

# Seeding 4<sup>th</sup> International Workshop

*Presentation of the results of the  
Case Study Report*

*Feliciano Iudicone*  
*17 March 2021*



**Fondazione  
GiacomoBrodolini**

# Digitalization of work: main opportunities and risks

- Risk of job polarisation (about one third of occupations at risk of automation according to research conducted in IE and PL)
- Growth expected in care and service occupations BUT risks of precarisation, also due to **platforms**
- Monitoring of employees and privacy issues (e.g. **GPS technologies, wearable devices**)
- **Telework** as a double-edged sword for work-life balance
- Digital divide, both affecting workers and companies in different sectors and of different size

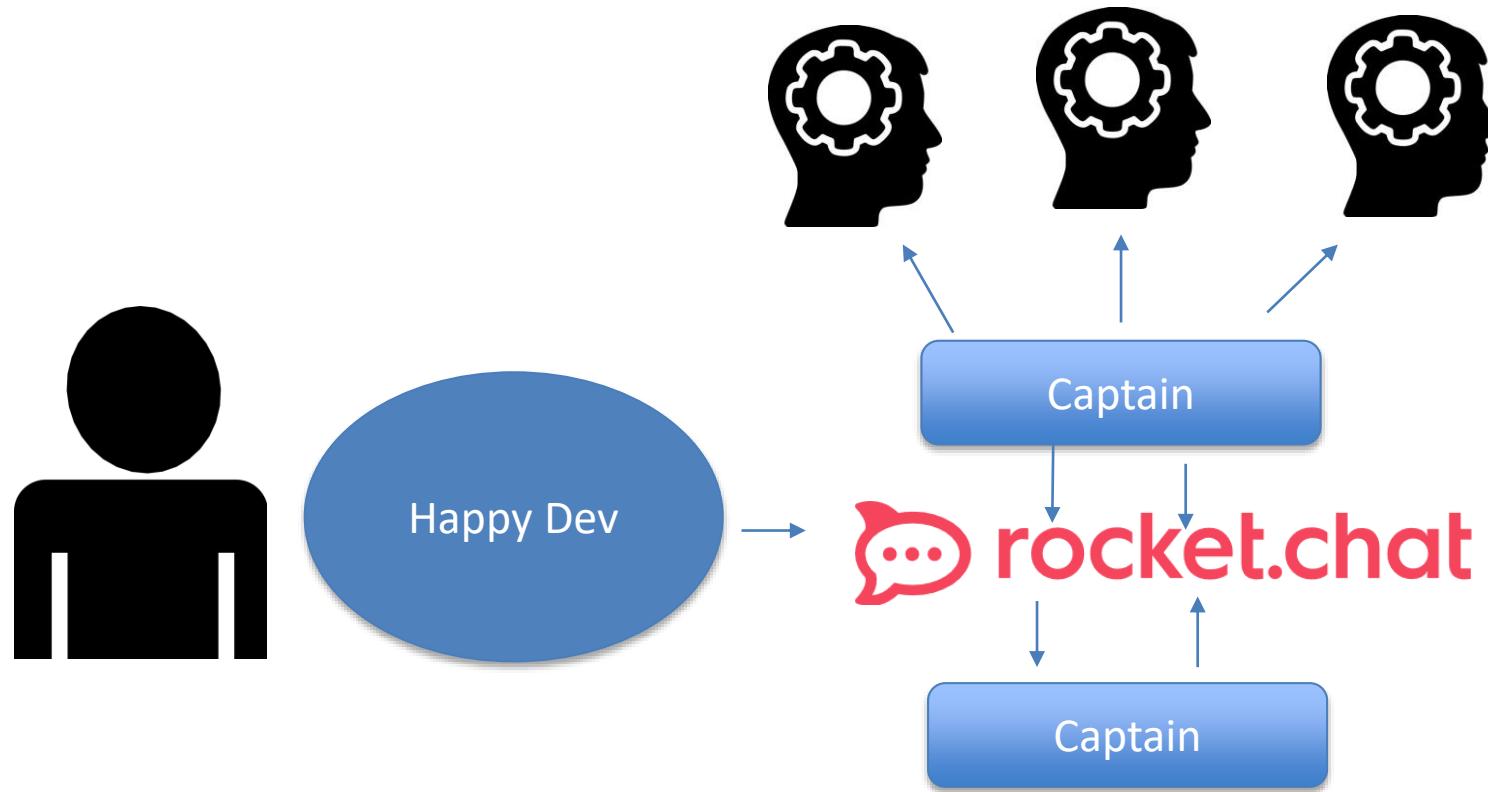
# Platform work, key features and risks

- Business model based on outsourcing, including externalization of risks (income volatility, refusal to pay, health and safety...)
- Use or abuse of self-employment contracts, devoid of employment and social protection
- Coordination and sanctions mediated by ambiguous rating and ranking systems, possibly leading to discriminatory decisions
- System of incentives and penalties triggering **competition** among workers

# Insights from platform cooperatives

- Business model based on outsourcing (often for high-skilled tasks)
- Use (generally) of self-employment contracts with adoption of schemes mitigating some risks
- Decisions discussed in chat and mediated by managers, yet over a fragmented workforce
- Attempts to trigger cooperative behaviours (events, informal training, possibility to share job opportunities...)

# Case study - Happy Dev



# Case study - Happy Dev

- Federation of ‘collectives’ of IT experts (developers, data scientists, web designers...)
- Mutualisation of resources (brand, knowledge, contacts)
- Projects managed by ‘captains’ (i.e. senior members...managers?), making sure ‘**values**’ are respected
- Jobs came from members and from the platform. Two commission rates apply (5% for the platform and 5% for the “captain”).

# Automation and digitisation of work

- Using efficiency or quality gains ensured by innovation to expand the market and sales

*Digital technologies were adopted for a few reasons: to provide new training opportunities for trainees to acquire new skills; to improve product quality and customer service; attract new customers to grow sales and contribute to financial sustainability. The purchase of digital and automation technology for cutting fabrics has led to increased productivity in rosette, sash, and badge production. The procurement of Customer Relationship Management (CRM) software technology supports the Company to manage customer contacts, orders and stocks across both its businesses. The Company has built up experience on how to access different e-commerce platforms used by online retailers to secure additional contracts from companies to distribute their products.*

**Speedpak case study**



# Automation and digitisation of work

- **Retraining and upskilling staff**

*In order to make the platform effective, the company had to reorganise and train its workforce. For example, store salespeople had to be integrated into the webstore system. Each store sells some of its reused items through the online store.*

*Each item has to be digitised (description, photos, metadata). The first step was that the company showed workers that being digitalised does not mean that you have to be a programmer or web professional, but that you have to prepare work for them.*

## **Knof case study**



# Automation and digitisation of work

- Using digital tools to simplify and streamline work organisation and coordination

*“Mobile phones update work calendars automatically and therefore there is an improvement in work organisation. The worker is not geolocated. However, in the case of home care services to dependent people they have to confirm their actual presence in the user’s home. This is generating perceptions of excessive control and stress, and also triggering a strong debate with unions.*

## Suara case study



# Automation and digitisation of work

- Using digital tools to simplify tasks and include vulnerable workers

(...) digital transformation was definitely seen as an opportunity: digital tools and information management in the cloud can save time and effort and reduce mistakes. The tool was created to respond to market needs and the will to compete with other companies while employing disadvantaged (mentally disabled) people. The tool allows workers to locate the green areas and indicate the correct jobs to do.

## Naturcoop case study



VERDE

# Other experiences of digitalisation

## Som Mobilitat

- Car sharing service managed by users

## France Barter

- Creating a network of mutual support among SMEs

## We Create

- Guiding small companies into 3d printing and new technologies

# Thanks for the attention!!!