

Services, products & initiatives

[Services]

Two worlds come together at Orsolina, dance and nature, offering artists, students, choreographers or companies to live an authentic experience and connect with each other and with the beauty of nature that the region offers.

Orsolina28 aims for "**each individual to experience dance as a powerful vehicle for discovery, freedom, courage, joy and human connection**" and to achieve this goal it offers a range of services that help build strong bonds for anyone wishing to study or explore dance as a means of personal growth.

Each of the services have been designed with the vision of **making dance, wellness and connection with nature to people of all ages** who wish to experience them, among the services offered by Orsolina28 can be found the following.



Photographed by Julien Benhamou

Intensive program

These courses include immersive training weeks dedicated to different techniques with in-depth repertoire, led by world renowned guest masters and exceptional educators.

Masterclass & workshops

The Intensives are paired with Masterclasses and Workshops, designed for those who wish to expand their knowledge of dance by confronting different styles, techniques and disciplines, under the guidance of internationally renowned artists.

An integral part of the O28 experience, these complementary Masterclasses and Workshops offer a valuable opportunity to learn from the expertise and generosity of great masters.



Photographed by Julien Benhamou

Orsolina 28 school

The training proposed by O28 School includes seven courses divided by age, led by expert teachers with international experience. Lessons include Classical Ballet, Graham technique, and Hip Hop, all in accordance with rigorous standards to ensure safety and to promote a deep balance between mind, body and spirit.

The Orsolina 28 school is focused on conducting classes for children of all ages, including babies. These are a series of lessons ranging from 45 to 90 minutes where children experience different dance techniques along with musicality, helping them to exploit their artistic abilities. Among the different categories of classes are:

- Baby steps (18-36 months)
- Baby (4-6 years)
- Primary (7-8 years)
- Beginners (9-11 years)
- Intermediate I-II (12+ years)
- Hip hop intro (7-11 years)
- Hip hop teens (12+ years)



Photographed by Julien Benhamou

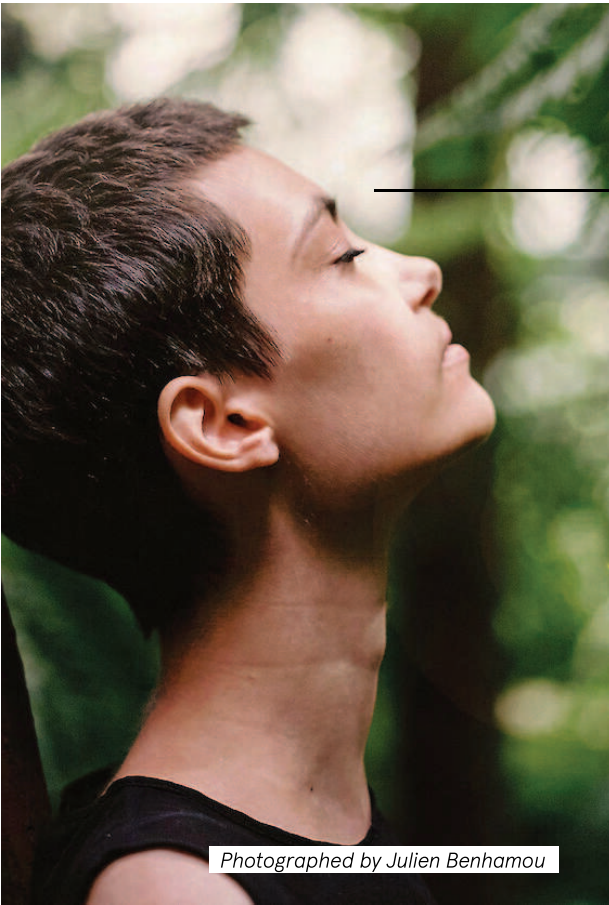
Wellness

The center proposes a series of physical preparation activities promoting the psycho-physical balance. The courses of GRAVITY®, pilates, HIIT, and barre workout, open to everyone – dancers or not – are focused on awareness and proper use of the body:

- Yoga
- Gravity
- Pilates matwork
- Hiit
- Barre workout
- Gravity teacher program
 - Gravity foundation
 - Gravity pilates reformat evolved
 - Gravity dancers
 - Gravity post-rehab



Photographed by Julien Benhamou



Photographed by Julien Benhamou

Wellness experience

Orsolina28 Wellness Experience is a program dedicated to psychophysical improvement. Yoga courses, Pilates Matwork, Gravity and other activities dedicated to body care alternate with outdoor activities: educational walks in nature, horticulture classes, biodiversity lessons and Foraging Walks to discover the wild herbs growing on the hills.

[Products]

Merchandising

Orsolina offers a range of merchandise for artists, students and visitors in the on-site shop, including t-shirts, hoodies, thermos, etc.



Photographed by Andrea Guermani



Photographed by Sara Daidone

O28 products

The variety of cultivated products and the quantity of production allows Orsolina to use a part of it for the creation of jams and to make it available for sale to the public. Vegetables from the garden are also sold in a reusable basket.

[Initiatives]

At the heart of the association is **Orsolina Art Foundation**, which was born to promote and transform the future of the performing arts into a social culture. It stands out for its environmental, social and cultural commitment, guided by values such as: **interacting with the community, fostering talent and cultivating inclusion.**

These principles have promoted the creation of different initiatives classified in **three different macro-categories: social, cultural and environmental.**

[Social initiatives]



Retrieved from Orsolina.it

Estate Paideia

Since 2001 the Paideia Foundation has been carrying out a vacation project, "Estate Paideia", which has involved over 700 families with children with disabilities.



Retrieved from Orsolina.it

Orsolina28 for School

As part of its commitment to the territory, in the 2019-2020 school year, the Orsolina28 School collaborated with the City of Moncalvo and local sports associations to support an elementary school, Rita Levi Montalcini, in developing free ballet and hip-hop lessons. This initiative aimed to spread the culture of dance and quality sports training in a context with children of different backgrounds, ages and cases of social fragility.



Photographed by Cristian Sanabria

Sensory garden

A sensory garden has recently been built as a new activity for visitors to Orsolina, through which they can benefit from a unique experience and space that features surfaces, objects and plants that stimulate their senses through touch, sight, scent, taste and hearing.

Call for creation

Residency project for young choreographers promoted by Orsolina Art Foundation, born from the urgency and desire to contribute to the recovery of dance after the crisis that the COVID-19 pandemic has produced in the field of performing arts.



Retrieved from Orsolina.it

IDEA Academy

Orsolina28 Art Foundation partnered with IDEA – International Divertimento Ensemble Academy – and hosted in its spaces two international workshops dedicated to young composers and conductors.



Retrieved from Orsolina.it

Phytodepuration

For wastewater purification, its mimicked the self-purifying capacity of natural wetlands by exploiting complex biochemical, physical, and physiological purification processes. This process results from a combined action between substrate, plants, effluent, and microorganisms present.



Retrieved from Leapfactory.it

[Cultural initiatives]

[Environmental initiatives]

[Environmental initiatives]



Retrieved from Freshwatersystems.com

Rainwater harvesting

Water used to irrigate the vegetable fields and gardens comes from two underground cisterns that store rainwater through the roofs of the structures.



Retrieved from Elevatepacking.com

Composting

Allows plant waste to be totally recovered, turning it at the end of the process (after looking for 8–9 months) into an excellent fertilizer used in the garden and vegetable fields.



Retrieved from Carbotechia.info

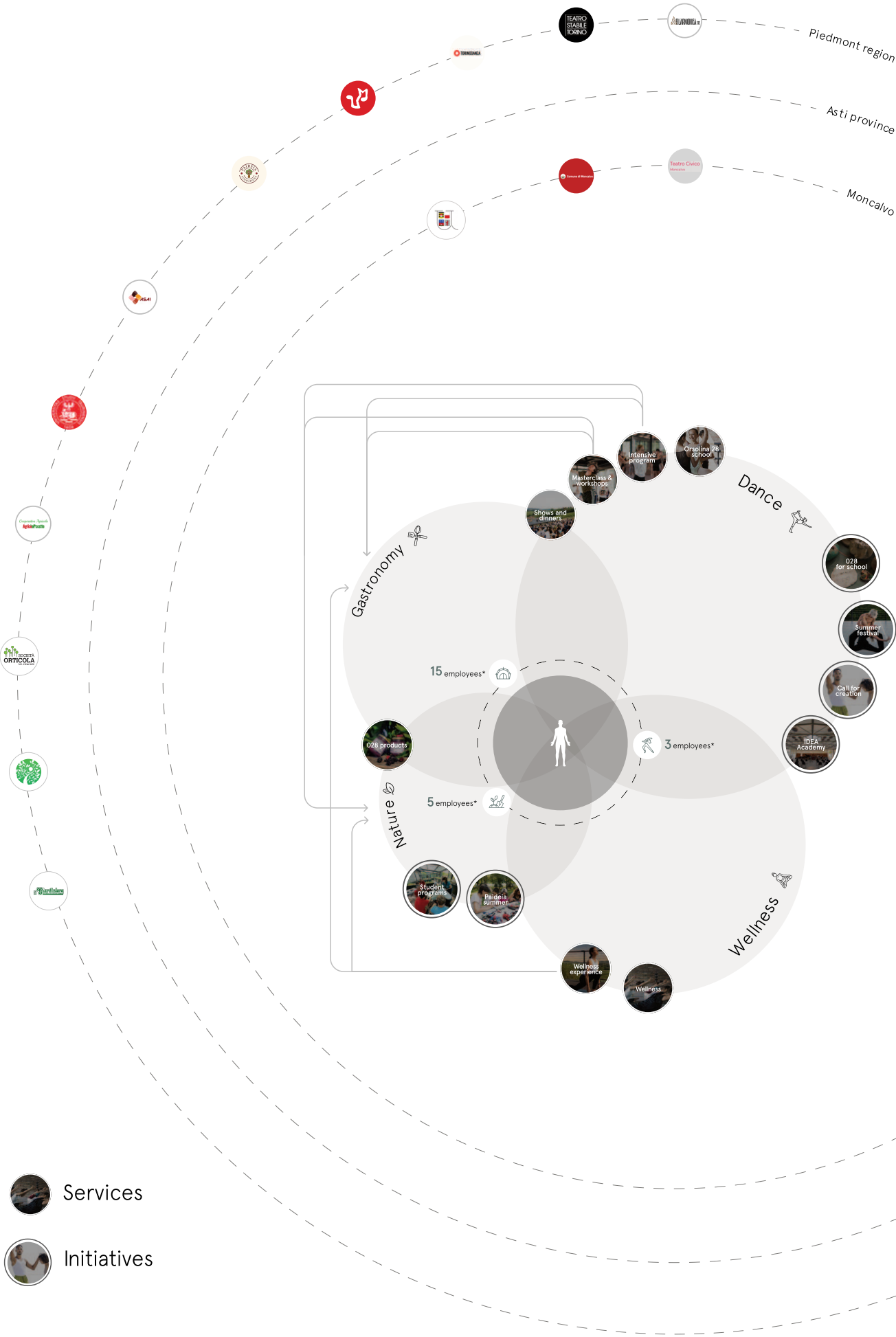
Plastic limitation

In order to limit the use of plastic, harvested vegetables are transported using willow baskets. No plastic pipes are used in the "Drip-by-drip" irrigation system. Dancers have hydration points to discourage the use of plastic bottles.

[Today's Orsolina ecosystem]

The staffing arrangement and service distribution at Orsolina are organized into four dimensions centered around human well-being, with a **primary focus on the dance domain, having the majority of experiences.** Within these dimensions, certain activities cross around multiple areas to provide more comprehensive services.

O28 currently has various regional partnerships to enhance its user services, including both infrastructure and entertainment aspects.



[Stakeholders]

Orsolina works together with various partners, and many of them are local businesses from the Piedmont Region. Each partner brings something unique to Orsolina, and Orsolina does the same in return.

These partnerships can be clustered into three main categories: first, suppliers who provide essential products or services. Then, there are collaborators who support different activities and artistic projects. Lastly, some partners that focus on the social aspect of the community.

[Suppliers]



AgricoPecetto
Orsolina buys from the farm the fruit jams that are not produced in the garden, e.g. peach and apricot.



Società orticola del Piemonte
Orsolina participates in the FLOR event created by La Società Orticola del Piemonte promoting the activities and experiences, reaching new potential targets.



Sguardo nel verde
Sguardo nel verde and Orsolina collaborate to develop green-related activities and experiences.



Il giardiniere di bonifacino
Collaboration for the design and construction of green spaces and green-related infrastructure.



Agrarian University of Turin
Orsolina receives students every year for their internships or thesis on different topics.

[Social partners]



Paideia
Orsolina and Paideia work together to develop a summer camp for children with disabilities and their families.



ASAI
Orsolina and Asai work together to support children in situations of fragility and migrants to have extracurricular activities.



Unione Terre del Tartufo e di Ponzano
Offers 20 tickets for performances at Orsolina with a discounted price of €5 to residents of these municipalities.



Municipality of Moncalvo
Orsolina partners with the municipality to promote events and performances to the community. A discount is given on the tickets for the shows.

[Artistic collaborations]



Teatro Stabile di Torino, Torino Danza and Filarmonica trt
They support Orsolina with the sale of tickets for the performances.



Unione musicale di Torino
Orsolina hosts artists coming for music events on the premises.



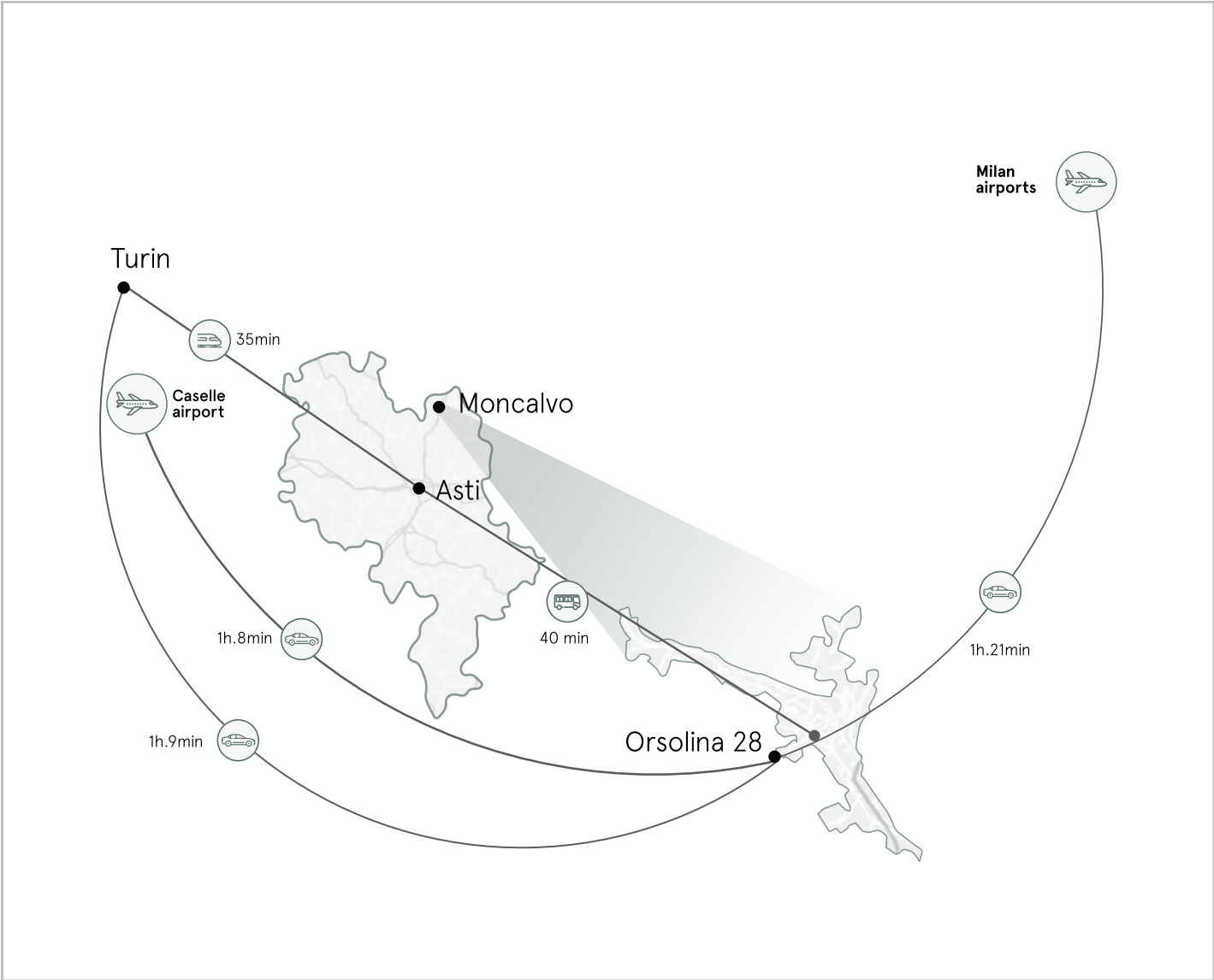
Moncalvo Civic Theater:
Orsolina opens its doors to the territory by performing in the theater and also inviting the inhabitants of the town.

Orsolina’s spaces

Orsolina28 comprehends an area of 200,000 square meters, with a dedicated **4,500 square meters allocated to on-site food production**. The provided visual map illustrates the division of this space and its primary functions, including green areas for relaxation, classes, agricultural cultivation, and purpose-built dance studios. These dance studios have been thoughtfully designed to capitalize on the breathtaking views of the scenic Monferrato region.

Each of these spaces is outfitted with cutting-edge sound systems. Regarding performance venues, **the Open Air Stage stands out for its stunning panoramic vista of the surrounding valley**. Additionally, The Eye, an architectural marvel, finds itself within a picturesque meadow with cherry trees.





[How to get to Orsolina 28]



From the airport Caselle in Turin or Malpensa in Milan, go to the center of Turin to take the train or bus to Asti, then bus 46 to Moncalvo.



Taking a Flixbus from Lingotto in the direction of Asti and then bus 46 in the direction of Moncalvo. **Average time 3 hours.**



From Porta Nuova station taking a train in the direction of Asti, then taking bus 46 in the direction of Moncalvo. **Average time 2 hours.**

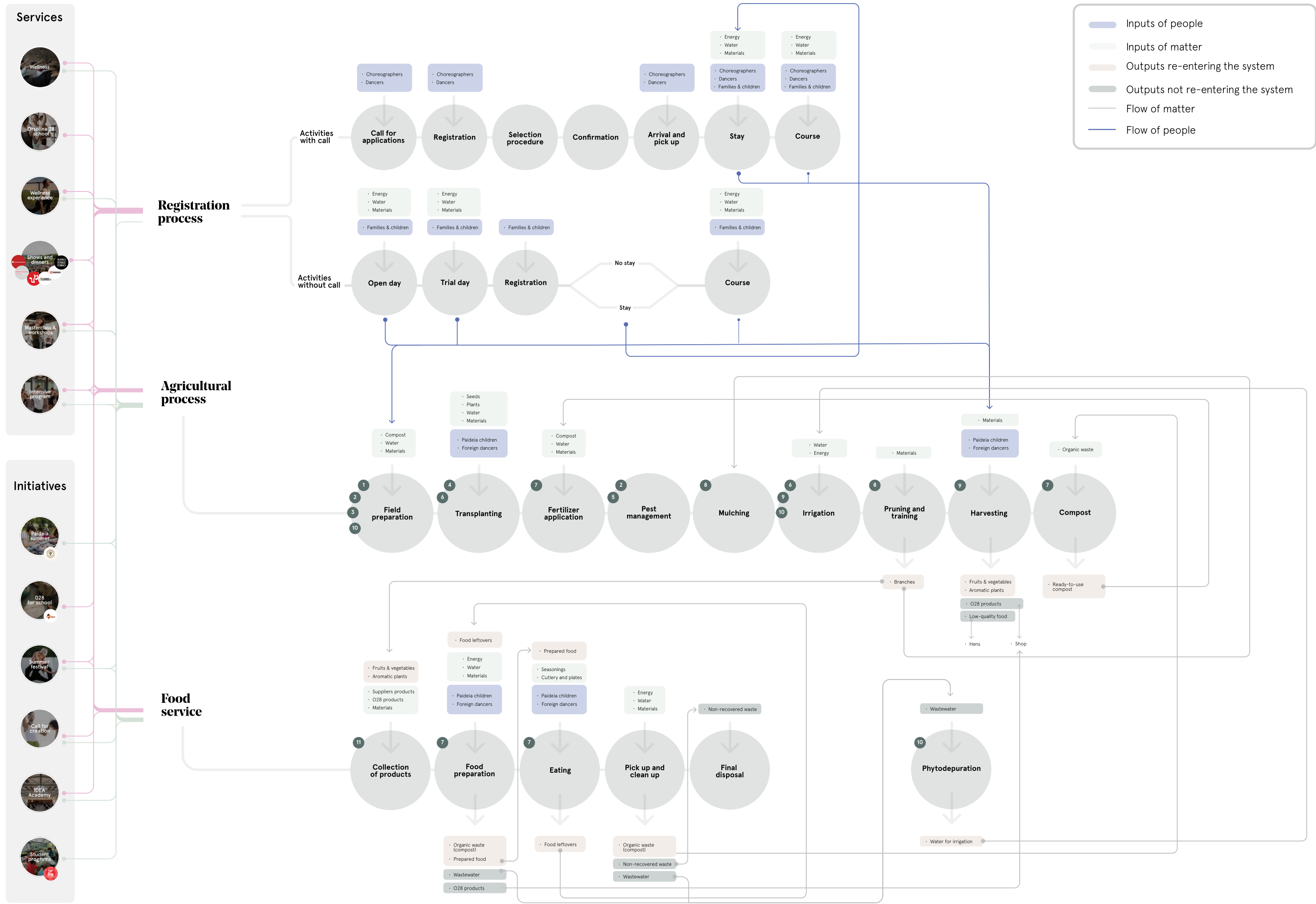


From Turin by car or private transport takes an average of **1 hour**. Take the E70 freeway to Asti and then the SS706 in the direction of Moncalvo.

Orsolina’s processes

The logistical tasks ensuring the smooth operation of O28 and delivering the expected service to visitors are divided into three stages. First, the **registration process for visitors**, categorized into those passing a "call process" and those who don't; many of the visitors actively participate in the following processes. Orsolina28 achieves self-sufficiency in **agricultural production**, carefully cultivating on eight south-facing terraces using a seasonal crop rotation strategy for optimal soil structure. Except for meat, dairy products, olive oil, and a limited amount of small tomatoes,

all agricultural products are produced internally. Finally, the **harvested products are exclusively used in the restaurant for customer consumption** or activities involving children and dancers from various programs. Throughout Orsolina's processes, **diverse sustainable practices are implemented to ensure product quality and reaffirm its commitment to the environment**. The attached diagram provides a comprehensive overview of the entire process, considering inputs and outputs.

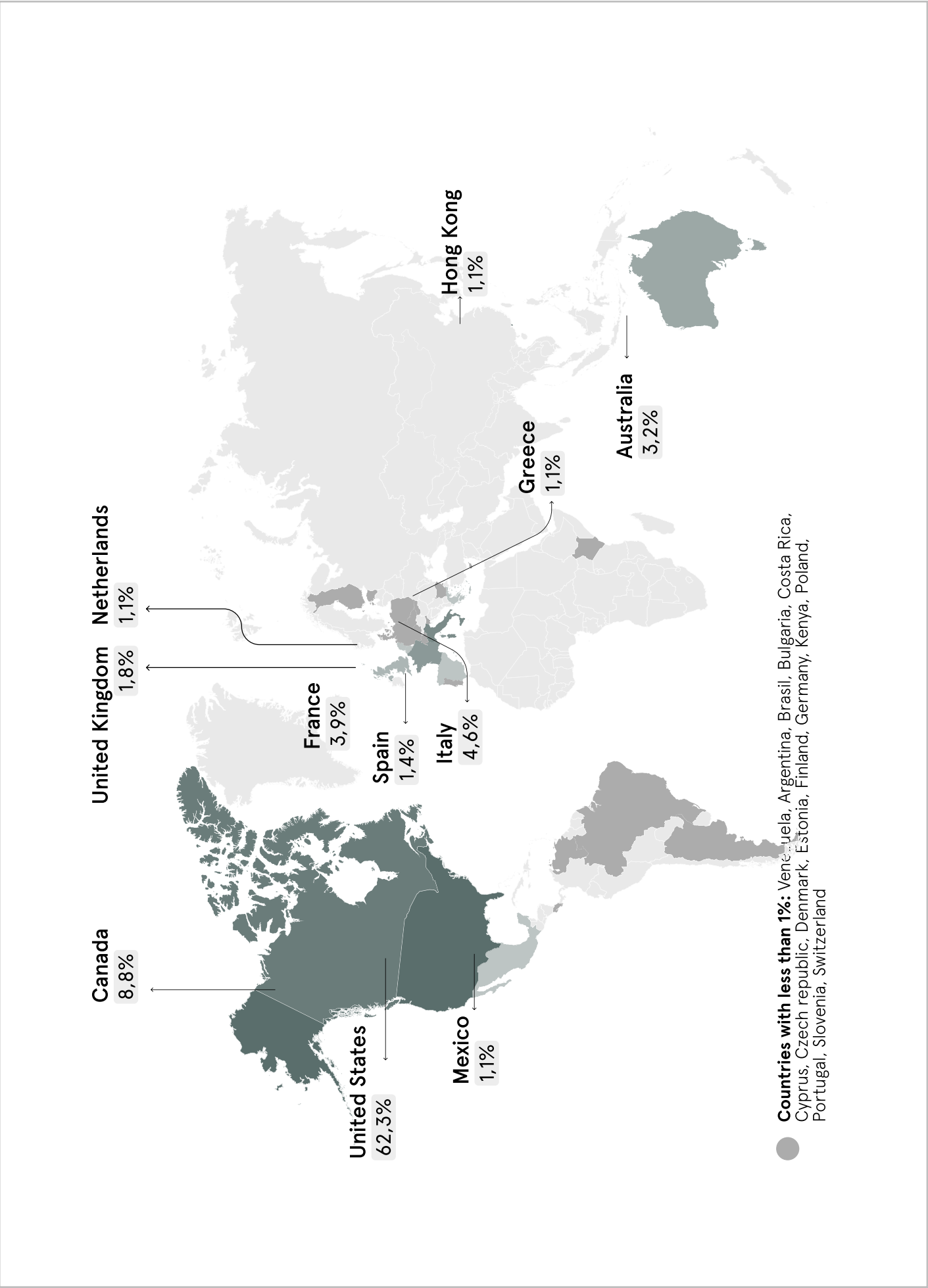


[Best sustainable practices]

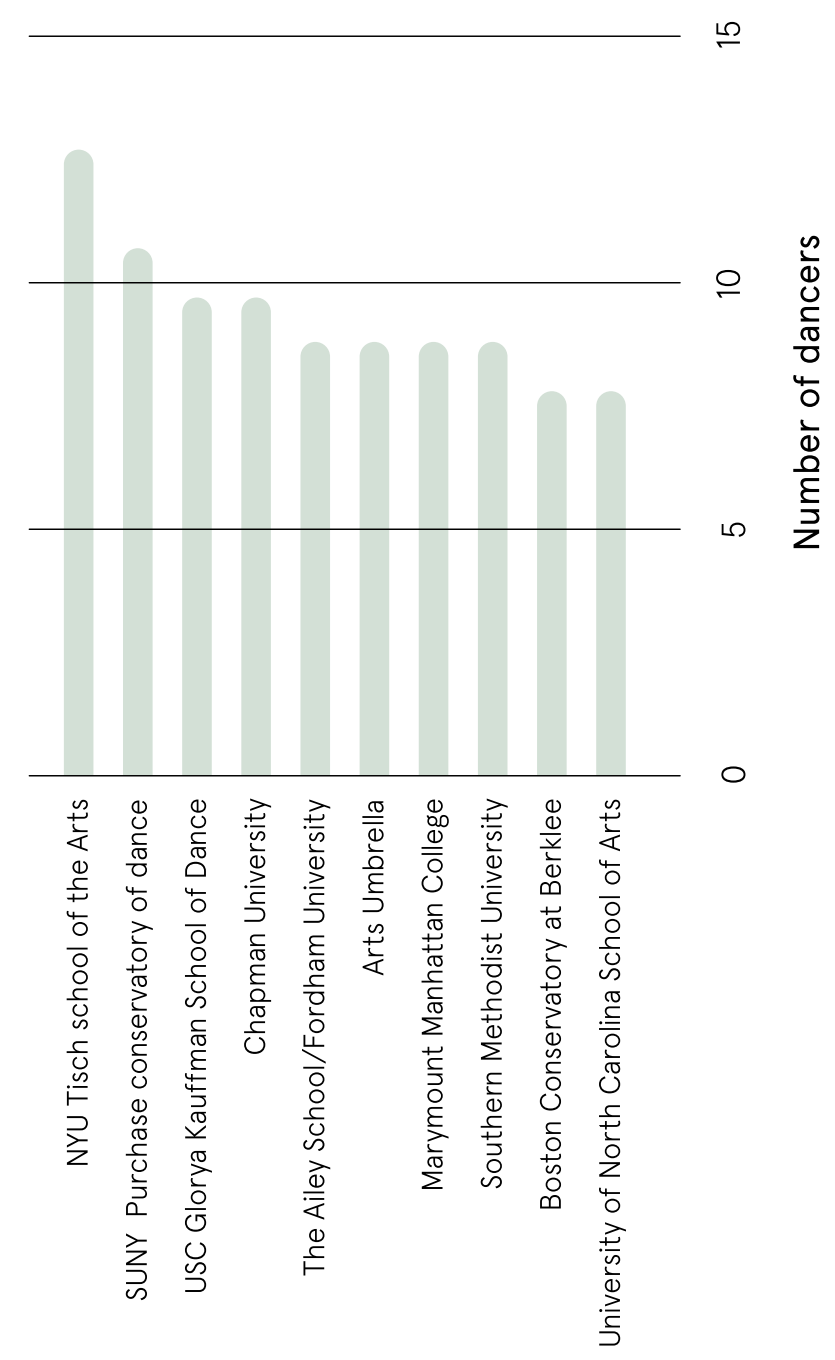
- 1**
Naturalistic engineering techniques to contain soil. Simple and double piles were constructed to avoid using concrete.
- 2**
Annual crop rotation in the different areas of the vegetable garden to **protect the soil** and fight **against fungi and insects**.
- 3**
Implementation of **green manure**, growing certain types of plants and burying them during tillage to **counteract erosion and the loss of fertile soil**.
- 4**
Seasonal **seed selection** for naturally resistant species or plants with low water consumption.
- 5**
Cultivation of species that attract pollinating insects and antagonistic insects to **promote plant pollination and naturally combat harmful insects**.
- 6**
Use a **drip-by-drip irrigation** in which plants receive water in small amounts directly from the soil every 30 cm, **avoiding water loss**.
- 7**
Recovery of non-consumed food for **menu planning** and organic waste for **composting**.
- 8**
The branches obtained during **winter pruning** in the garden are used then for mulching: **spreading on the soil around the plants a layer of straw or wood chips**.
- 9**
Selection of implements to be used for the different processes made with **alternative materials** to **limit the use of plastic**.
- 10**
Water collection, through the processes of **rainwater harvesting** and **wastewater purification process**.
- 11**
Network of **local suppliers** for the purchase of products.

Where do dancers come from?

In the 2023 edition of experiences, a total of 284 dancers from 29 different countries took part, predominantly from the **USA with 177 participants, followed by Canada with 25**. Representing over 28 dance schools, they engaged in the dance programs offered by Orsolina 28.



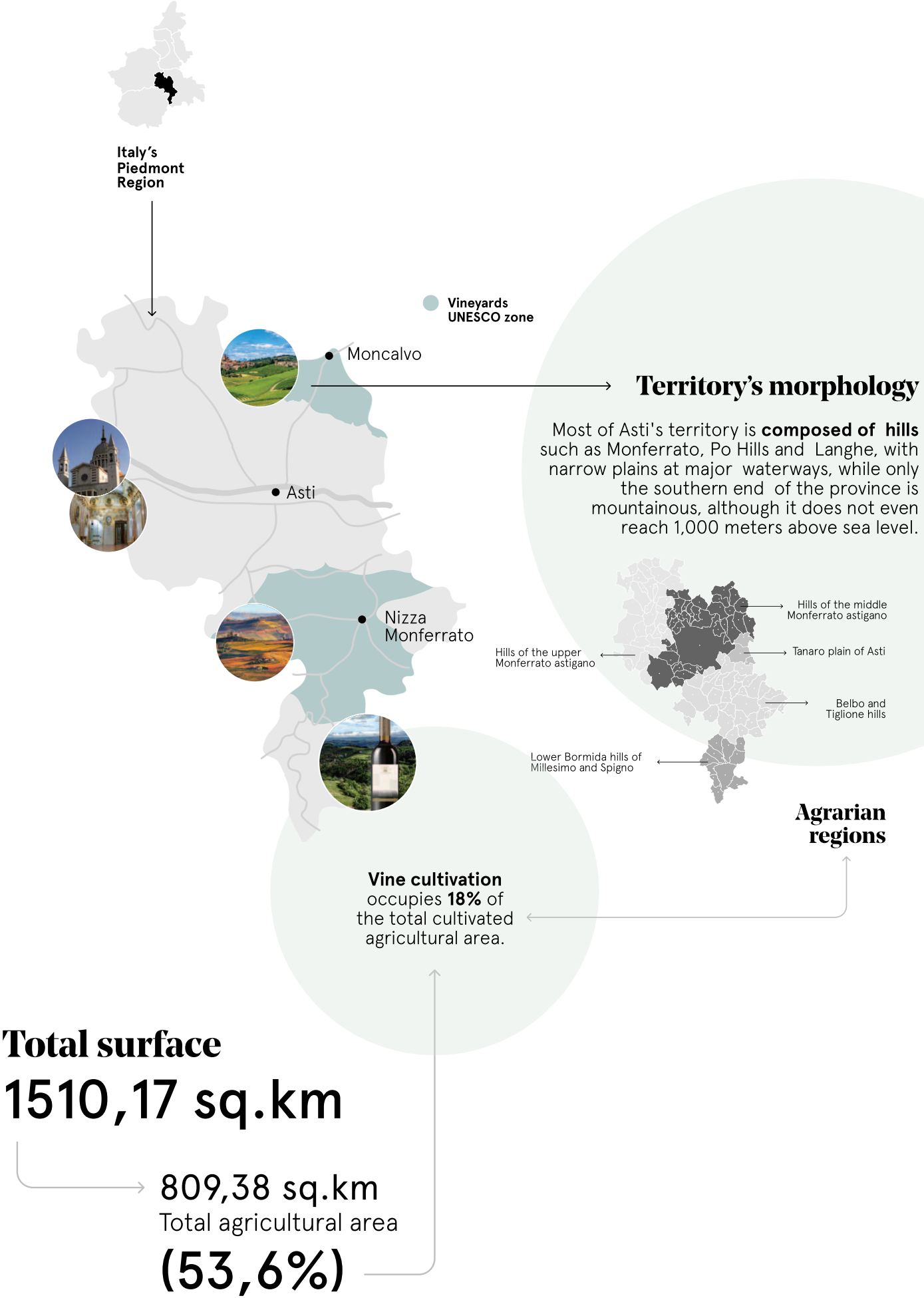
[Top ten universities]



Territory analysis: Asti Province

The province of Asti, situated in the **northern part of Italy within the Piedmont region**, was established in 1935 and has 118 municipalities. It borders the provinces of Turin, Cuneo, Alessandria, and Savona. It bears a **population of 207,446 residents**, with an average age of 48 years. The gender distribution is nearly even, with 50.7% being female and 49.3% male. Covering an area of 1,510.17 square kilometers, the province has a population density of 137.37

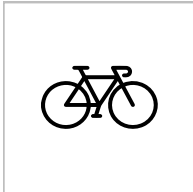
inhabitants per square kilometer. **Its geographical shape resembles a cluster of grapes, reflecting the significance of viticulture in the region** (Tuttitalia, 2023). The province **is predominantly characterized by hilly terrain** and is divided into five distinct agricultural regions: the Hills of Alto Monferrato Astigiano, Medio Monferrato Astigiano, Hills of Belbo and Tiglione, Hills of Basso Bormida di Millesimo and Spigno, and the Plain of Tanaro Astigiano. (Provincia di Asti, 2023).



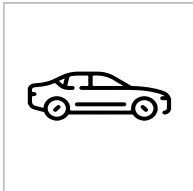
14km **Traveled annually in public transportation**
(per inhabitant)



8,4m **of bikepaths**
(per 100 inhabitants)



68 cars
(per 100 inhabitants)



[Transport within the province]

Transportation problems have been identified in the province of Asti. **Ranked among the lowest of Italy's 107 provinces, problems include inadequate municipal connections** due to the absence of public service lines, a high car-to-inhabitant ratio and limited bicycle infrastructure. Addressing these problems is essential to improving the region's transport efficiency and accessibility.



Retrieved from e-borghi.com

[Moncalvo]

(Città di Moncalvo, n.d.)

In the northern zone of Asti Province, 20 kilometers from Asti, the province capital, is located **Moncalvo, a city that claims the distinction of being Italy's smallest town and is the home of Orsolina28**. It has an area of 17.2 square kilometers and shelters a population of 2,730 residents.

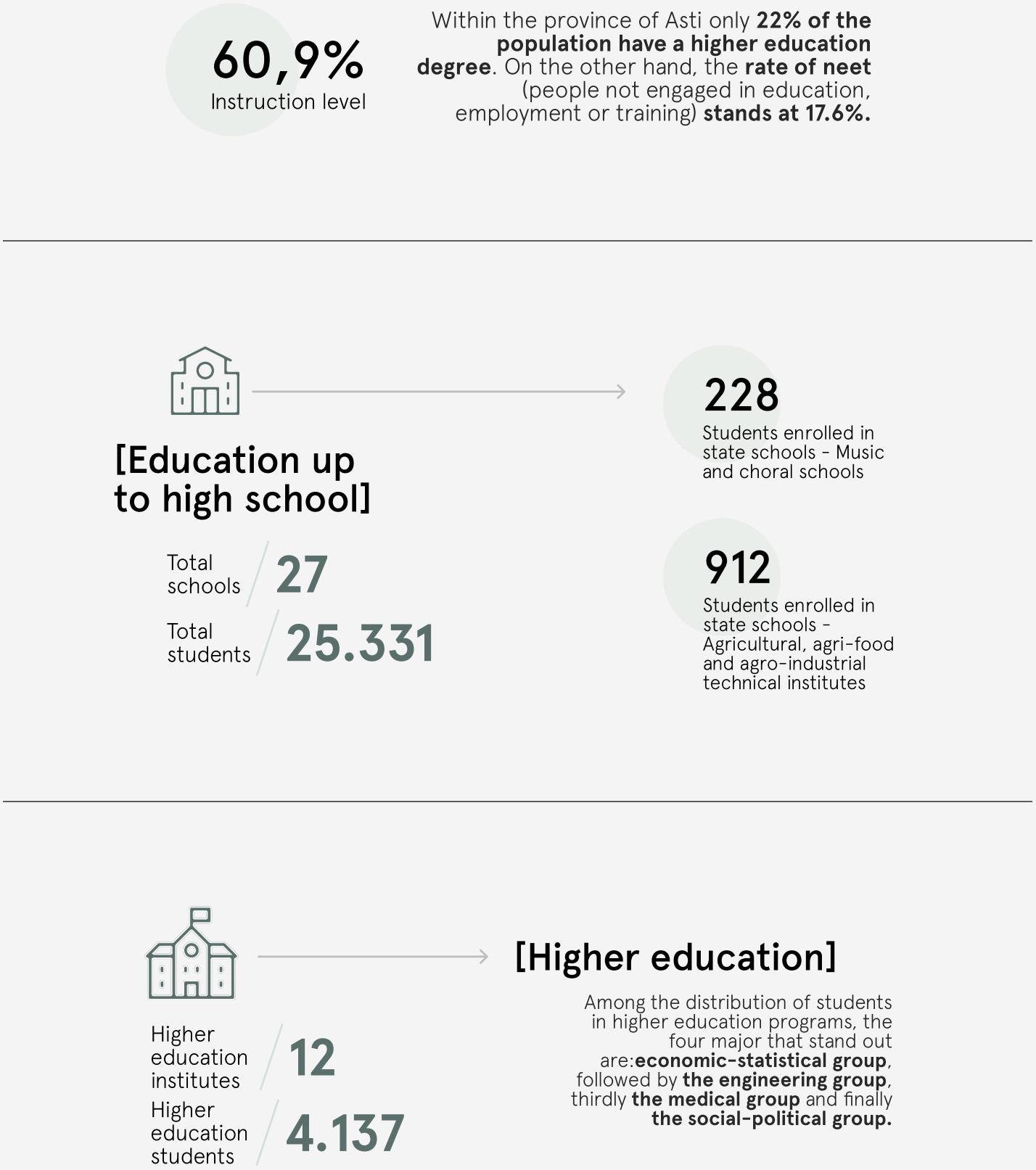
Moncalvo's culinary and oenological culture are notable, **featuring top-tier wines such as Barbera, Grignolino, and Freisa**. The town is known for its truffle product,

hosting the renowned Truffle Fair every October. Culinary delights unique to Moncalvo include the Monferrina mixed fried dishes, "alla moncalvese" mixed boiled meat, agnolotti, finanziaria, and the "bunet" dessert. In terms of culture, Moncalvo owns a rich artistic heritage with precious paintings by Guglielmo Caccia and his daughter Orsola Maddalena. The town's historic center is graced by notable medieval structures, including Casa Lanfrancone and Casa Montanari, **and it was home to the Orsoline nuns**.

Education

The province of Asti has an instruction level of 60.9%. It accommodates 27 educational institutions ranging from kindergarten to high school and has 12 higher education institutions. Consequently, **only 22% of the population possesses a technical or university degree** (BES delle Province, 2022). When examining the distribution of students in higher education programs, **four major**

fields emerge: the economic-statistical group takes the lead, followed by the engineering group, with the medical and social-political groups in third and fourth positions, respectively (ISTAT, 2017). Lastly, the rate of young individuals who are neither studying nor working (NEET) accounts for 17.6% of the total population (BES delle Province, 2022).



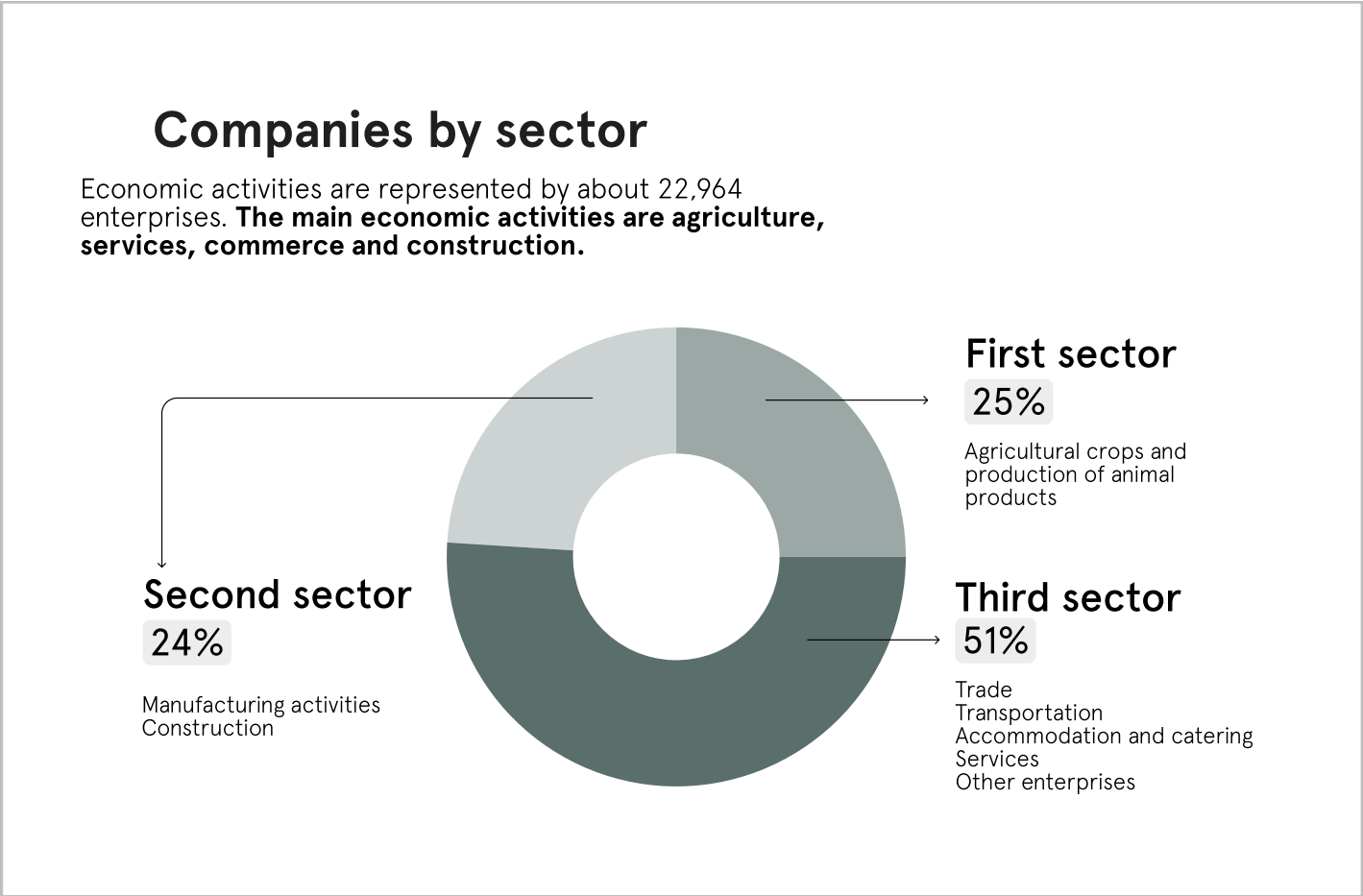
[2.2.2]

Economy & culture

[Economic activities]

Economic activities are represented by about 22,964 enterprises. **The main economic activities are: 25% of enterprises are concentrated in agriculture, 20% in services, 20% in commerce and 16% in construction** (Camera di commercio di Asti, n.d.). **Vine cultivation occupies 18% of the total cultivated agricultural area.** Viticulture is a source of pride for the Asti region: the finest DOC and DOCG wines are produced here. For wine grape production, the province

of Asti ranks first in Piedmont, accounting for 40% of the total. Linked to agricultural production is the food industry, particularly canning, wine, sparkling wine and grappa. The processing and manufacturing of food and wine products has enabled the development of an industry of significant proportions: machinery and tools for the wine industry, glassworks, paper mills, cork mills (Comune di Asti, n.d.).



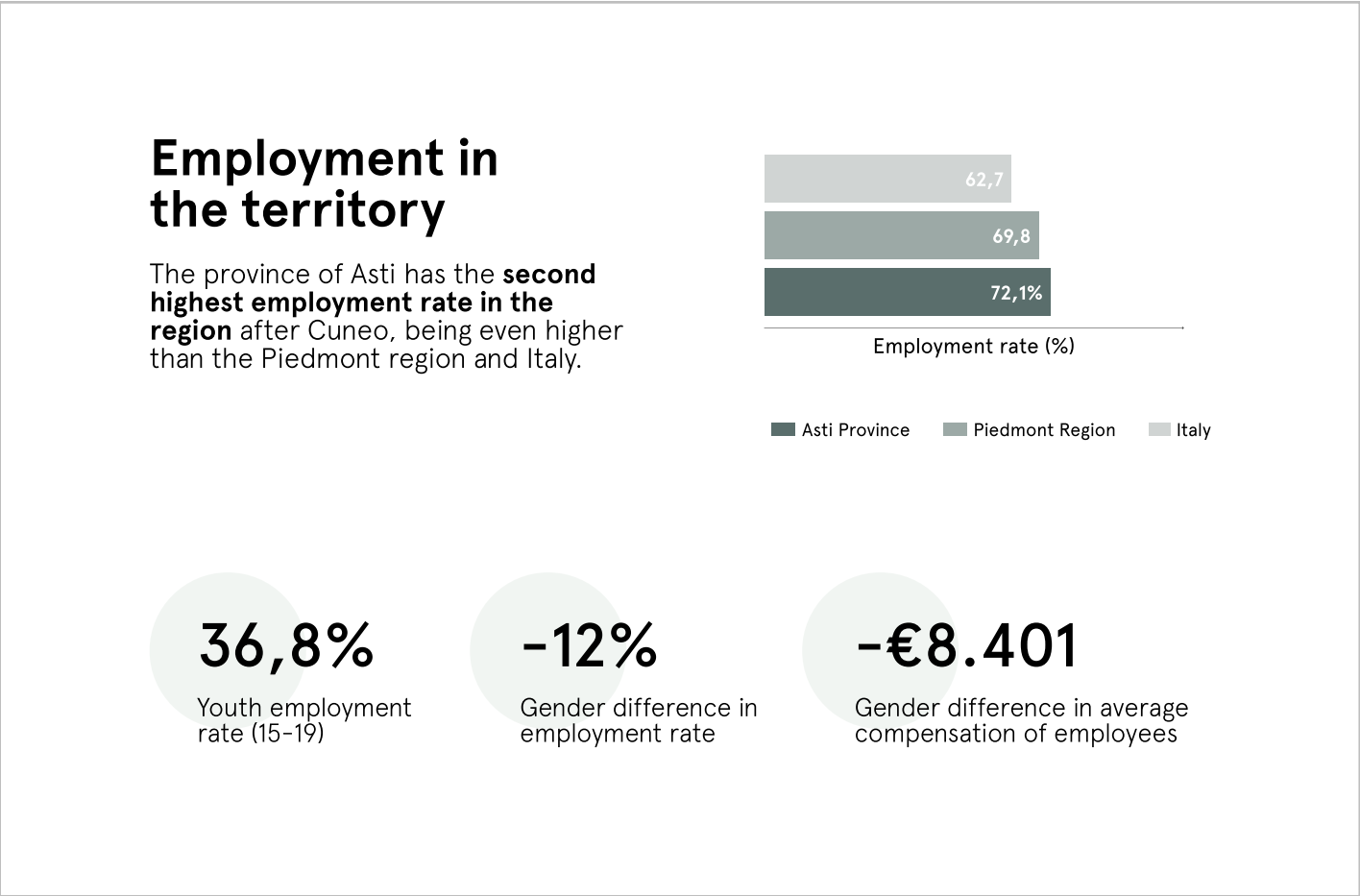
[Employment]

(BES delle Province, 2022)

In terms of economic data, the Province of Asti has favorable figures, especially in terms of the **employment rate (72.1%), which is above the national average (62.7%) and in second place in the region with an average of 69.8%, after Cuneo.** Similarly, the youth employment rate is above the national and regional average with 36.8%. On the other hand, the

unemployment rate for the 15-74 year-olds is 7.4%, lower than the national average of 9.5%.

However, a **high gender difference is also found positioning women with -12% in the employment rate,** additionally, creating also gender difference in average compensation of employees with -8,401 euros.



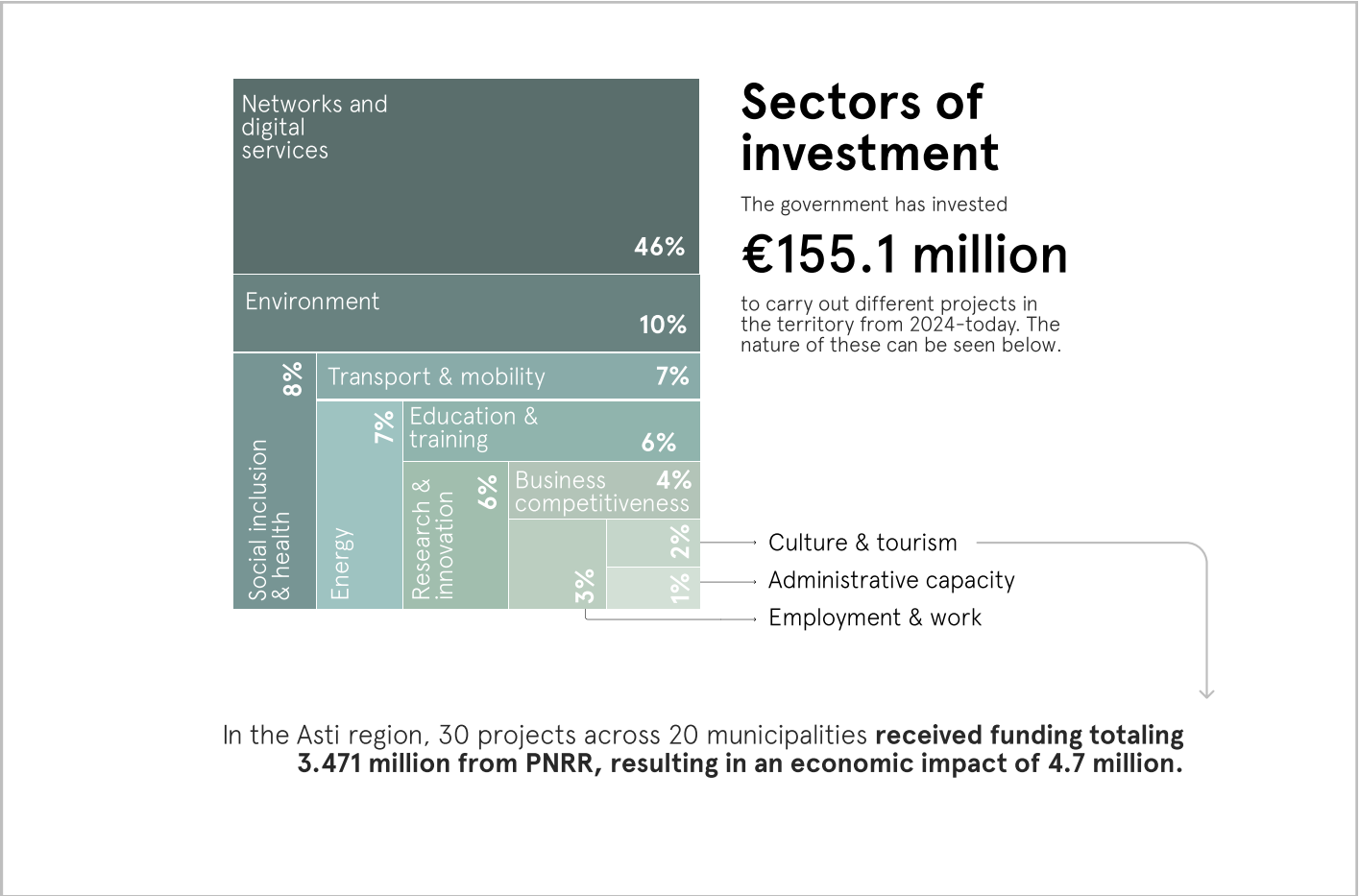
[Investment]

(OpeCoesione, 2023)

During the years 2014-2020 the government has allocated an investment of 155.1 million euros, which have been allocated to different projects, of which 80% are still in progress, 2% resolved projects, 4% not started and 14% concluded.

With 10% of the investment, has been allocated for projects related to the environment. **Only 2% was invested in culture and tourism.**

In 2023, the Asti province secured PNRR funding for 30 projects in 20 municipalities, reaching a total of 3.471 million and generating a notable economic impact of 4.7 million (Astigov, 2023). **Despite influencing investments in the Opencoesione database, the allocated funds for culture and tourism remain below 5% when compared to other thematic areas.**



[Tourism]

The tourism sector of the province is in continuous growth and offers a wide variety of activities for national and international tourists, but above all for lovers of nature and cultural and enogastronomic itineraries. The Asti area, with its convenient location in the heart of Piedmont, is also an ideal starting point for excursions to the renowned resorts of the northwest. The Asti region is increasingly establishing itself as a favored tourist destination,

and this affirmation is reflected in the **steady growth of the commercial, hotel and restaurant sectors** (Astigov, n.d.). **For the year 2022 presented a growth of 35.7% in the number of tourists who stayed at least one night in the province with respect to the previous year,** among the 188,107 tourists 55% were Italian and the remaining 45% from abroad (Analisi Economica Provinciale, 2023).



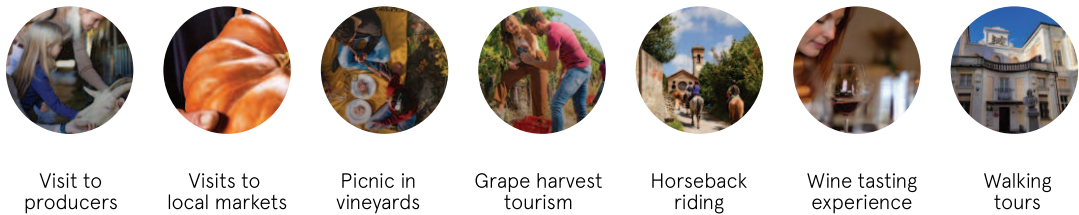
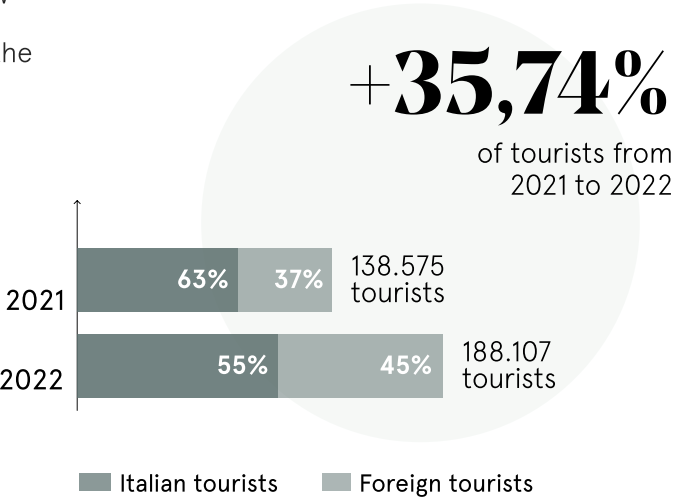
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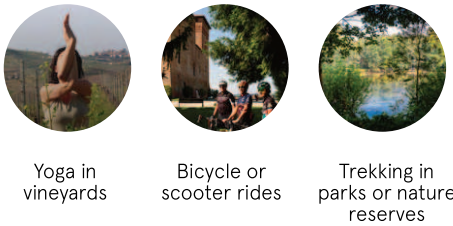
Tourism

Tourism in the territory allows visits to vineyards, churches, museums, towers and so on. The data below represent the number of tourists who stayed at least one night in the province:



Paid experiential activities in Asti

The territory offers different experiences for individuals, families, couples, groups, etc.



[Culture]

(Comune di Asti, n.d.)

The province of Asti is renowned for its diverse array of cultural and artistic events, notably including gastronomic celebrations. **Wine stands out as one of its flagship products and holds the prestigious recognition by UNESCO as part of the Langhe-Roero and Monferrato Wine Landscapes area.** The UNESCO World Heritage designation was granted for the wine-growing landscapes of Langhe-Roero and Monferrato on June 22, 2014.

The Astigiano region has a rich variety of grape varieties, including Moscato, Barbera, Grignolino, Nebbiolo, and Dolcetto, which give rise to wines renowned for their unique aromas.

Within this region, it can be found 16 agrotourism companies and an impressive density of 60 cultural heritage resources per square meter (BES delle Province, 2022). This vibrant cultural scene plays a crucial role in attracting a significant number of tourists. **These companies offer a wide range of services, including paid experiential activities suitable for solo travelers, couples, groups, or families.**

Among the numerous options are visits to local producers or markets, picnics or yoga sessions in vineyards, grape harvest experiences, horseback riding, wine tastings, and an array of sporting activities such as cycling, scooter rides, and trekking in parks and natural reserves.

Furthermore, the province commemorates significant historical events by transforming them into festive and traditional occasions. Historical reenactments like the Palio of Asti, transport participants back in time to gone eras. The Festival in Asti, occurring on the second weekend of September, revives rural civilization with a grand parade featuring three thousand people dressed in period costumes, antique tools and machinery, typical products, and culinary specialties. **Throughout the year, the region hosts an array of events, fairs, and festivals to delight visitors and locals alike.**

Culture & heritage

The province of Asti is recognized for its great variety of cultural and artistic events, among which gastronomic events, the wine is one of its flagship products and is recognized by UNESCO as belonging to the Langhe-Roero and Monferrato Wine Landscapes area.

32

Arts, cultural and recreational associations

16

Agro-turism companies for every sq.km

60

Cultural heritage resources per sq.km

Gastronomic events

Festivals and fairs celebrate the typical products of the region such as wine and truffles.



Historical events

The people remember the most important events in history, turning them into moments of celebration and tradition and taking everyone back in time.



Performing arts sector

(Symbola, 2023)

Cultural and creative activities represent an **important sector in the Italian economy, contributing more than 95 billion euros**. After the COVID crisis, the sector has started to recover and **by 2022 the performing arts had a growth in its added value of 14.1%** and its employment rate also grew by 4.5% compared to the previous year.

The System of Cultural and Creative Production (SPCC) in Italy contributes from seven diverse economic activities related to culture totaling **5.6% of the added value of the national economy**. Representing a growth of 14% compared to 2021.

One of the main activities, the performing arts for the year 2022

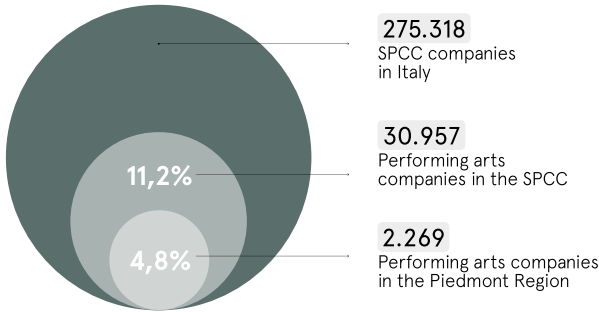
contributed 5.038 billion euros, specifically, the performing arts generate 0.3% of the total value added in Italy.

SPCC companies represent 4.5% of the total number of Italian companies (275,318), of which 30,957 belong to the performing arts throughout the territory, among these 2,269 are located in the Piedmont region.

Companies in this sector provide employment to a substantial workforce of 1,490,738 individuals across Italy, constituting 5.8% of the national employment rate. Specifically, the performing arts sector employs 96,096 individuals, representing a percentage of 0.4% within the national employment rate.

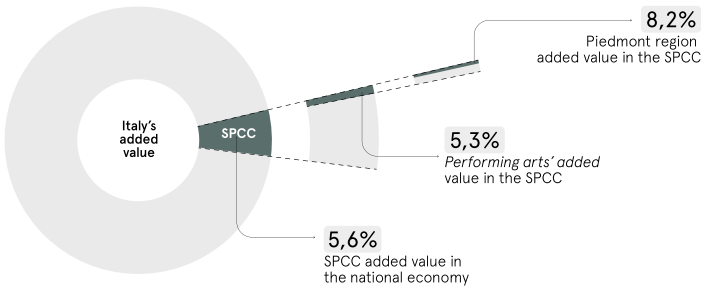
Cultural and creative companies

Enterprises of the Cultural and Creative Production System (SPCC) represent 4.5% of the total number of Italian companies, of which 30,957 belong to the performing arts.



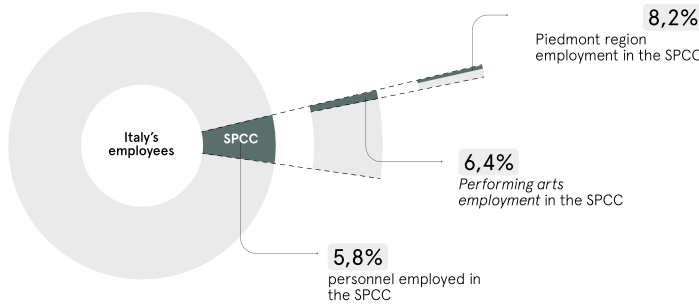
Cultural sector in the national added value

Performing arts, one of the seven core economic activities of the system of cultural and creative production (SPCC), contributed with 5,038 million euros, representing 0.3% of the total value added in Italy.



Employment in the cultural sector

Within the Italian employment rate, performing arts represents 0.4% with 96,096 of the SPCC's 1,490,738 total employees.



[Performances in 2021]

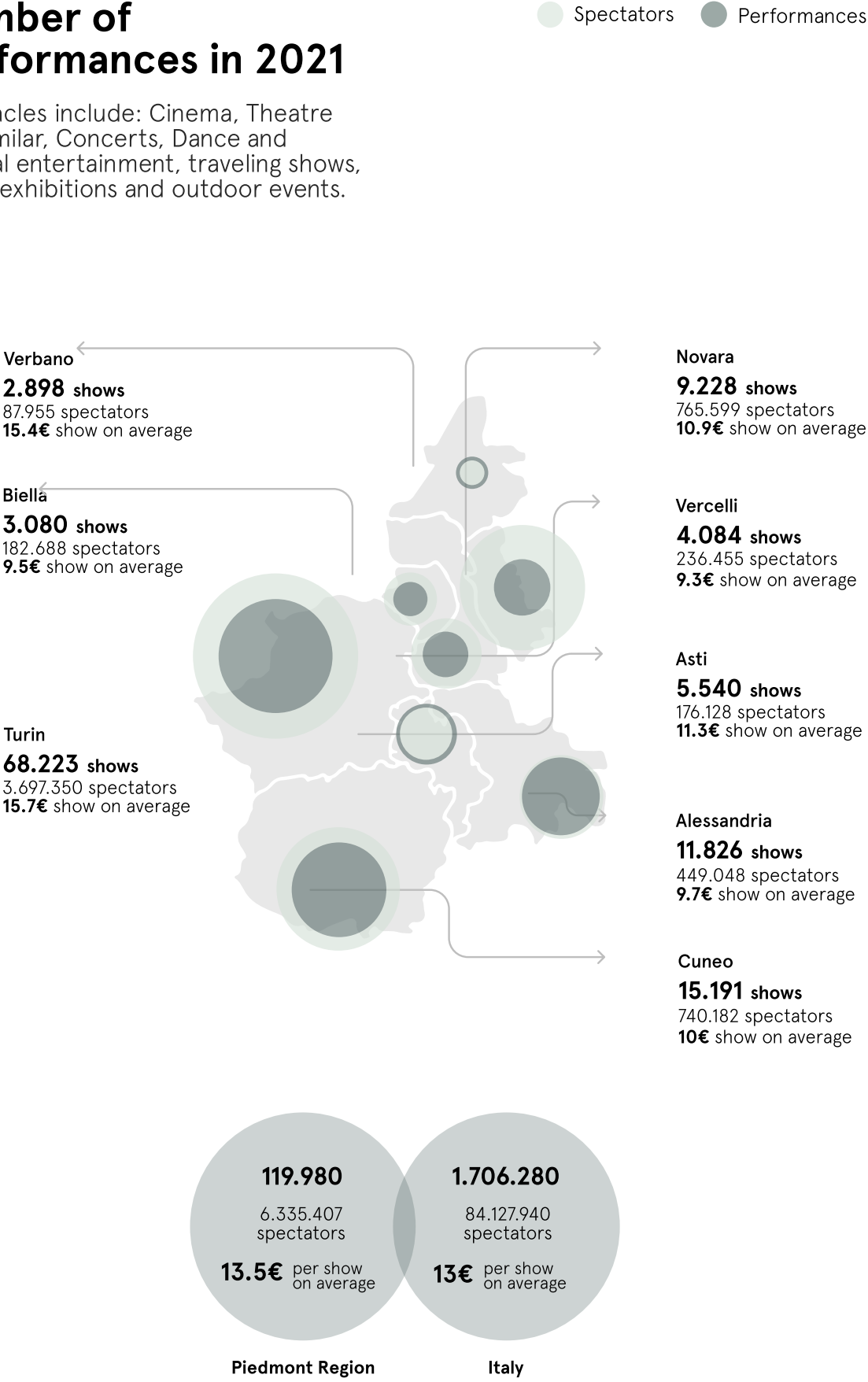
(SIAE, 2022)

In 2021, Italy hosted a total of 1.706.280 events, encompassing various forms of entertainment such as cinema, theatre, concerts, dance performances, musical entertainment, traveling shows, park events, exhibitions, and outdoor gatherings. When comparing these events across the provinces of the Piedmont region, it's notable that Turin, Novara, Cuneo, Alessandria, Biella, and Vercelli reported a higher number of spectators in relation to the number of shows held.

Conversely, Asti and Verbanò recorded a higher count of shows compared to the number of attendees, indicating that the level of audience participation was lower in these provinces than in others.

Number of performances in 2021

Spectacles include: Cinema, Theatre and similar, Concerts, Dance and musical entertainment, traveling shows, parks, exhibitions and outdoor events.





[Professional dance education in Italy]

When it comes to professional higher education in the dance field in Italy, there are **two main institutions, which are the Scala theater (private) and National Academy of Rome (public)**. This last one, part of the AFAM schools, holds a unique status within the AFAM system (Higher Education in Art, Music, and Dance). It offers four different training programs: Dance Didactics, Classical Dance, Contemporary Dance, and Choreography (Accademia Nazionale di Danza, 2023).

As for the other AFAM schools, they are a total of 82 state institutions and 63 non-state institutions. **These institutions have been authorized by the Ministry to confer higher artistic and musical education degrees. These degrees hold legal value equivalent to university degrees** (Torino Giovani, 2023).





critical

assessment, opportunities

evaluation, weaknesses, strengths

thinking

Chapter 3

Systemic analysis

Overview

From the holistic analysis carried out earlier to understand the complexity of Asti Province and the Orsolina 28 association, **it is possible to identify the most important challenges on both sides.** These findings are then analyzed along with new ways to effectively turn these challenges into opportunities.

Challenges

Asti province

The challenges faced by the Province of Asti, as identified during the holistic analysis phase, were primarily associated with cultural and economic aspects. These **challenges centered on transportation, agriculture, the entertainment sector** and its level of acceptance within the territory.

→	A	Difficulty to commute to cities other than Asti by public transport	Ranked 91st out of 107 provinces in Italy for public transport offerings (12km-vettura/ab./anno)
	B	Lack of AFAM dance schools in Italy	There is only one certificated school in Italy : the national academy in Rome. The Scala theater is a private institution.
	C	Non-continuity of young people in agriculture	Among the distribution of students in higher education programs, the four major that stand out are: economic-statistical group , followed by the engineering group , thirdly the medical group and finally the social-political group .
	D	Low attendance of spectators at shows compared to other provinces in the region	The province of Asti ranks 7/8th within the Piedmont region in number of spectators with 176,128 attending the shows. 847 per 1000 inhabitants.
→	E	Low investment in culture and tourism	Between 2014-2020 the province of Asti destined only €2,876,014 of its cumulative budget for culture and tourism activities.
	F	The quality and diffusion of sports in the province is low	The province of Asti ranks 91st out of 107 in the Sportsmanship Index ranking, a survey conducted again this year (2023) by Pts.

Challenges

Orsolina 28

During the holistic analysis phase, Orsolina28 pinpointed several challenges. These challenges **primarily revolved around the imbalance between artistic and environmental activities** and the correspondent consequences, which included **issues with communication and the absence of a strategically designed service offering**. Additionally, other challenges surfaced, such as transportation to the company, inadequacies in inclusive infrastructure, and the relatively young age of the company.

1	Lack of harmony between the realities of dance and green-related activities	Most of the activities are focused on dance , leaving the other dimensions of O28 in second place.
2	Absence of promotion green-related activities	Currently, activities and experiences related to dance are mainly promoted , hindering the multifaceted communication of O28.
3	Inconsistency of content published in different communications channels	Lack of content related to other dimensions of O28 apart from dance in social networks and website.
4	Lack of service design for green activities	The current organization and conceptualization and activities in nature fail to engage its users in the expected way, which does not allow understanding this area of O28 in its entirety.
5	Difficulty to reach Orsolina 28	Due to its location and lack of public transportation service , access to O28 is limited.
6	Lack of sustainability report	O28's environmental impacts have not been officially registered , making it difficult to communicate its sustainable practices.
7	Absence of infrastructure to facilitate the mobility of disabled persons	Due to the hilly terrain in which it is located, the spaces are difficult to access for people with disabilities .
8	Foundation too young to be eligible for public financial aid	Orsolina's short experience does not allow it to participate in public investment calls , in addition, it has decided to create its identity without external interventions.

Opportunities

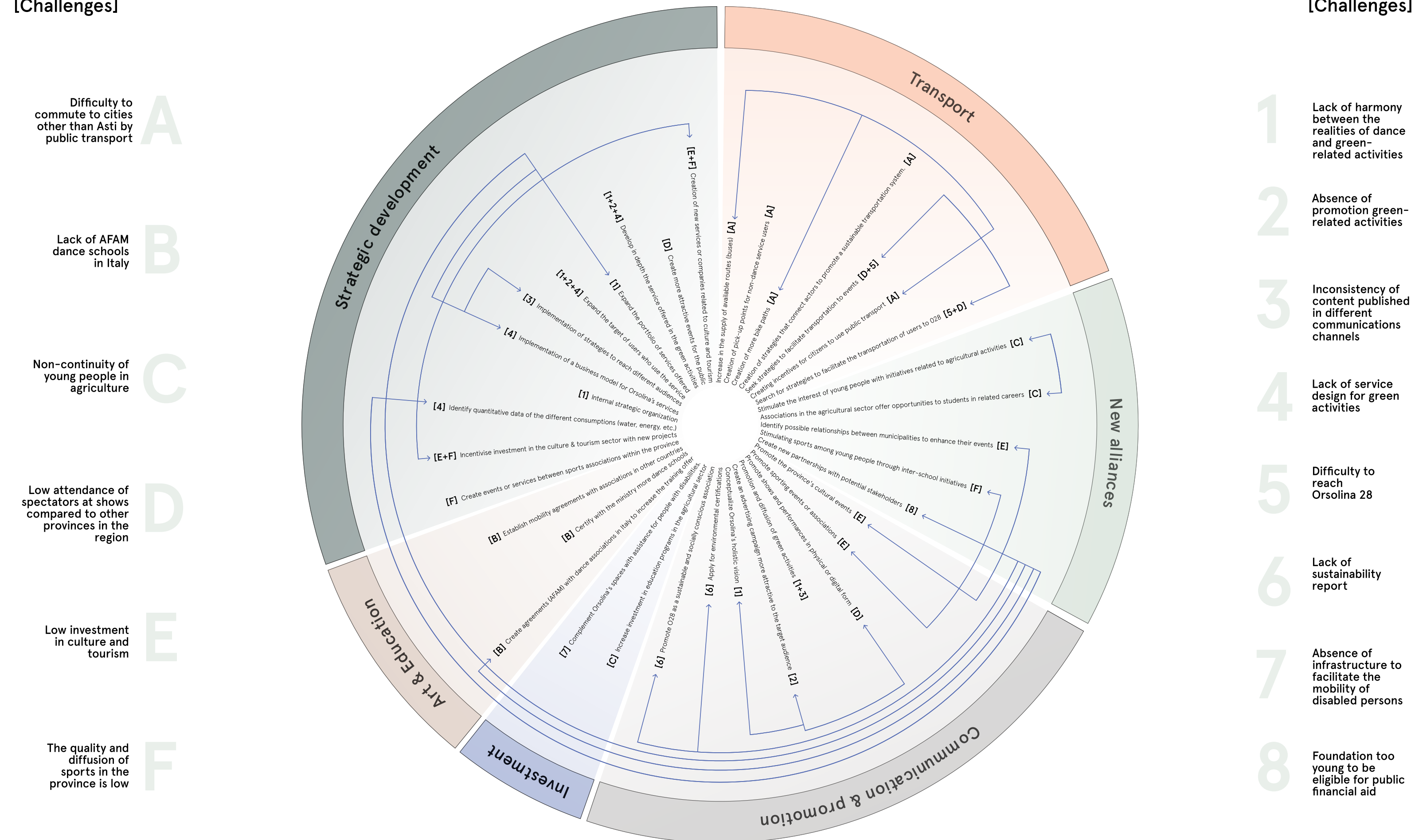
The challenges posed by the territory and the company were analyzed to identify potential opportunities, specifically strategic actions that might evolve into the future project. **Out of the 14 initial challenges, a total of 36 opportunities were identified.** These opportunities were subsequently categorized into six key areas:

transportation, communication and promotion, investment, art and education, and strategic development. The diagram below provides a detailed list of these opportunities and their corresponding challenges.

[Challenges]

[Challenges]

[3.3]



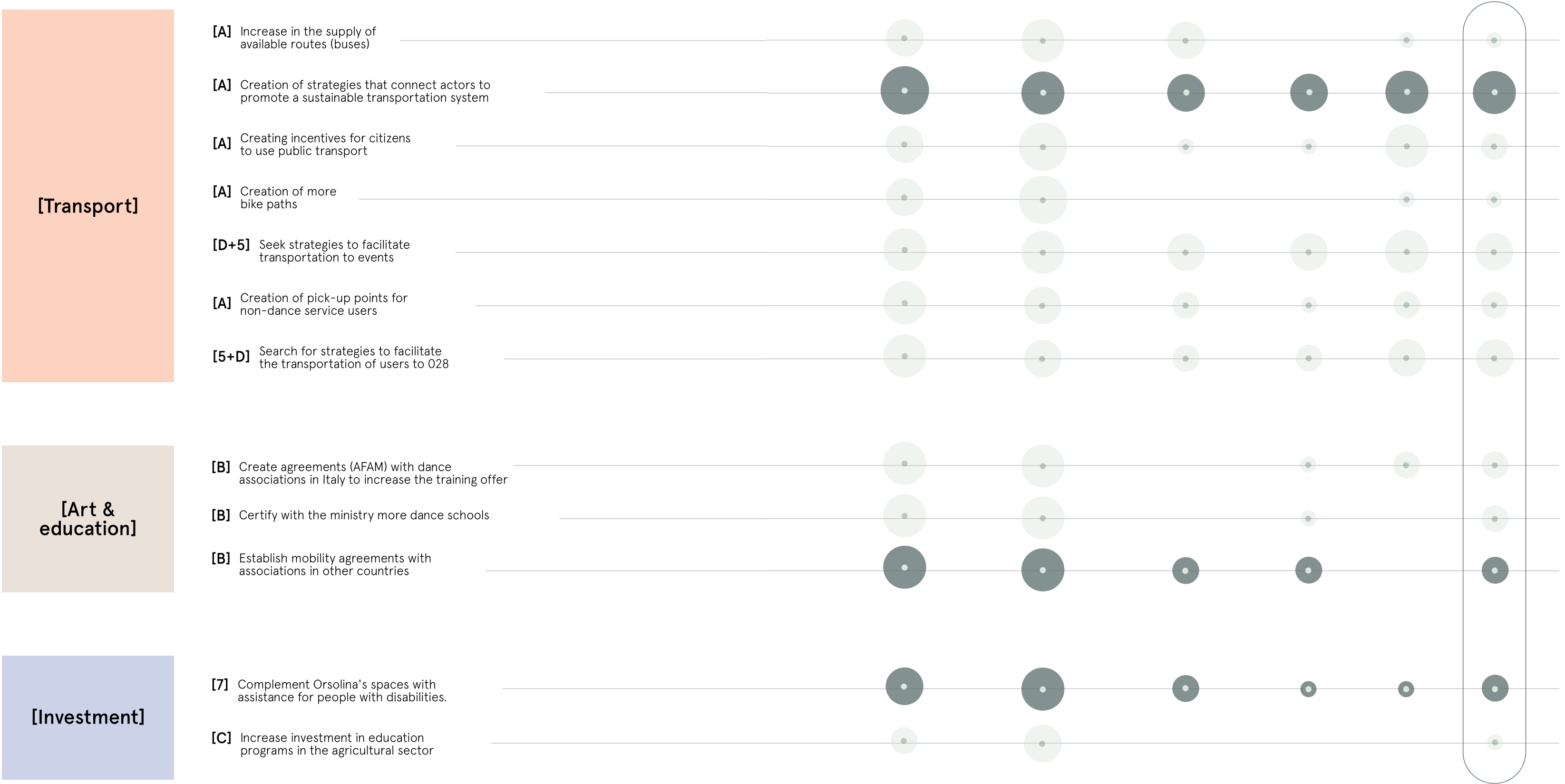
Multicriteria analysis

The opportunities identified are assessed using five categories, including the **average result of the systemic design principles** (outputs become inputs, relations generate the system, the system is self-generating, and actions are local). This average is then combined with the other four categories: **alignment with Orsolina's philosophy, the time**

needed for implementation, economic viability, and design relevance.

The following table highlights the highest scoring opportunities, which will be used to formulate potential strategies.

Multicriteria analysis



Multicriteria analysis

		Systemic design principles	Consistent with Orsolina's philosophy	Time required for the application	Economic feasibility	Design relevance	Total score
[Communication & promotion]	[E] Promote the province's cultural events	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[E] Promote sporting events or associations	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[D] Promote shows and performances in physical or digital form	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[1+3] Promotion and diffusion of green activities	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[2] Create an advertising campaign more attractive to the target audience	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[1] Conceptualize Orsolina's holistic vision	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[6] Apply for environmental certifications	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
[New alliances]	[6] Promote O28 as a sustainable and socially conscious association	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[C] Stimulate the interest of young people with initiatives related to agricultural activities	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[C] Associations in the agricultural sector offer opportunities to students in related careers	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[E] Identify possible relationships between municipalities to enhance their events	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[F] Stimulating sports among young people through inter-school initiatives	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[8] Create new partnerships with potential stakeholders	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

Multicriteria analysis

		Systemic design principles	Consistent with Orsolina's philosophy	Time required for the application	Economic feasibility	Design relevance	Total score
[Strategic development]	[1+2+4] Develop in depth the service offered in the green activities	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[D] Create more attractive events for the public	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[1+2+4] Expand the target of users who use the service	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[1] Expand the portfolio of services offered	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[3] Implementation of strategies to reach different audiences	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[4] Implementation of a business model Orsolina's services	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[1] Internal strategic re-organization	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[4] Identify quantitative data of the different consumptions (water, energy, etc.)	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[F] Create events or services between sports associations within the province	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[E+F] Creation of new services or companies related to culture and tourism	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
	[E+F] Incentivise investment in the culture & tourism sector with new projects	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

OPPORTUNITY 1

Creation of strategies that connect actors to promote a sustainable transportation system

Transdev

The Transdev open innovation program in Grenoble, France, focuses on discovering fresh approaches to transportation. This involves initiatives such as improving bus stops, integrating car-sharing with public transport, and implementing contactless payment methods. These projects have been collaboratively developed through consultations with local authorities and residents (Transdev Australasia, 2022).



Retrieved from ville-rail-transport.com

Case studies

Out of the 36 opportunities that were generated, **the top-performing 10 opportunities were singled out.** To gain a more comprehensive understanding of what these opportunities could entail in practical terms, further research was undertaken. **This research involved identifying multiple case studies for each of these opportunities.**



Retrieved from parc-chartreuse.ne

SMARTA

The SMARTA analysis covers mobility plans for rural areas all around Europe, customized solutions for vulnerable individuals, Internet and Communication Technologies (ICT) for better transportation services, and local community-based initiatives in governance (The SMARTA project, 2023).

OPPORTUNITY 2

Establish mobility agreements with schools in other countries

European Dance Development Network

EDN is an organization composed of contemporary dance associations across Europe with a presence in more than 28 countries, working to create change in the dance sector and sustain the working conditions of artists, strengthening the role of dance and integrating its values in communities, connecting and collaborating with local and international organizations (European Dancehouse Network, 2023).



Retrieved from ednetwork.edu



Retrieved from Turing scheme instagram

Turing scheme

The Turing Scheme is the UK government's global initiative for international study and work. It offers funding for educational and training opportunities worldwide, enabling organizations to empower students with new skills, international experience, and enhanced employability. The program fosters the development of soft and language skills, cultural understanding, and facilitates collaboration with global peers, bringing in fresh ideas and perspectives (Turing scheme, 2023).

OPPORTUNITY 3

Complement Orsolina's spaces with assistance for people with disabilities

Countryside mobility

Countryside Mobility, a non-profit initiative, enhances countryside accessibility for individuals with limited mobility in the South West region in the UK. They provide the Trumper Mobility Scooter, an electric, all-terrain vehicle designed for safe navigation on rough ground, mud, and grass. Trampers, available for hire through the Countryside Mobility Scheme, are limited to a speed of 4mph, ensuring accessibility for all (Countryside mobility, 2023).



Retrieved from countrysidemobility.org



Retrieved from MAAT facebook

MAAT

The MATT - stands for 'mobility, accessibility, time and work' in spanish- is a Colombian company that has designed a towing device designed for people with reduced mobility in the lower extremities, adapting to different types of wheelchairs. Produced mostly locally and creating new business models such as conducting tours in different parts of Medellin (Patrick et al., 2023).

OPPORTUNITY 4

Promotion and diffusion of green activities

Green scheme of slovenian tourism

The Green Scheme of Slovenian tourism has been responsible for providing information for sustainable travel in Slovenia. It promotes destinations, accommodations, parks, agencies, attractions, restaurants and beaches that have obtained the Green Slovenia certificate (I feel Slovenia, n.d).



Retrieved from I feel slovenia Instagram



Retrieved from regionaltourism.com.au

National Agritourism Strategy Framework 2030

The Australian Travel Industry Council (ATIC) is the national representative body for tourism. It establishes an action plan to promote tourism in the country, offering different possible action plans. It offers different certifications and awards in sustainable, accessible and quality tourism (Australian regional tourism, 2022).

OPPORTUNITY 5

Conceptualize Orsolina's holistic vision

The Reeves Theater & Cafe

The owners of The Reeves Theater & Cafe strive to emphasize a duality in music and food. First, the vibrant local music traditions are promoted while also putting the spotlight on talented artists from both country and abroad. In the same way, they also promote the restaurant's food, the lobby serves a dual purpose as a cafe and bar, offering locally-sourced meats, dairy, and produce, along with a selection of local craft beer and wine (The Reeves Theater & Cafe, n.d).



Retrieved from reevestheater.com



Retrieved from chinadailyhk.com

3M

3M, a multinational company with diverse services spanning various sectors, from industry, health, to community engagement, has chosen to convey its identity in a compact way to its customers, communicating the variety of lines they work with horizontally, then specifically highlighting significant initiatives in each sector. (3M science. applied to life, 2023)

OPPORTUNITY 6

Promote O28 as a sustainable and socially conscious association

Villa Petriolo

The villa is strategically designed to integrate eco-sustainable management with economic profit. They utilize local human resources and possess various green certifications, including those related to water usage, corporate carbon footprint, sustainable tourism, sustainable agriculture, and local workforce engagement (Villa Petriolo, 2023).



Retrieved from ad-italia.it

New York Botanical Garden

The NYBG has been able to strategically strengthen itself through local communities that want to support the project, making them active participants in the constant improvement of the garden, offering human wellness through educational proposals from art to science of the best environmental and social practices (Sustainability: New York Botanical Garden. 2021).



Retrieved from nyc tourism.com

OPPORTUNITY 7

Create new partnerships with potential stakeholders

Eco-tandem

The EU ECO-TANDEM Programme is based on the concept of “tandem”: a close relationship between two or more people or organizations that depends on cooperation. The project aims at stimulating cross-border and transnational cooperation, fostering knowledge sharing and ECO responsible shift, thus supporting the traditional SMEs to adopt a more responsible and eco-sustainable mindset and approach in the delivery of their services, products or processes (Eu Eco-Tandem Programme, n.d).



Retrieved from Eco-tandem facebook



Retrieved from canalitup.org

European Environmental Bureau

The European Environmental Bureau (EEB) is an organization with more than 40 years of operation, being the largest network of sustainable citizens in Europe. It advises, monitors and influences the way its members act on sustainability issues, offering education programs, certifications or support to develop projects across the EU and support networks among its members (European Environmental Bureau, 2023).

OPPORTUNITY 8

Develop in depth the service offered in the green activities

Belmont Estate

Belmont Estate offers a comprehensive educational program for various audiences, including families, schools, and children. Through three visits during the school year, children can develop an understanding of various natural processes and foster a strong sense of connection to the environment. The experienced team promotes imaginative exploration through activities like the Wild Walking Safari, interaction with free-range animals, and a blend of structured and unstructured play to encourage a sense of mindfulness (Belmont Estate, 2023).



Retrieved from insandoutsgrenada.com



Retrieved from hanglooseadventure.com

Eden project

Educational charity and social enterprise. Its mission is to create a movement that builds relationships between people and the natural world. Thanks to its facilities it offers different green services, among which stand out its educational initiatives with children and seniors with a focus on sustainability, art and culture, creating support networks between them and the Eden Project (Eden project, 2023).

OPPORTUNITY 9

Implementation of a business model in green activities

Sandiwoordfarm

The farm initially started as a supplier of produce. Over time, they introduced a novel concept by expanding into farm-to-table sunset dinner services and later hosting events like "Get married by a farmer" and "Farm-to-ballet," among others (About us: Sandiwood farm, 2023)



Retrieved from sandiwoodfarm.com



Retrieved from Blackberry farm Instagram

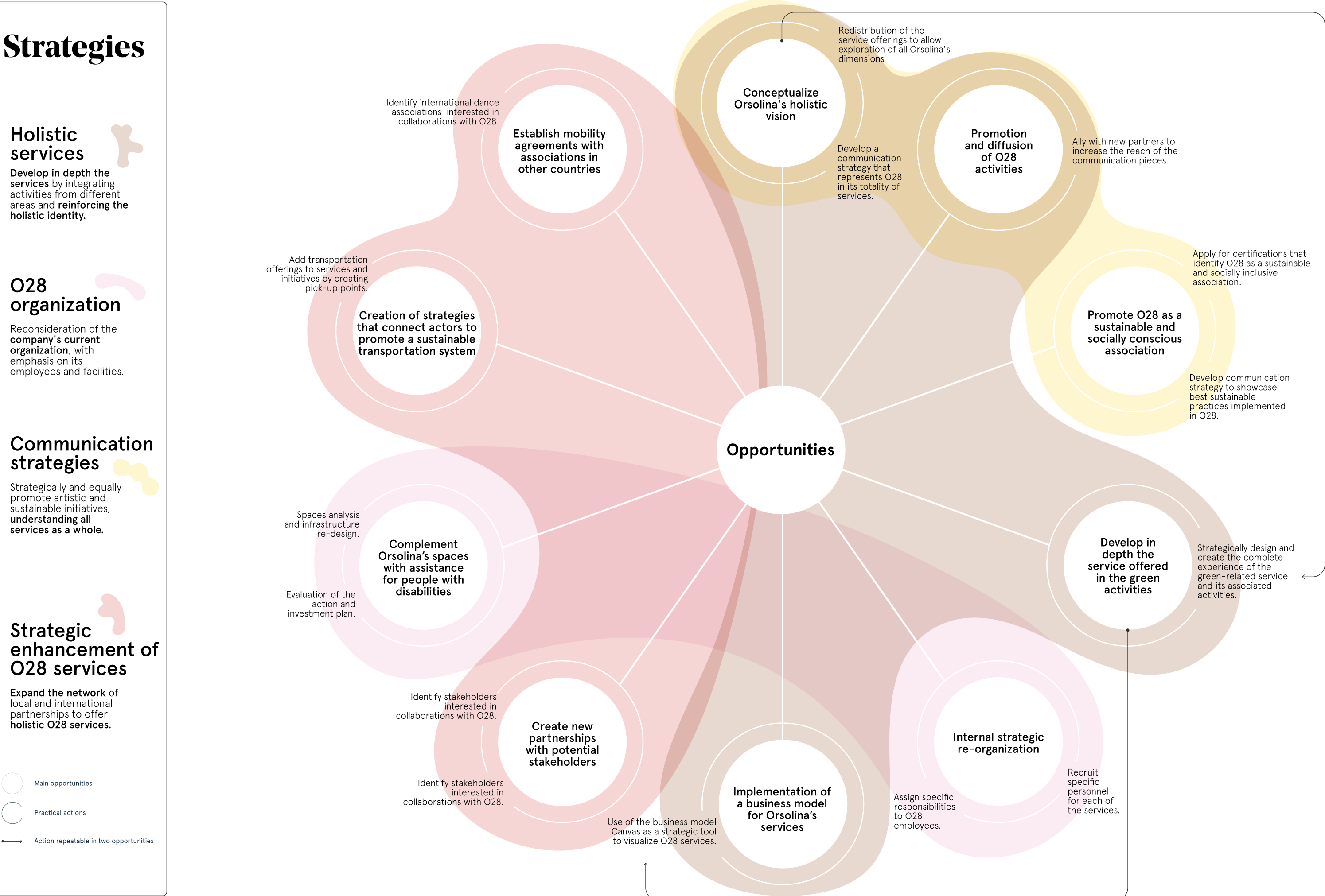
Blackberry farm

With more than 40 years of experience in the sector, this farm has evolved from an agritourism to create a universe around its brand of products and services related to wellness and nature. Sponsored events, its own line of home decor, accommodations, among others (Luxury hotel and resort: Blackberry farm, 2023)

Strategies

Once the opportunities have been carefully examined and evaluated, **four possible strategies are defined, each focusing on different aspects but working together.** Each strategy requires a series of possible actions, some of which can be

applied to several strategies, thus facilitating their implementation, for each opportunity was identified what would possibly be the time for their operation: short, medium or long term.





Photographed by Andrea Guermani

Chapter 4

Systemic project

Design concept

Systemic Design Redefinition:

Revitalize Orsolina's ecosystem with a **comprehensive strategy**, enhancing value for both the organization and the surrounding region. Through a holistic redefinition of services and collaborative partnerships with local enterprises, the aim is to **create an internal integrated vision of the company that can be strategically communicated**.

Systemic Orsolina timeframe

Orsolina's evolution towards a systemic ecosystem is achieved through the implementation of four macro-strategies, strategically developed over three different timeframes. **The timeline shows the envisioned transformation of O28, showing practical actions** of service redefinition, internal organizational improvements, communication strategies and establishment of new partnerships.

[Short term]

[Medium term]

[Long term]

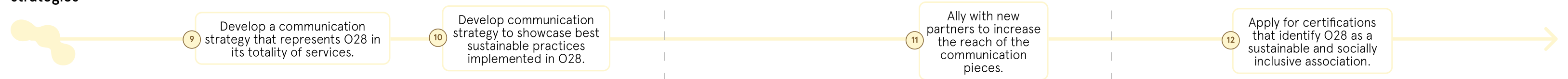
Holistic services



O28 organization



Communication strategies



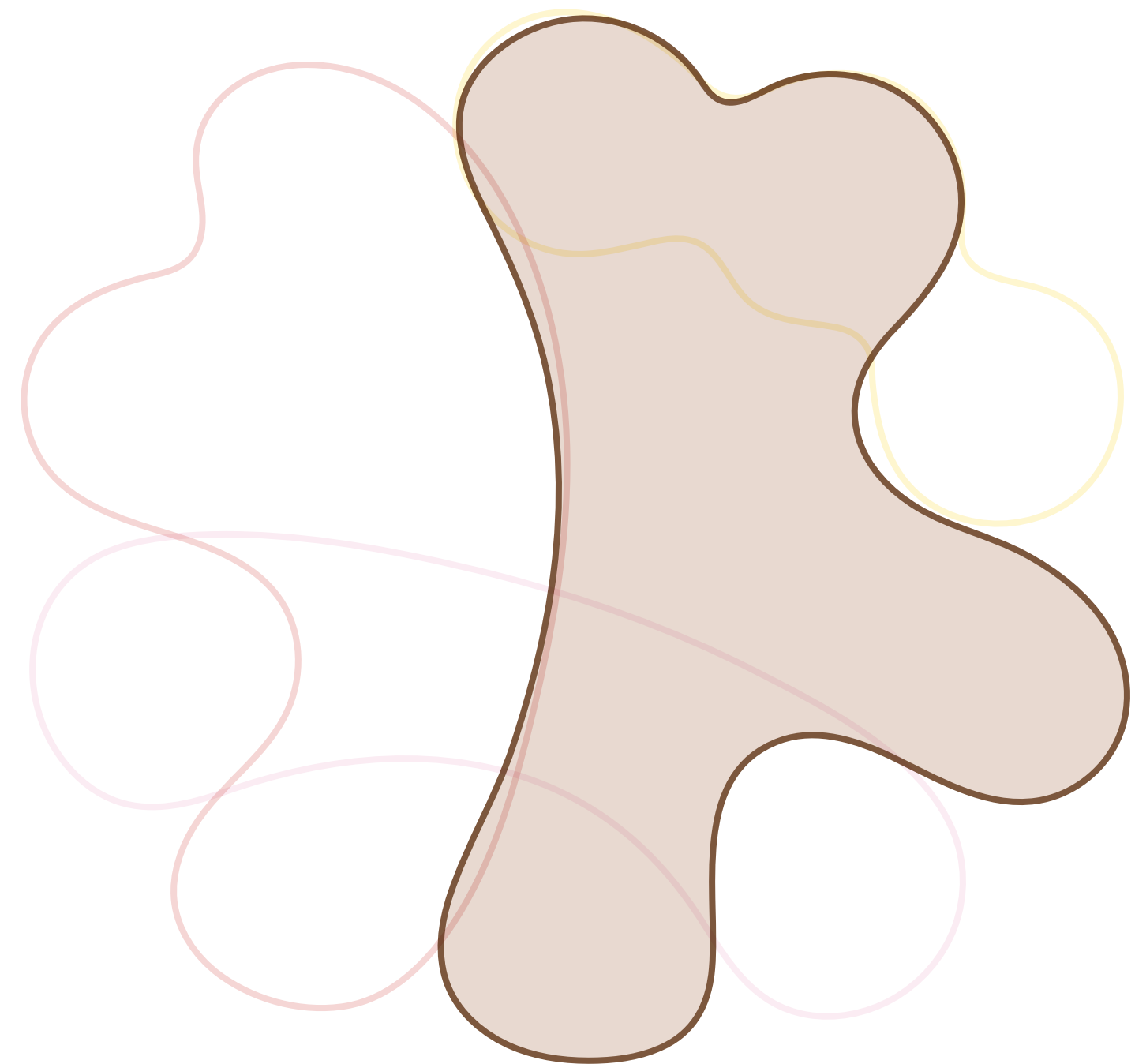
Strategic enhancement of O28 services



Strategies & implementation

This strategic approach marks a **deliberate shift towards an Orsolina in line with its philosophy and values**, generating new and improved relationships that promote new opportunities for the company and the territory. At the same time, communicating its holistic identity which encourages the attraction of new potential targets for its **user-centered services for which enriching experiences for physical and mental well-being have been designed**.

The following is a breakdown of the four macro-strategies and an in-depth analysis of each of the actions proposed to achieve a systematic Orsolina.



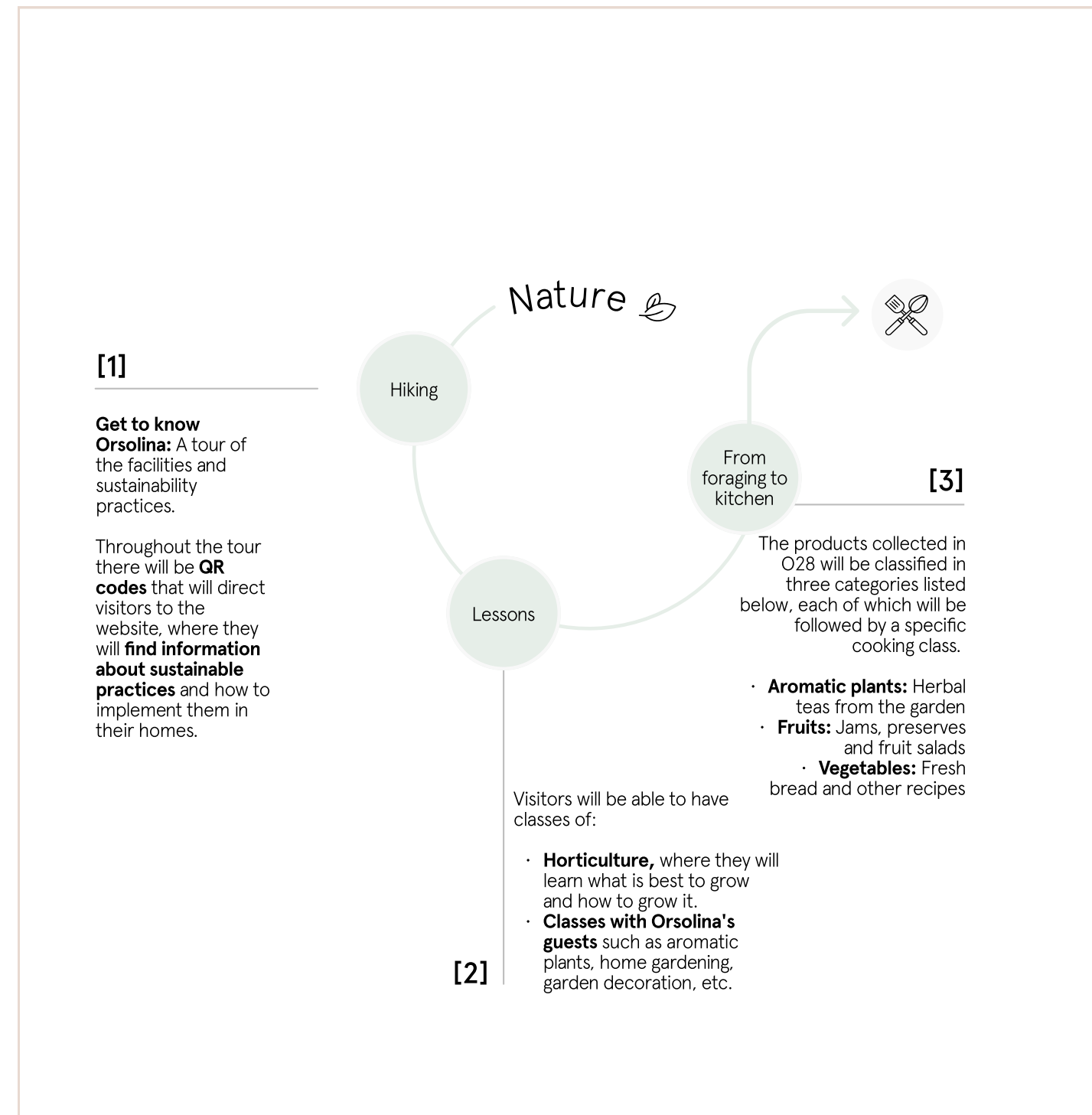
STRATEGY 1

Holistic services

Develop in depth the services by integrating activities from different areas and **reinforcing the holistic identity**.

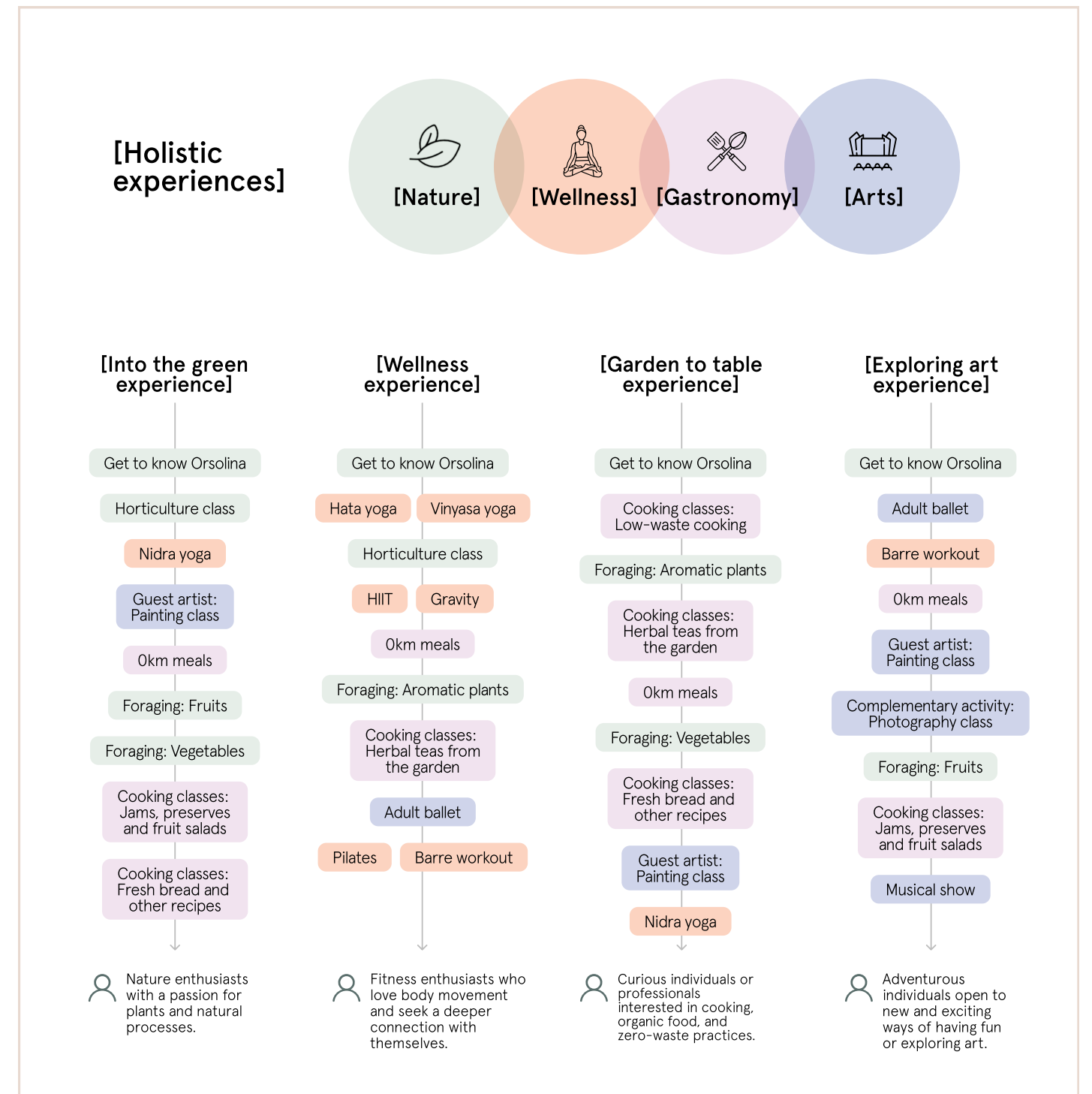
01.Strategically design and create the complete experience of the green-related service and its associated activities/

Re-design of current green-related activities and experiences, giving them meaning and added value.



02.Re-distribution of the service offerings to allow exploration of all Orsolina's dimensions/

With the **new distribution of activities**, visitors can enjoy holistic experiences with an emphasis on the area of choice, allowing them to **explore O28 to the fullest**.



Partners:

Skua wild (p.119)
Conservatorio Giuseppe Verdi (p.119)

03. Use of the business model Canvas as a strategic tool to visualize O28 services/

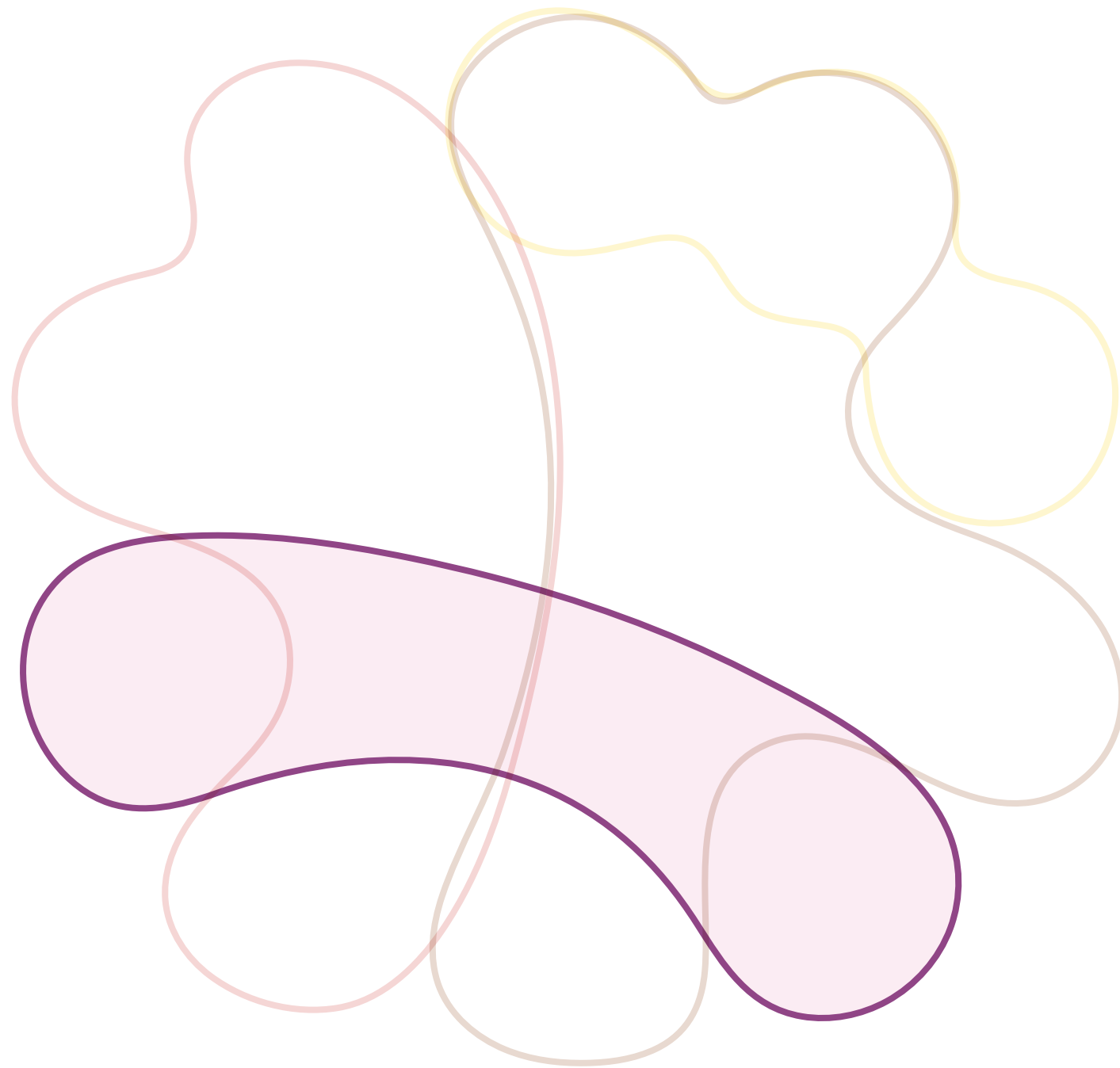
Through the Canvas business model, **Orsolina's holistic vision is clarified.** Facilitating the organization internally and identifying the important points to communicate externally, making itself known with its **new integral identity.**

<div> <div> <div></div> <div>KEY PARTNERS</div> </div> <div> <ul style="list-style-type: none"> Promotional Partnerships: <ul style="list-style-type: none"> Collaboration with local gyms, culinary institutes, sports centers, and universities of the third age to mutually promote each other's services and broaden reach within the local community. Government and Educational Partnerships: <ul style="list-style-type: none"> Engagement with government entities, particularly the municipality, for support and alignment with local initiatives. Collaboration with schools to integrate educational programs or activities. International Mobility Partnerships: <ul style="list-style-type: none"> Exploration of agreements with organizations like Erasmus, Creative Europe, and the European Dance Development Network to facilitate international exchanges and collaborations. </div> </div>	<div> <div> <div></div> <div>KEY ACTIVITIES</div> </div> <div> <ul style="list-style-type: none"> Establish partnerships with local businesses to promote cross-promotion and broaden outreach. Collaborate with the territory's mayor's office to organize events that showcase Orsolina's offerings and engage with the local community. Participate in local events focused on sustainability, art, wellness, and cuisine to enhance visibility and community integration. Actively attend and contribute to initiatives that align with Orsolina's values and attract like-minded individuals to its unique experiences. </div> </div> <div> <div> <div></div> <div>KEY RESOURCES</div> </div> <div> <p>Physical Resources:</p> <ul style="list-style-type: none"> Infrastructure and facilities maintenance. Tools and equipment related to each activity, such as yoga mats. <p>Material Resources:</p> <ul style="list-style-type: none"> Food supplies sourced externally. <p>Human Resources:</p> <ul style="list-style-type: none"> Maintenance personnel for facility upkeep. Specialized instructors for various activities. Administrative staff for organizational tasks. Well-organized schedules for efficient human resource management. </div> </div>
<div> <div> <div></div> <div>COST STRUCTURE</div> </div> <div> <p>Infrastructure Maintenance: Cost associated with the upkeep of O28's facilities, including utilities, repairs, and general maintenance.</p> <p>Personnel Costs: Expenses related to the salaries and benefits of employees, including teachers, maintenance staff, and any other necessary roles.</p> <p>Activity-Specific Resources: Budget for materials and equipment required for each activity, such as yoga mats, dance props, or culinary supplies.</p> <p>Food Costs: Expenditure on organic, locally sourced food for meals and culinary experiences offered at O28.</p> <p>Promotional Expenses: Funds allocated for advertising and promotional activities, both digital and physical, to enhance visibility.</p> </div> </div>	

04. Monitoring the restructure of the O28 services/

Maintain **constant control and follow-up on the results obtained with the holistic experiences**, finding new opportunities to improve the user experience and innovating in the proposed activities.

<p>VALUE PROPOSITION</p> <p>Holistic connection experience: Enjoy diverse activities—art, organic dining, movement, nature connection—all in Northern Italy's countryside.</p>	<p>CUSTOMER SEGMENTS</p> <p>Art and Nature Enthusiasts: Adults (20 years and up) who are: Nature lovers, adventure seekers, culinary enthusiasts and fitness aficionados into it's vibrant community.</p> <p>Routine Escapers: Individuals looking to break free from daily routines and immerse themselves in multifaceted countryside experiences.</p>
<p>CHANNELS</p> <p>Social Media Platforms: Leverage Facebook, Instagram, TikTok, and LinkedIn for online visibility.</p> <p>Alliance Partnerships: Collaborate with local businesses and invited instructors for joint physical and digital advertising efforts.</p> <p>Network Discounts: Offer special discounts within the ally network, including private gyms, public sports centers, geriatric centers, and the university of the third age.</p>	<p>CUSTOMER RELATIONSHIP</p> <ul style="list-style-type: none">• Social Networks Interaction: Engaging customers through social media platforms like Facebook, Instagram, TikTok, and LinkedIn. Teachers actively contribute to content creation to foster a sense of familiarity.• Email Communication: Regularly communicating with customers via email, providing updates leading up to activities and requesting feedback through satisfaction surveys.
<p>REVENUE STREAMS</p> <ul style="list-style-type: none">• Activity Fees: Income generated from participants paying fees for various activities, workshops, and classes.• Event Hosting: Revenue generated by hosting events, whether they be local community gatherings, art exhibitions, or wellness workshops.• Partnership Contributions: Potential financial contributions from partners who benefit from collaborative promotions or events.• Organic Products Sales: Income from the sale of organic products cultivated or produced at O28	



STRATEGY 2

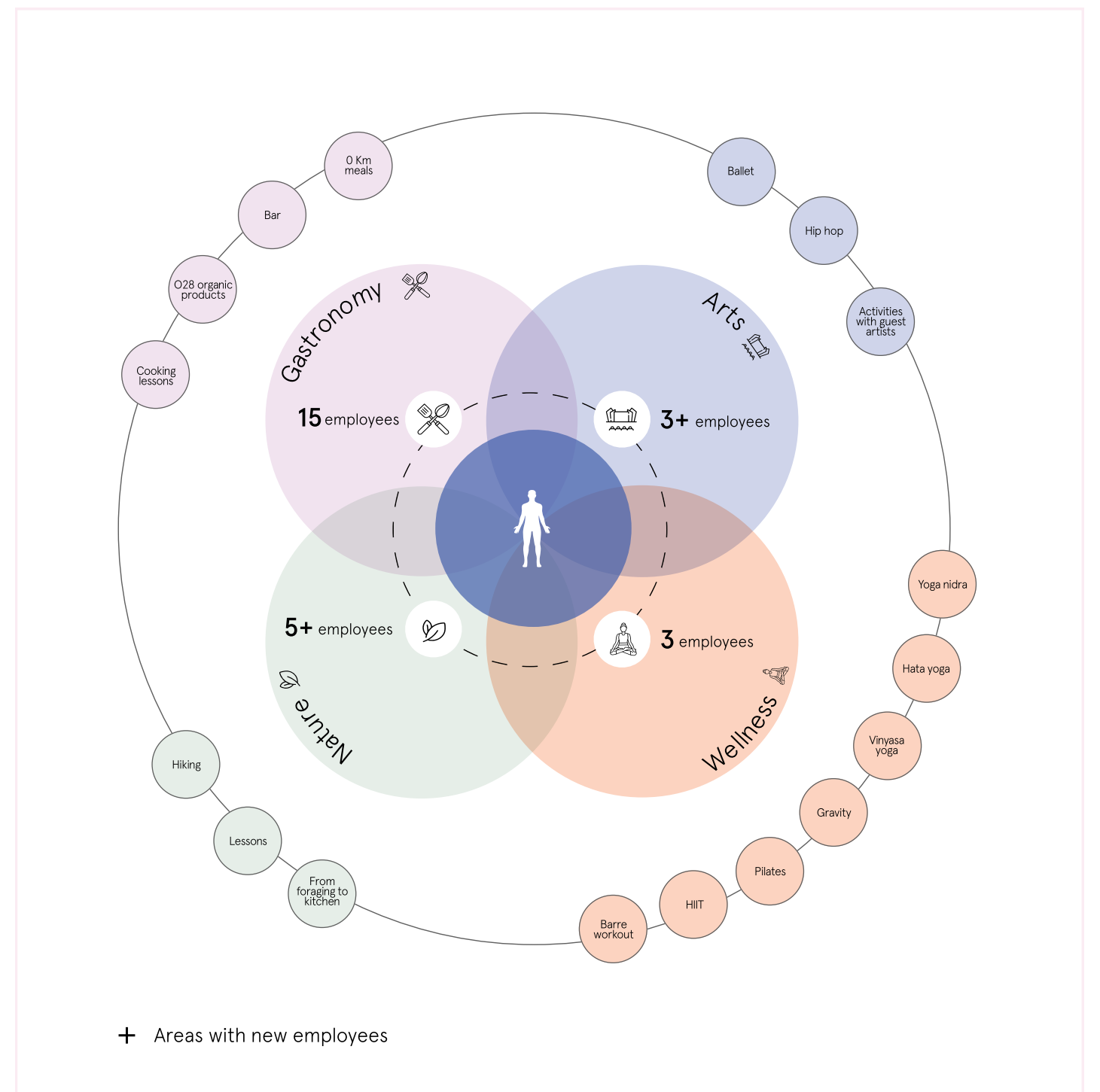
O28 organization

Reconsideration of the company's current organization, with emphasis on its employees and facilities.



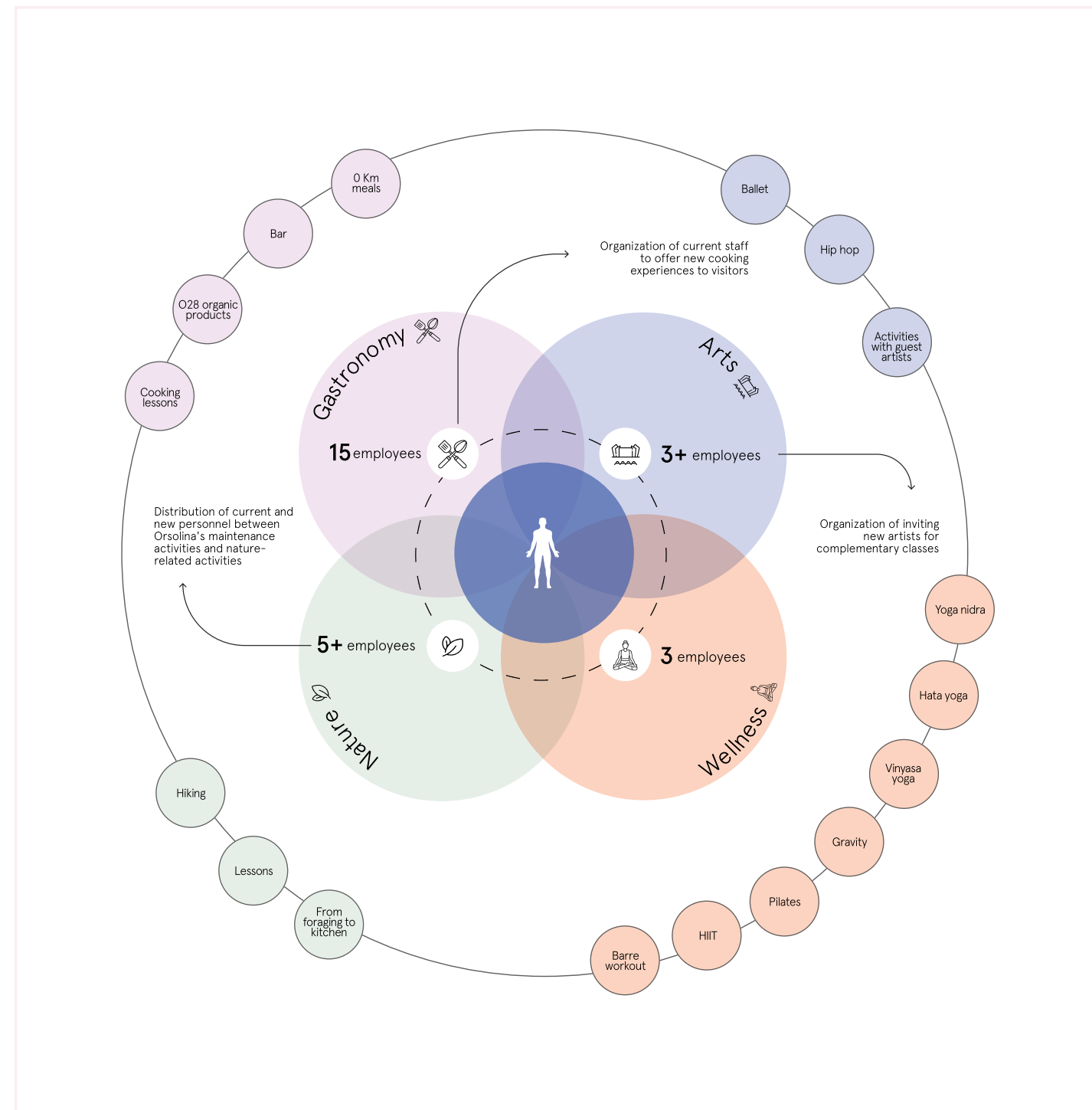
05. Recruit specific personnel for each of the services/

Employing **specialized personnel for various activities** represents the initial step towards offering improved working conditions for employees. Simultaneously, it **ensures an enhanced experience for users**; for instance, staff possessing advanced knowledge in group management and effective communication skills can conduct more successful classes at Orsolina, complemented by the expert personnel available now.



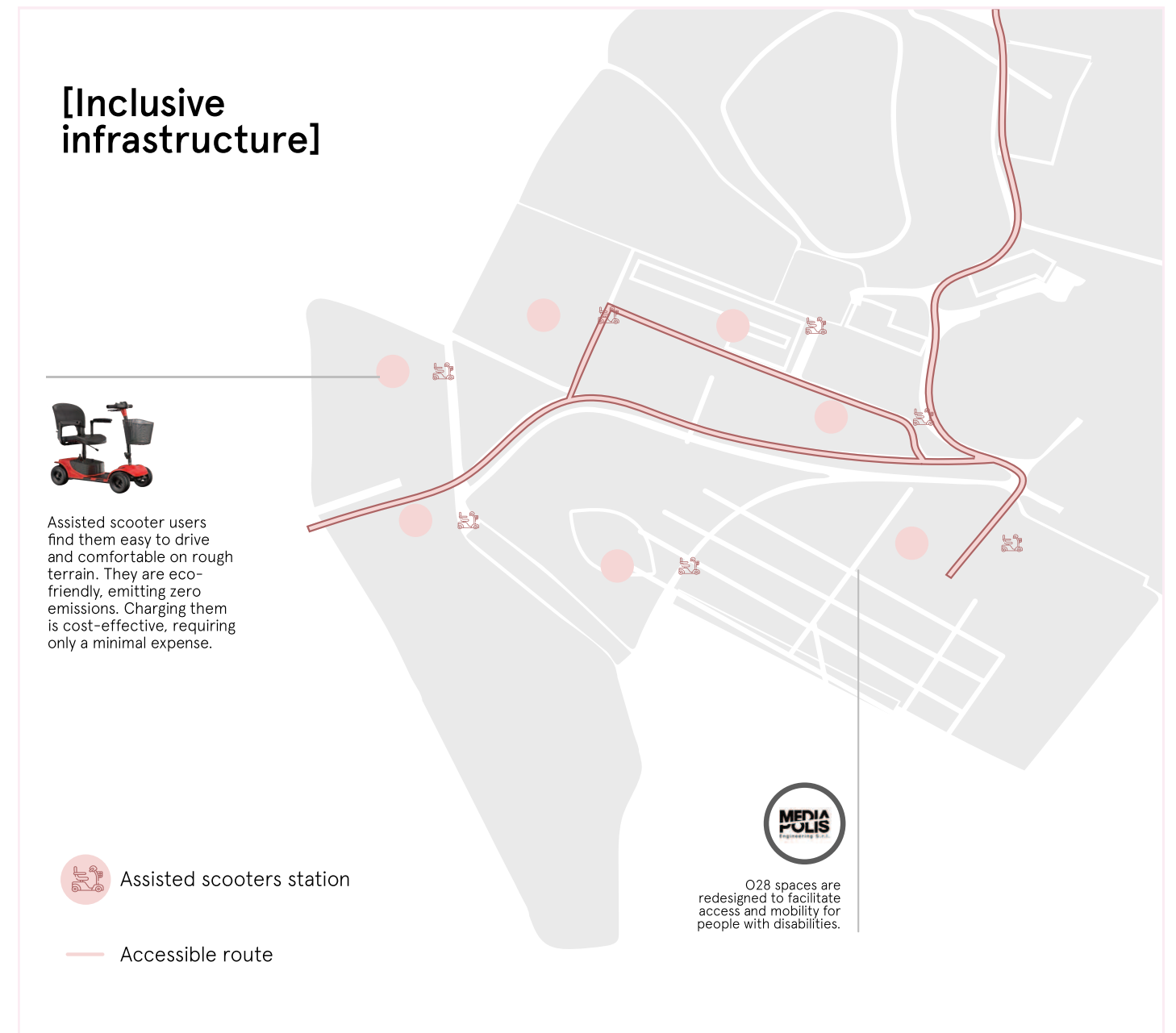
06.Assign specific responsibilities to O28 employees/

Given the diverse range of activities, effective organization within the company is crucial, allocating **specific responsibilities and schedules to each employee**. For instance, kitchen staff not only fulfill their role in providing food but also offer teaching classes. Therefore, this sub-team requires a well-defined organizational structure to ensure the seamless delivery of all services they provide.



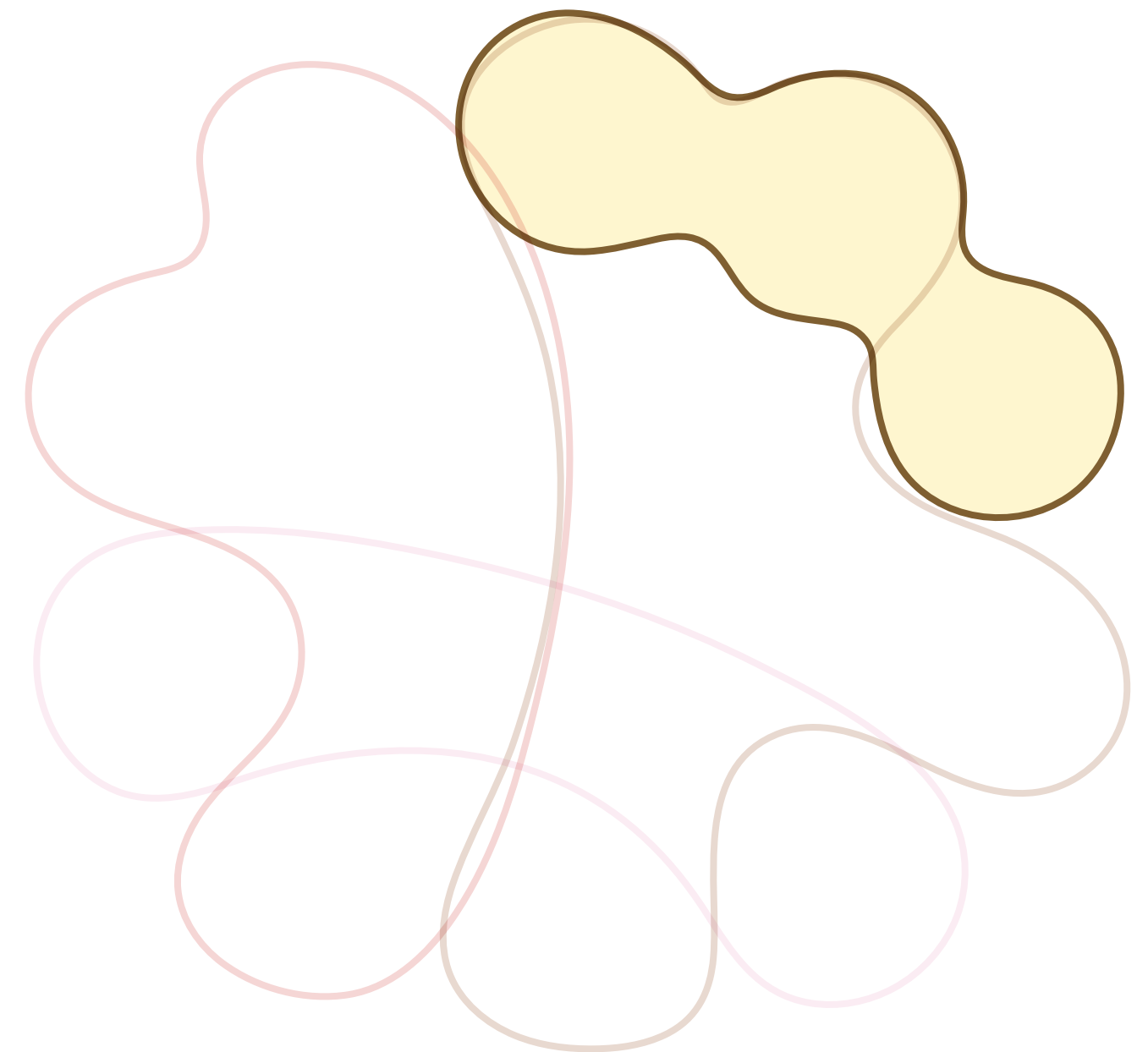
07.Spaces analysis and infrastructure re-design/

In collaboration with Mediapolis Engineering, the O28 facilities are evaluated and possible solutions are generated to **facilitate their use by people with mobility difficulties**.



08.Evaluation of the action and investment plan for the infrastructure redesign/

Two investments are made in order to make **Orsolina a more inclusive space**. Firstly, the facilities are modified and secondly, a fleet of assisted scooters is distributed at different points of the facilities.



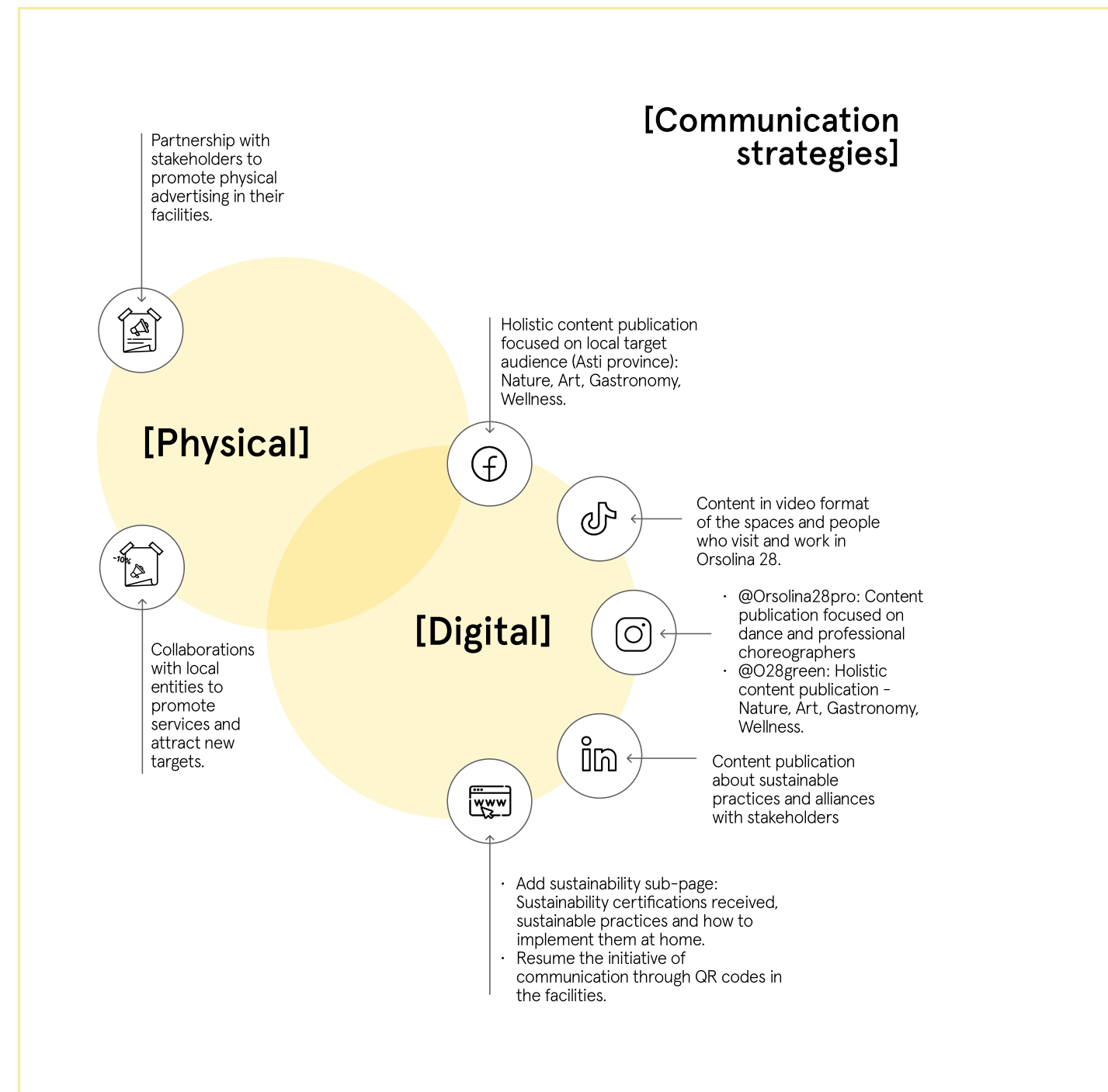
STRATEGY 3

Communication strategies

Strategically and equally promote artistic and sustainable initiatives, **understanding all services as a whole.**

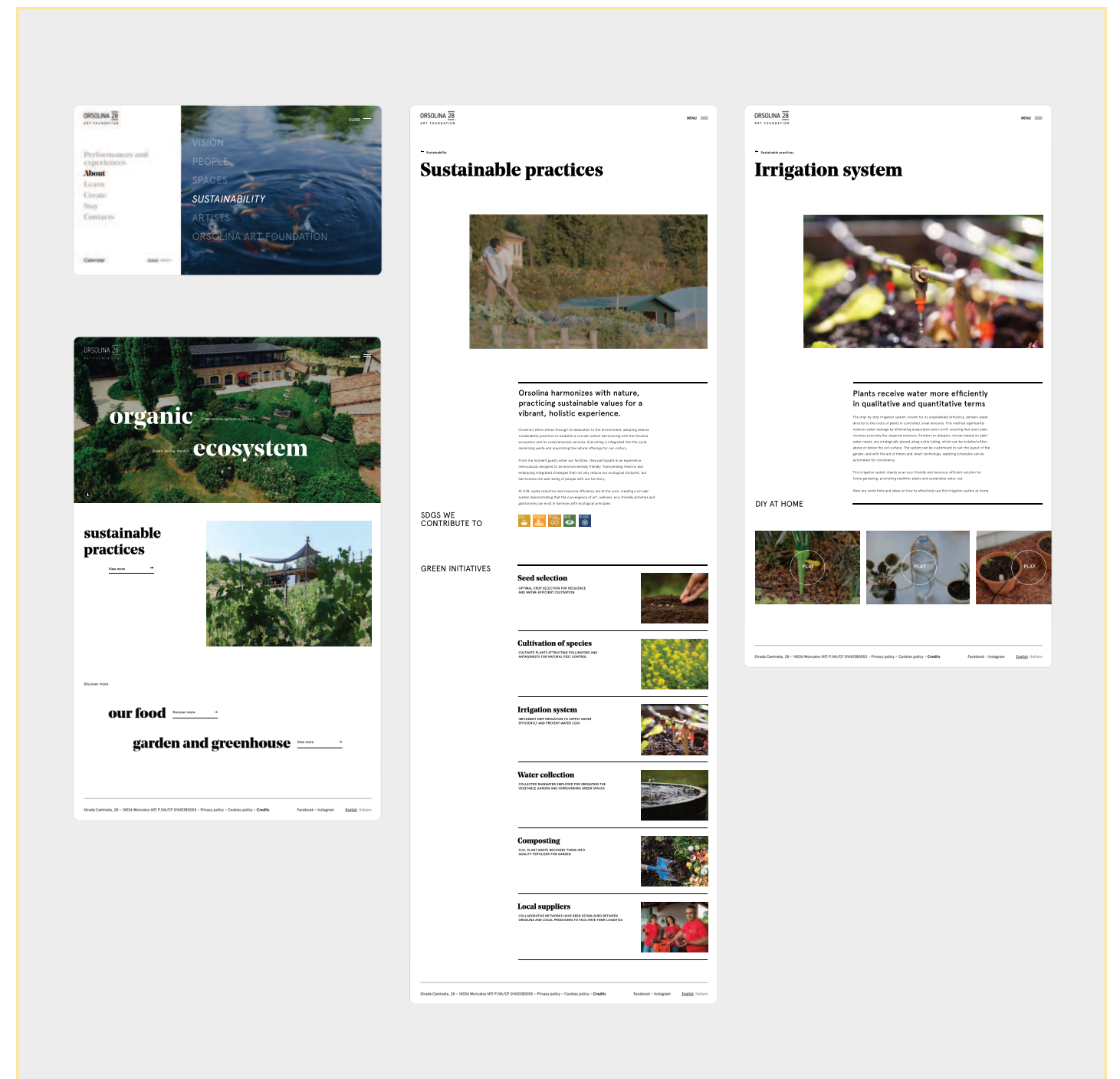
09. Develop a communication strategy that represents O28 in its totality of services/

In order to make O28 known as a whole, physical communication actions are necessary, through **new partnerships to promote its services and reach new targets**. Additionally, digitally consolidate a holistic image in all its social networks and website, making its **services known through the use of tags in its posts**.



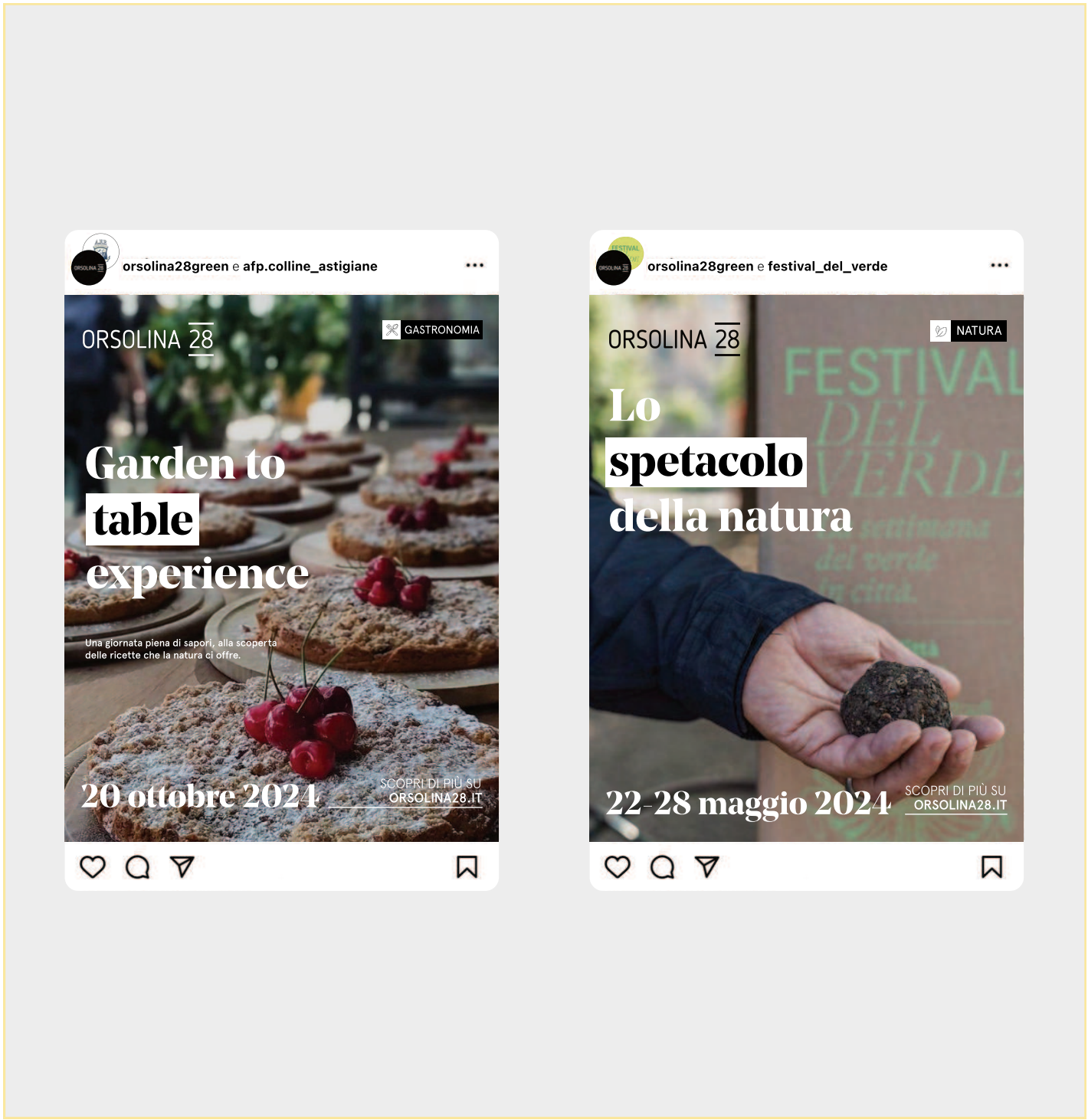
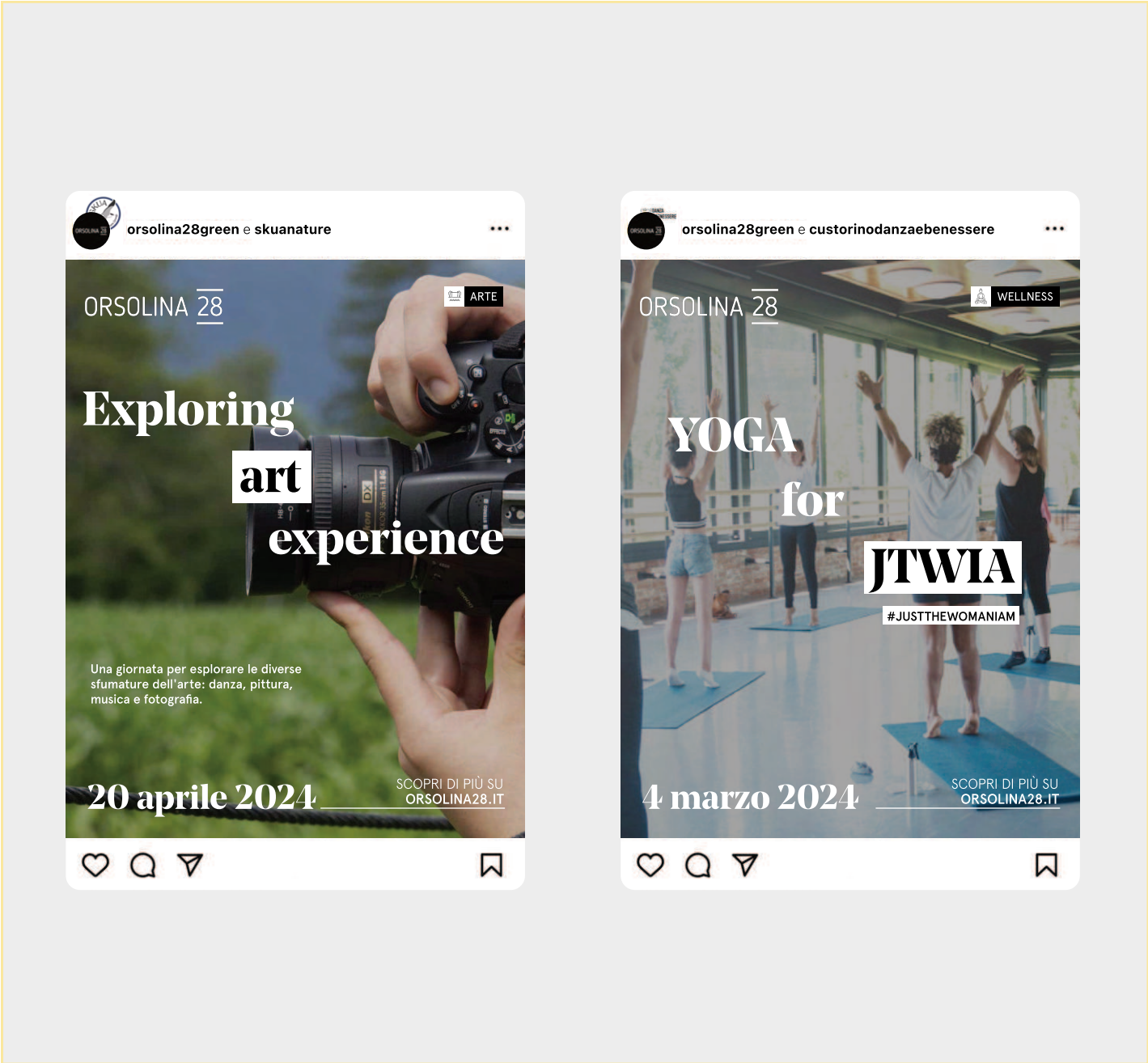
10. Develop communication strategy to showcase best sustainable practices implemented in O28/

With the creation of a new section on the website focused on sustainability, **all sustainable practices will be presented and users will be able to implement them at home**.



11. Ally with new partners to increase the reach of the communication pieces/

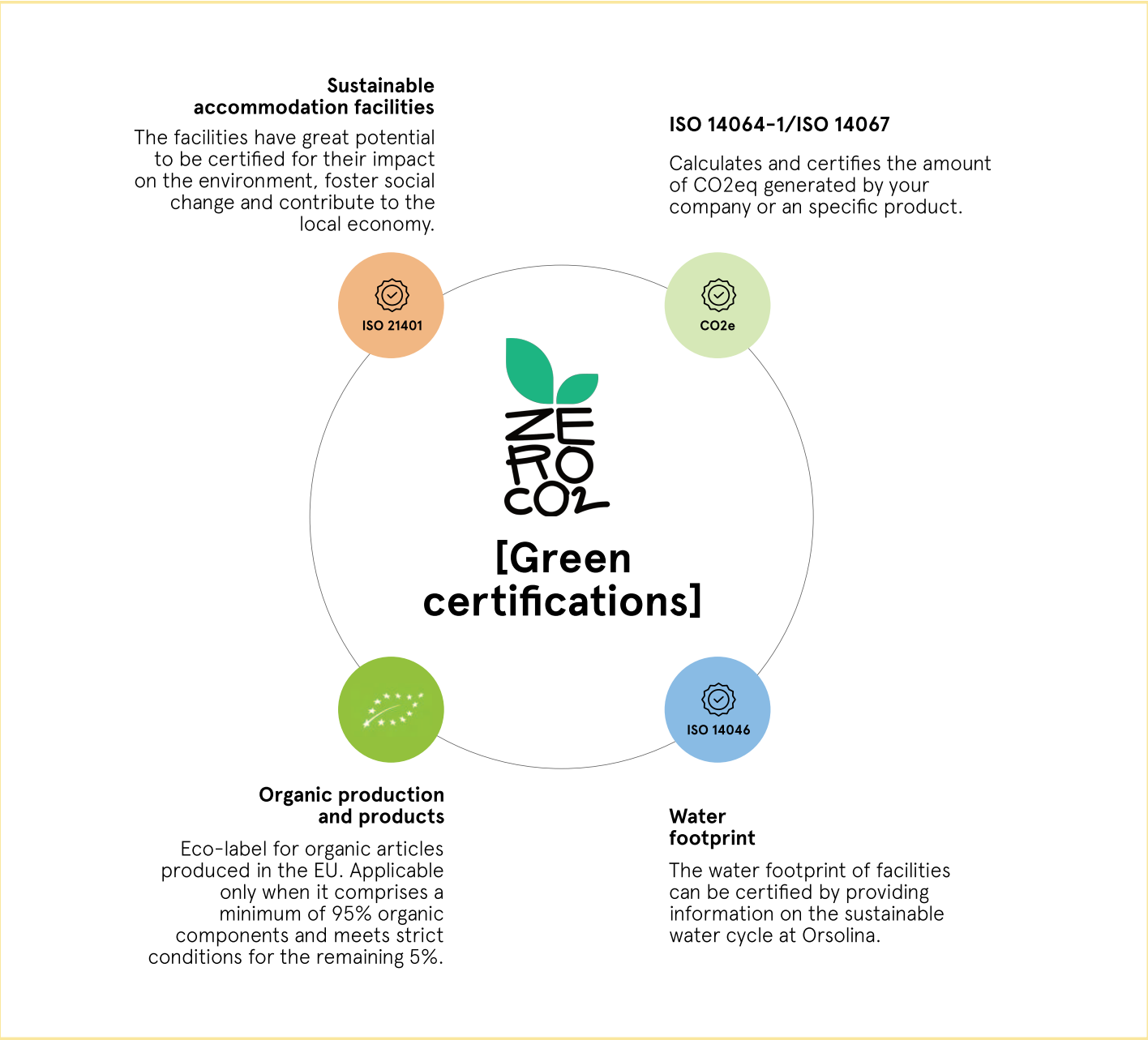
O28 is forging new partnerships with local entities to broaden its network of collaborators and stakeholders. These alliances aim to facilitate mutual cooperation, fostering engagement with prospective users keen on the services provided by O28. **This initiative seeks to both benefit and endorse small and medium enterprises within the region.**



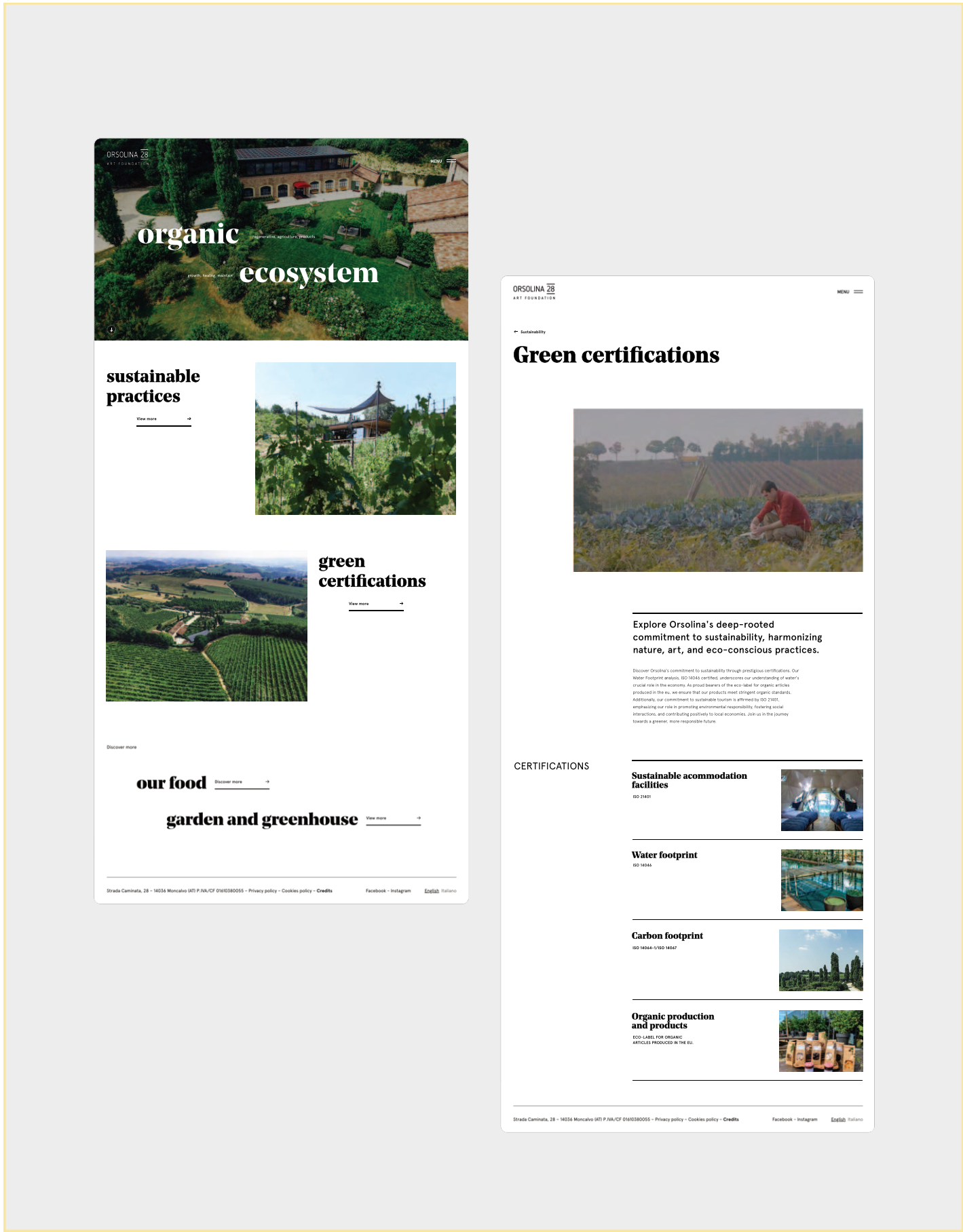
Partners:
Festival del verde (p.117)
Unitre (p.119)
Skua wild (p.119)
CUS Torino (p.118)
Conservatorio Giuseppe Verdi (p.119)
Agenzia di formazione professionale delle colline astigiane (p.119)
Gymnasium Lemon Sodo (p.118)
Arlù yoga + pilates (p.118)
Palestra zerottanta (p.118)

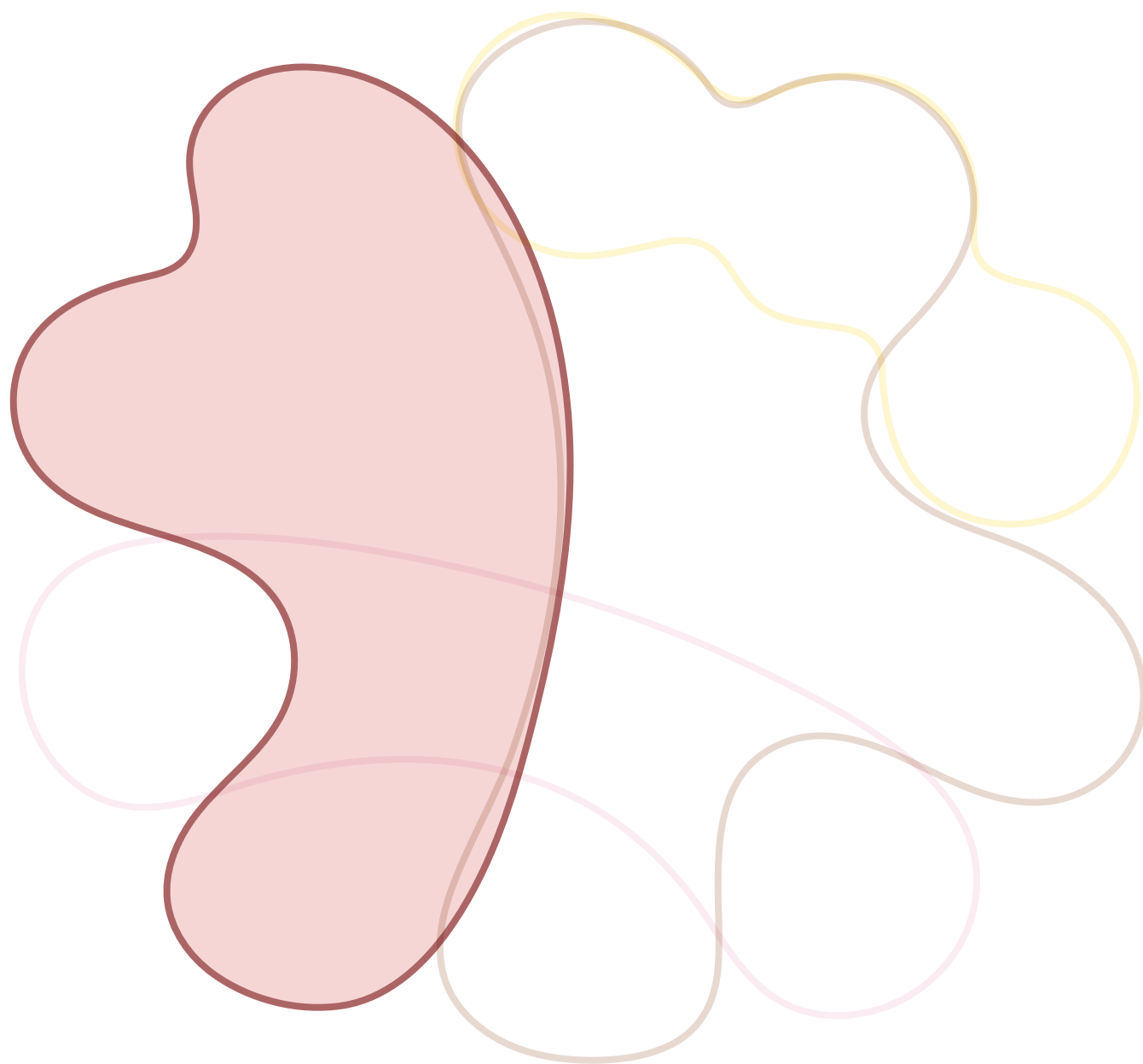
12. Apply for certifications that identify O28 as a sustainable and socially inclusive association/

By incorporating applicable certifications from the actions already carried out within the association, **O28's holistic identity is reinforced, strengthening and giving greater recognition to its commitment to sustainability in different areas.**



Partners:
Zero CO2 (p.117)





STRATEGY 4

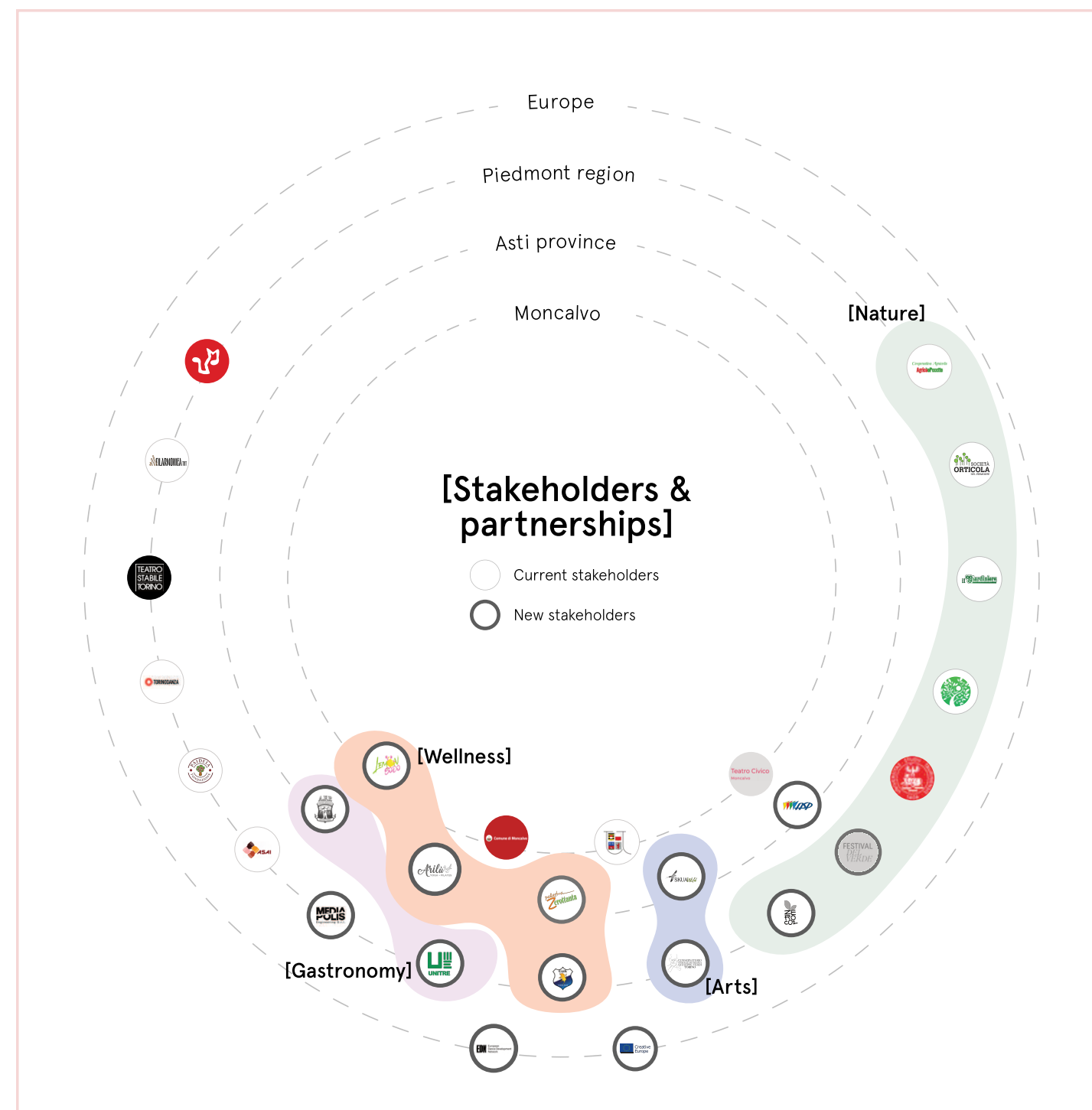
Strategic enhancement of O28 services

Expand the network of local and international partnerships to offer holistic O28 services.



13. Identify stakeholders interested in collaborations with O28/

New partnerships are planned to collaborate with O28 at different levels. From the promotion and creation of services and activities, the realization of these experiences in partnership, to the improvement of infrastructure to offer greater accessibility for visitors.





[Nature]

Suppliers of products

Orsolina buys from other producers the fruit jams that are not produced in the garden, e.g. peach and apricot.



Alliances for events and promotion

Orsolina 28 cultivates partnerships to amplify its reach and impact. Collaborating with **Società Agricola del Piemonte in the FLOR event**, diverse activities are showcased, attracting new audiences. **Sguardo nel Verde** contributes to green-related experiences, fostering community appreciation for nature. The **Festival del Verde** collaboration enhances O28's local presence and connectivity, strategically promoting its services.



Green spaces support

The partnership between these stakeholders is multi-faceted, with **Il giardiniere di bonifacio** contributing its expertise in the design and construction of green spaces and related infrastructure. Simultaneously, the **Agrarian University of Turin** actively engages with Orsolina by welcoming students for internships and thesis projects on various topics related to agriculture and environmental studies.



Partner for green certifications

Through this collaboration Orsolina 28 is assessed and certified in two types of ISO certifications, calculating the amount of CO2 produced by the company and also in the specific products.

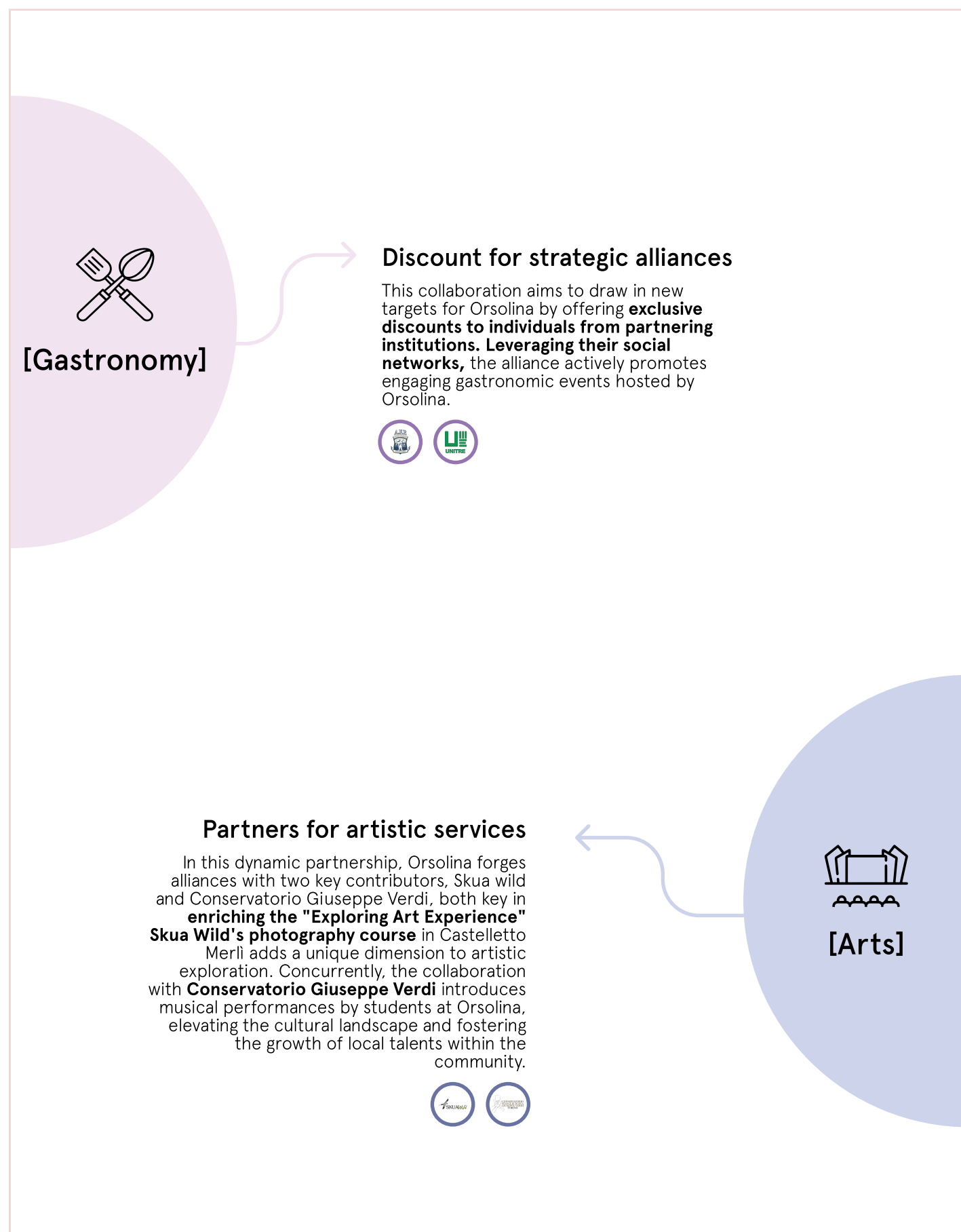


[Wellness]

Wellness pass

A membership provides access to a variety of classes and wellness spaces throughout the region. Participate in yoga classes, serene meditation retreats and energetic fitness classes at a variety of locations. With a single membership, you can enjoy a wide range of wellness experiences that promote balance and tranquility among the beauty of Piedmont.





14. Add transportation offerings to services and initiatives by creating pick-up points/

Incorporating transportation options to **services and initiatives** through the establishment of pick-up points can be an ideal solution to draw a larger audience. A significant challenge for Orsolina and the territory has been the limited public transport connection to Moncalvo.

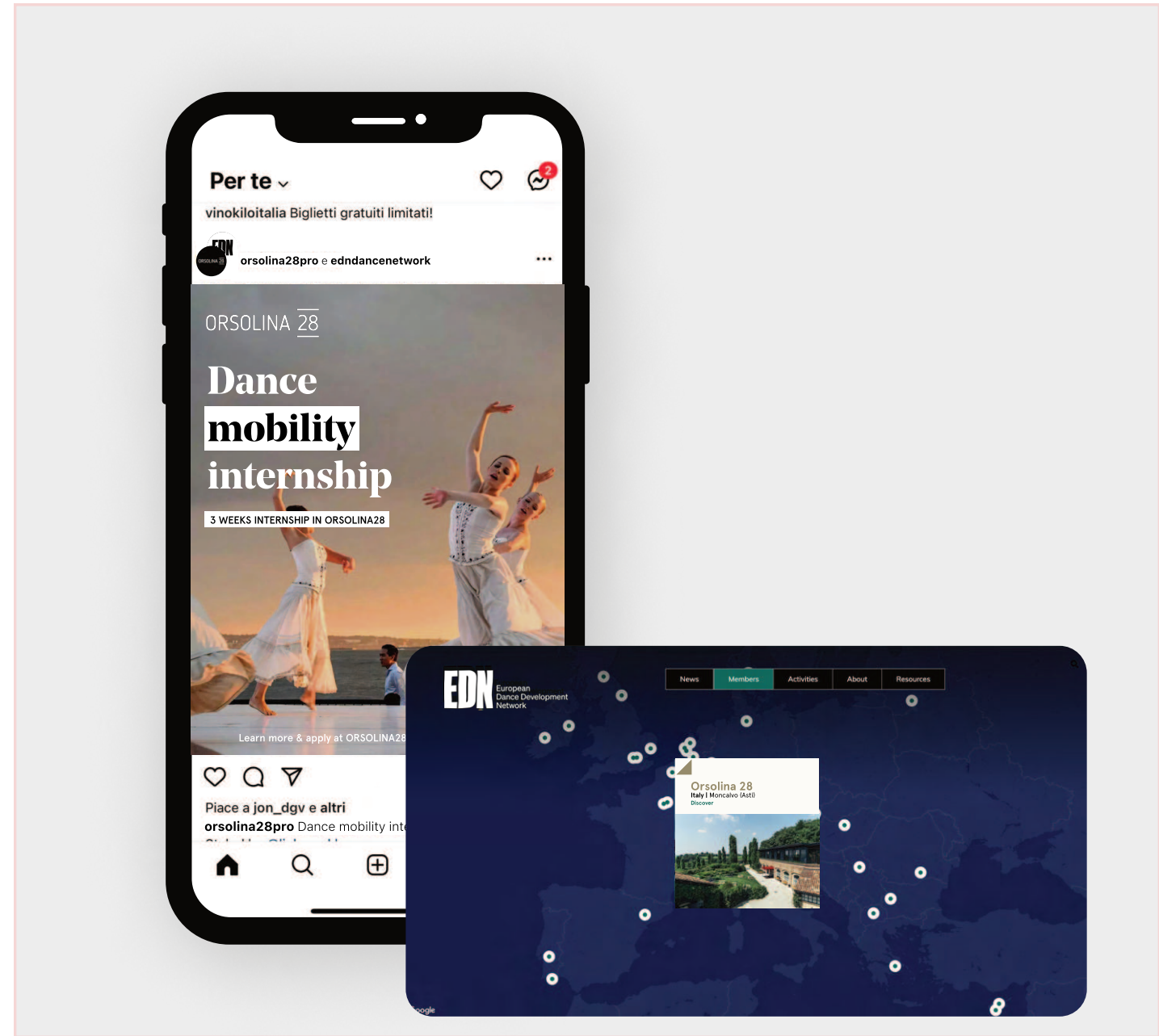
ORSOLINA 28

Scopri i nostri nuovi pick-up point

SCOPRI DI PIÙ SU
ORSOLINA28.IT

15. Identify international dance associations interested in collaborations with O28/

Forging new partnerships will enable Orsolina to welcome fresh talents. Joining these organizations could serve as a promising initiative to establish mobility partnerships with associations in other countries.

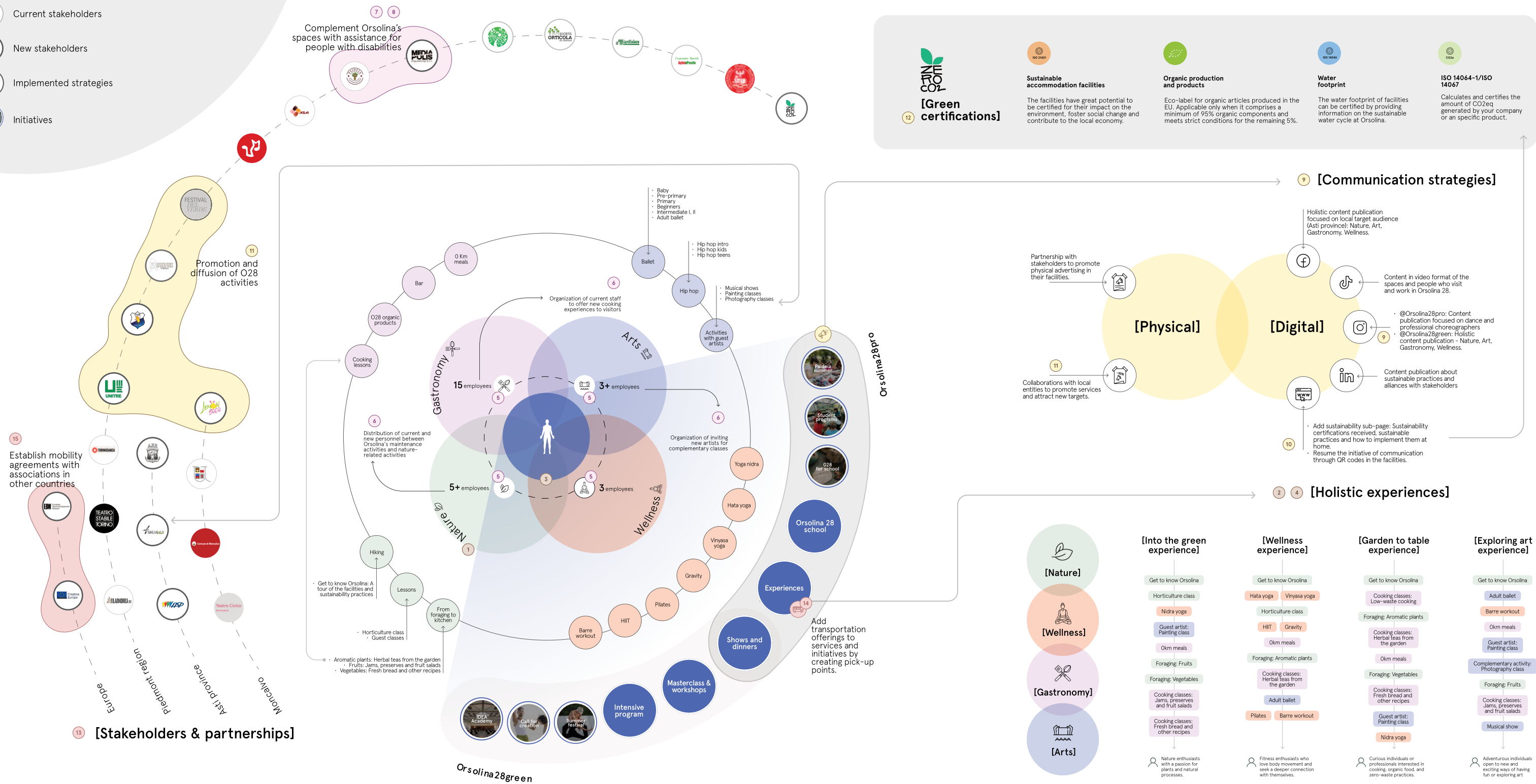


Partners:
European dance development network
Erasmus creative Europe

Systemic Orsolina

The conversion to a systemic Orsolina entails the implementation of **four macro-strategies developed over three different timeframes**. The systemic map below **shows what O28 would look like once the project is implemented**, carrying out specific actions in areas such as the redefinition of services, internal organization, communication strategies and the creation of new partnerships.

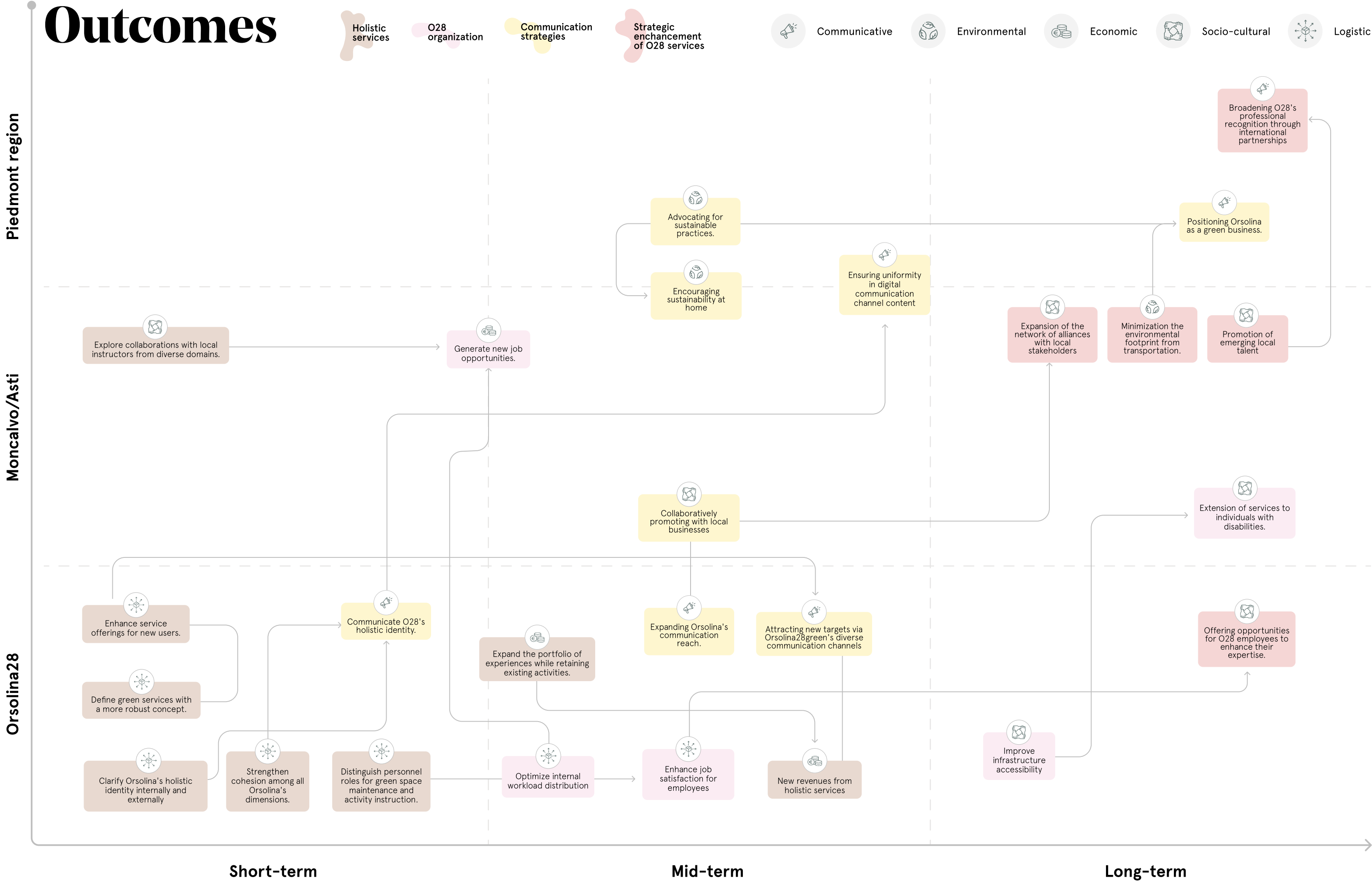
- Current stakeholders
- New stakeholders
- # Implemented strategies
- Initiatives

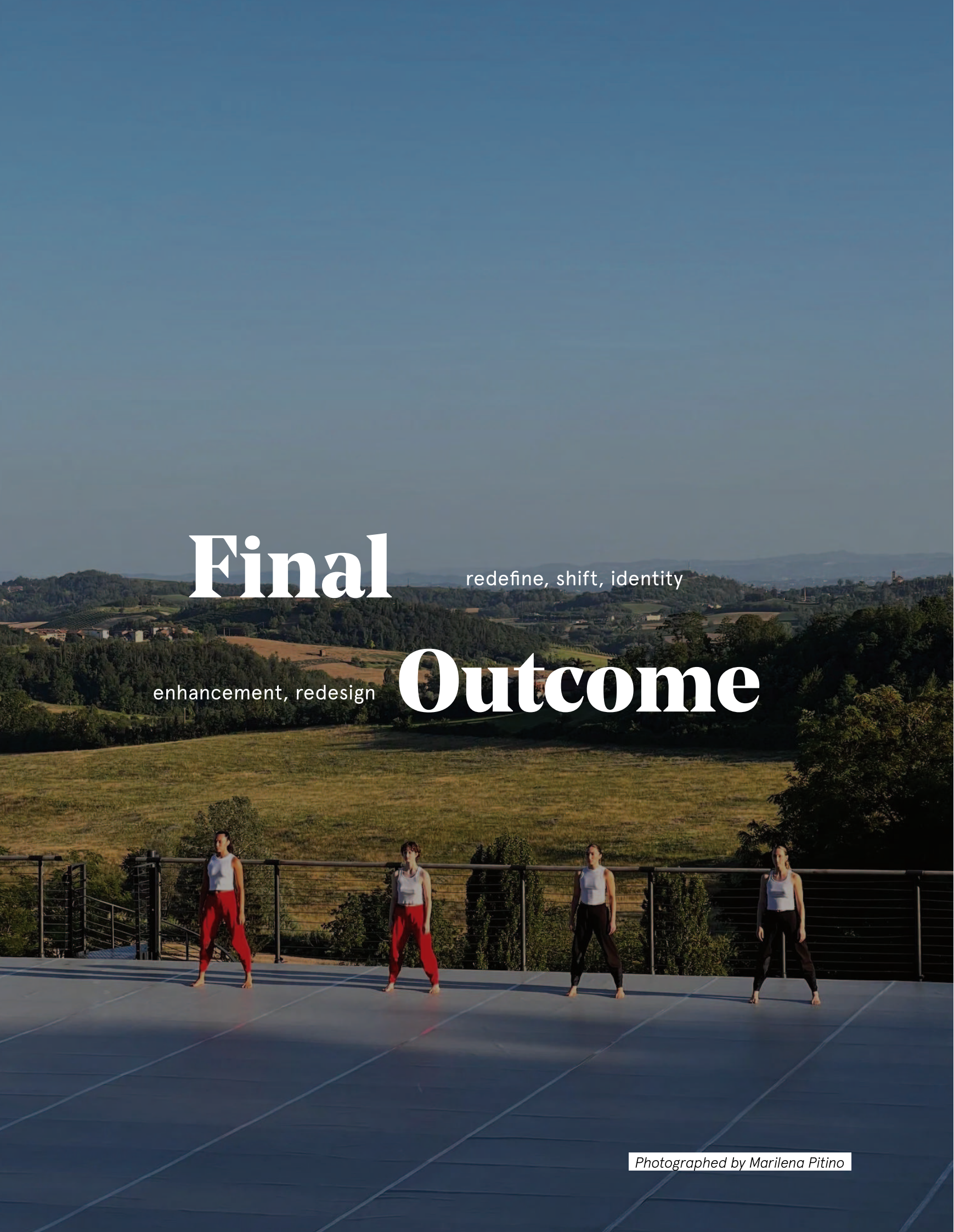


Study of the outcomes

Orsolina's systemic design initiative has diverse benefits in aspects such as environment, economy, and society. The analysis, ranging from various scales and timeframes, **shows a positive shift in Orsolina's identity**. This transformation fosters sustainability practices, incentives economic growth, and **enhances community engagement**.

The systemic Orsolina not only refines internal processes but also elevates Orsolina's influence locally and internationally, **establishing it as a model for holistic, environmentally conscious cultural hubs**.





Final

redefine, shift, identity

enhancement, redesign

Outcome

Photographed by Marilena Pitino

Chapter 5

Conclusions

Conclusions

The implementation of systemic design principles in Orsolina 28 has resulted in an overall transformation, **reshaping the foundation's identity and operational process**. Through a strategic approach regarding the redefinition of holistic services, organizational optimization, communication strategies and collaborative partnerships, Orsolina has undergone a significant evolution. **The redefinition of holistic services involved the strategic redesign and redistribution of activities, ensuring that visitors can explore the diverse dimensions offered by Orsolina**. Simultaneously, organizational enhancements, including the recruitment of specialized personnel and an analysis of spaces, **have established a foundation for a more inclusive and efficient operation**.

Strategic communication initiatives, both physical and digital, aimed to represent Orsolina as a unified entity. This included showcasing sustainable practices through a dedicated website section. **Collaborative partnerships, both local and international, can expand Orsolina's reach**. In evaluating the outcomes, the systemic design approach has manifested tangible benefits across environmental, economic, and societal dimensions. **Orsolina's redefined identity not only addresses the challenge of fragmented perception but also positions it as a model for sustainability and cultural integration**. This journey shows the power of systemic design in shaping organizations that transcend conventional boundaries, fostering community, sustainability, and cultural resonance.



[Territory holistic diagnosis]

History

An international center located in Moncalvo for the **promotion of nature and choreutics**, open to professionals and non-professionals. Orsolina offers different services, all related to body & movement.

History

Orsola28 came to life in 2016 by the enthusiasm and passion of its founder, **Simony Monteiro**. She chose an unconventional place, an eighteenth-century farmhouse that once accommodated the monastery of the Orsoline Sisters of Moncalvo.

How to get to Orsolina



Total surface
200.000 sq.m



→ Where do dancers come from?

For the 2023 edition a total of 284 dancers from 29 different countries participated, mainly from the USA with 177 following Canada with 25 and from more than 28 dance schools to participate in the dance programs offered by Orsolina 28.

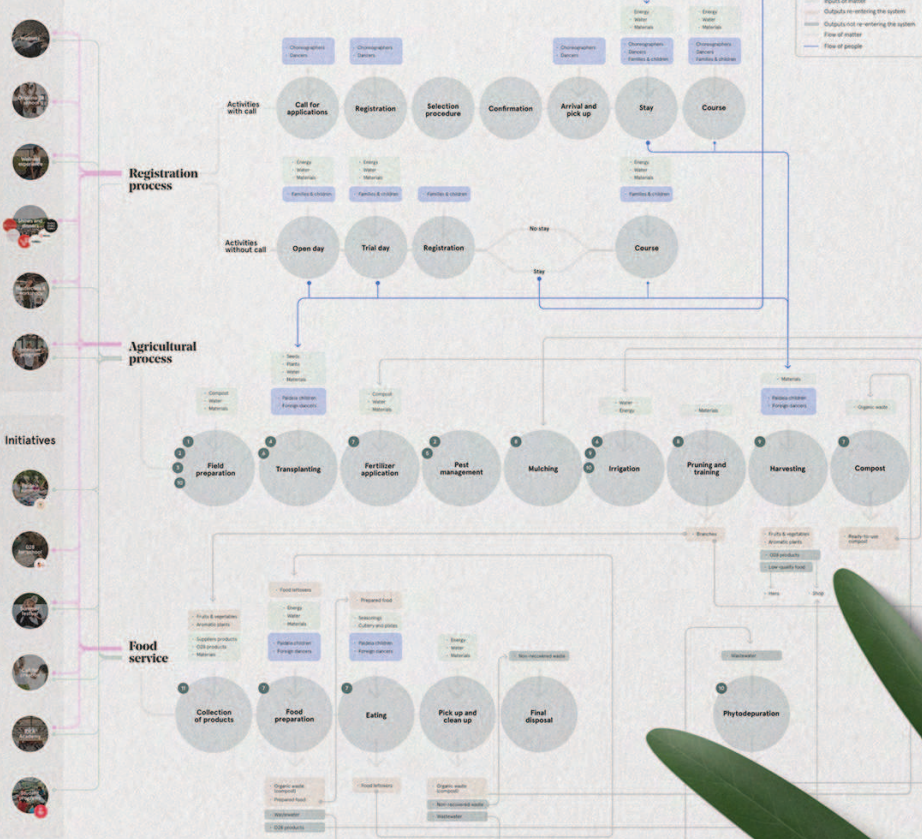


■ Countries with less than 1%: Venezuela, Argentina, Brazil, Bulgaria, Costa Rica, Cyprus, Czech republic, Denmark, Estonia, Finland, Germany, Kenya, Poland, Portugal, Slovenia, Switzerland.

Best sustainable practices

- | | | | | | | | |
|---|---|--|--|--|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| <p>Organic materials</p> <p>Techniques to reduce the use of organic materials and choose plants are specifically suited to using perennials.</p> | <p>Annual crop rotation</p> <p>Use different areas of the garden to grow different crops to prevent the soil and plants from becoming exhausted and insects.</p> | <p>Implementation of green manure, a growing type of plants (legumes) that are used to improve the soil and to absorb excess nitrogen and to increase fertility soil.</p> | <p>Second seed selection</p> <p>Plants naturally selected for their ability to grow with low water consumption.</p> | <p>Cultivation of species that attract natural predators and arthropods to species that are pests of plants and and naturally control harmful insects.</p> | <p>Use of drip-irrigation</p> <p>Use of drip-irrigation systems to reduce water consumption and to reduce the risk of soil erosion and waterlogging.</p> | <p>Recovery of manure</p> <p>Use of manure from plants and animals to improve soil fertility and to reduce the need for synthetic fertilizers.</p> | <p>Selection of plants</p> <p>Use of plants that are adapted to the local climate and soil conditions to reduce the need for irrigation and to improve water efficiency.</p> |

Services



anges:

ulty to
cities
Asti by
nsport

Lack of AFAM dance schools in Italy

Non-continuity of young people in agriculture

Low attendance of spectators at shows compared to other provinces in the region

→ Low investment in culture and tourism

→ The quality and diffusion of sports in the province is low

Challenges]

- 1 Lack of harmony between the realities of dance and green-related activities
- 2 Absence of promotion green-related activities
- 3 Inconsistency of content published in different communications channels
- 4 Lack of service design for green activities
- 5 Difficulty to reach Orsolina 28
- 6 Lack of sustainability report
- 7 Absence of infrastructure to facilitate the mobility of disabled persons
- 8 Foundation too young to be eligible for public financial aid

[Challenges & opportunities]

[Multicriteria analysis]

Multicriteria analysis		Systemic design principles	Consistent with Orsolina's philosophy	Time required for the application	Economic feasibility	Design relevance	Total score
[Transport]	Increase in the supply of available routes bus(es) [A]	•	•	•	•	•	•
	Creation of strategies that connect actors to promote a sustainable transportation system [A]	•	•	•	•	•	•
	Creating incentives for citizens to use public transport [A]	•	•	•	•	•	•
	Creation of more bike paths [A]	•	•	•	•	•	•
	Seek strategies to facilitate transportation to events [D+5]	•	•	•	•	•	•
	Creation of pick-up points for non-dance service users [A]	•	•	•	•	•	•
[Art & education]	Search for strategies to facilitate the transportation of users to O28 [5+D]	•	•	•	•	•	•
	Create agreements (GFA) with dance associations in Italy to increase the training offer [B]	•	•	•	•	•	•
	Certify with the ministry more dance schools [B]	•	•	•	•	•	•
[Communication & promotion]	Establish mobility agreements with associations in other countries [B]	•	•	•	•	•	•
	Promote the province's cultural events [E]	•	•	•	•	•	•
	Promote sporting events or associations [E]	•	•	•	•	•	•
	Promote shows and performances in physical or digital form [D]	•	•	•	•	•	•
	Promotion and diffusion of green activities [1+3]	•	•	•	•	•	•
	Create an advertising campaign more attractive to the target audience [2]	•	•	•	•	•	•
	Conceptualize Orsolina's holistic vision [1]	•	•	•	•	•	•
	Apply for environmental certifications [6]	•	•	•	•	•	•
	Promote O28 as a sustainable and socially conscious association [6]	•	•	•	•	•	•
	Stimulate the interest of young people with initiatives related to agricultural activities [C]	•	•	•	•	•	•
[New alliances]	Associations in the agricultural sector offer opportunities for students in related careers [C]	•	•	•	•	•	•
	Identify possible relationships between municipalities to enhance their events [E]	•	•	•	•	•	•
	Stimulating sports among young people through inter-school initiatives [F]	•	•	•	•	•	•
[Strategic development]	Create new partnerships with potential stakeholders [B]	•	•	•	•	•	•
	Develop in depth the service offered in the green activities [1+2+4]	•	•	•	•	•	•
	Create more attractive events for the public [D]	•	•	•	•	•	•
	Expand the target of users who use the service [1+2+4]	•	•	•	•	•	•
	Expand the portfolio of services offered [1]	•	•	•	•	•	•
	Implementation of strategies to reach different audiences [3]	•	•	•	•	•	•
	Implementation of a business model Orsolina's services [4]	•	•	•	•	•	•
	Internal strategic re-organization [1]	•	•	•	•	•	•
	Identify quantitative data of the different consumptions (water, energy, etc.) [4]	•	•	•	•	•	•
	Create events or services between sports associations within the province [F]	•	•	•	•	•	•
[Investment]	Creation of new services or companies related to culture and tourism [E+F]	•	•	•	•	•	•
	Incentivize investment in the culture & tourism sector with new projects [E+F]	•	•	•	•	•	•
	Complement Orsolina's spaces with assistance for people with disabilities [7]	•	•	•	•	•	•
	Increase investment in education programs in the agricultural sector [C]	•	•	•	•	•	•

[Strategies]





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databases, citation

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