U-COACH

Leonardo Da Vinci

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Partners:	Eurocrea Merchant Srl
Authors:	Gianluca Coppola – Eurocrea Merchant Srl
	Rosario Improta – Eurocrea merchant srl
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04		

TABLE OF CONTENTS

1. PROFILE OF THE REGION

Lombardia is 23.859 km^2 equivalent to 7,9% of Italian territory; 9,4 million people live in this region, equal to the 15,8% of Italian population and the density is 374 people per km^2, about the double of the other most populated areas. It is the most populated Italian region and bigger than other EU contries as Sweden, Austria, Denmark, Finland, Ireland, Luxemburg.

Accordingly, the administrative system is divided in 12 provinces: Bergamo, Brescia, Como, Cremona, Lecco, Lodi, Mantova, Milano, Monza, Pavia, Sondrio and Varese.

1.2. Economic Analysis

20% of Italian GDP and more than 3% of UE GDP are produced in this region: it is at the same level of the Belgian gross domestic product and overlaps those of Austria, Denmark, Finland, Greece, Ireland, Luxembourg, Sweden and that of the new 15 EU enlargement countries (the new members who joined EU in 2004 and 2007). Lombardy is thus an important area both in demographic and in economic terms, with a good level of productivity, low unemployment and high wellbeing standards.

Service sector has a predominant role and reaches the 62,4% of the regional GDP, followed by industry with 35,8% and, in the end, agriculture with only 1,8%. This region is the driving force of Italian economy, with a 36,1% of imports and 28,5% of exports[1] and in the period between 1996 and 2003 the regional added value raised as the annual Italian average of 1,4%. The gap with the other Italian regions is more prominent in industry and in the high technology sector in particular, whereas in service the rise of productivity is less strong. Moreover the decrease in exports competitiveness caused a reduction of the market share from 1,5% to 1,2%.

At the end of 2008, 183 banks had their offices in Lombardy (about a quarter of total in Italy): in fact, in contradiction with general trends, between 1999 and 2005 their number raised of 11. On the contrary, the number of finance companies is 489. It's clear from those data why Milan is the economic and financial Italian capital.

[1] The gap of exportations between Lombardy and the other Italian regions is wide: Veneto 13,4%, Emilia Romagna 12,6%, Piemonte 10,7% and Toscania 7,3%.

According to the last census, Lombardy has more than 750.000 firms, 35.000 public institutions and non-profit organizations, 850.000 factory units and about 3,9 million of employees, 20% of Italian total employment.

About a third of Lombard employees works in manufacturing sector with 1.216.823 people (i.e. 31,2%) and about two fifth belong to industry sector with 1.528.906 people (i.e. 39,2%). Even though the human capital is lower than OECD average, this structural gap is smaller than Italian deficit: in Lombardy the ratio of degreed people is 6% instead of national average of 5,6% and the years of education are 8,8 instead of 8,6.

In the last decade employment has raised significantly whereas the activity rate has been 68,3%, which is the higher in Italy. The unemployment is 4,1%: it is lower than both the national rate and the rates of other comparable areas with the same development.

Although Lombardy has the national leadership for industrial expense in R&D (Research and Development) and patents per year (in high technology sector in particular), its investments level in R&D compared with the GDP (1,25% of GDP) is only a bit more than the national average (1,16%) and lower than that of Lazio, Piemonte, Liguria and Emilia Romagna. In any case those ratios are far from EU target of 3%.

The role of driving force of this region is clearly shown in the industrial R&D: one third of Italian expense in R&D is made by firms, three quarters of the whole regional expense in R&D are private and use 0,9% of regional GDP (the national average is 0,5%).

Lombardy is also the first Italian region for the number of submitted patents: 1612. They are preponderant in industrial process, but in other specialized sectors (as electronics, chemical and physics) they are lower than the national average.

In any case, Lombard system is focused on sectors with low investments in R&D and it lacks of high technology and high specialized firms. However, important academic institutes as San Raffaele, University of Bicocca and Politecnico of Milan have reached significant results in biotechnology thanks to the collaboration with Lombard firms of that market sector.

So, in comparison with other EU regions of comparable development level, Lombardy suffer a delay in education issue, expense in R&D and innovation capability.

21 industrial districts exist in Lombardy: 9 specialized in textile and clothing sector, 7 in engineering production, 3 in woodworking, 1 in rubber gaskets and 1 in toys sector. Textile, clothing and footwear sectors are in crisis: between 2001 and 2004 more than 2.300 enterprises

have closed, with the lost of about 44.000 workplaces, and this trend has continued in the next years. In this sectors the competition of developing countries is strong and obliges Lombard entrepreneurs to reorganize their firms and to specialize in high quality products.

The following districts are important because of their specificity. Gallaratese (Varese’s province) has 2.900 textile enterprises, 27.000 employees, a turnover of 2.700 millions Euro and an export rate of 40% (11% of the whole Italian textile exportations and 3% of Italian exports). Brianza-Cantù-Como (Como’s province) has 6.500 firms with 30.600 employees and an exportation rate of 25%, with the Brianza famous to be the oldest district of Italian furniture in Italy. Castel Goffredo (Mantova’s province) is the most important district of footwear in Italy and makes the 70% of Italy’s production, the 60% in European Union and the 30% in the world. Como silky district has 1.000 firms, 18.000 employees and an export rate of 42%. Grumello del Monte (Bergamo’s province) has 150 firms, 2.000 employees, a turnover of 250 millions Euro and 40% of exportation rate. It is a district specialized in button sector and makes the 60% of button national production. Lecco is important for two districts. The first is based on metalworking, it has 1.627 enterprises, 21.340 employees, a turnover of 2.000 millions Euro and a 30% of export rate. The other Lecco’s district concerns 170 firms, 3.400 employees, 750 millions Euro and 60% of the exportation rate. Lumezzane (Brescia’s province) has a district with 2.000 firms, 20.000 employees, 2.000 millions Euro and an export rate of 60%. Milan design district (Milan province) is a design worldwide area of excellence for planning resources and design services for enterprises and employs 46.054 people. Finally, Brescia area has 3.291 firms and 33.524 employees in the metal manufacturing, machineries, mechanical devices and metallurgic products.

Finally, Lombardy exports mainly in Germany, France, Spain, United States, United Kingdom and Switzerland.

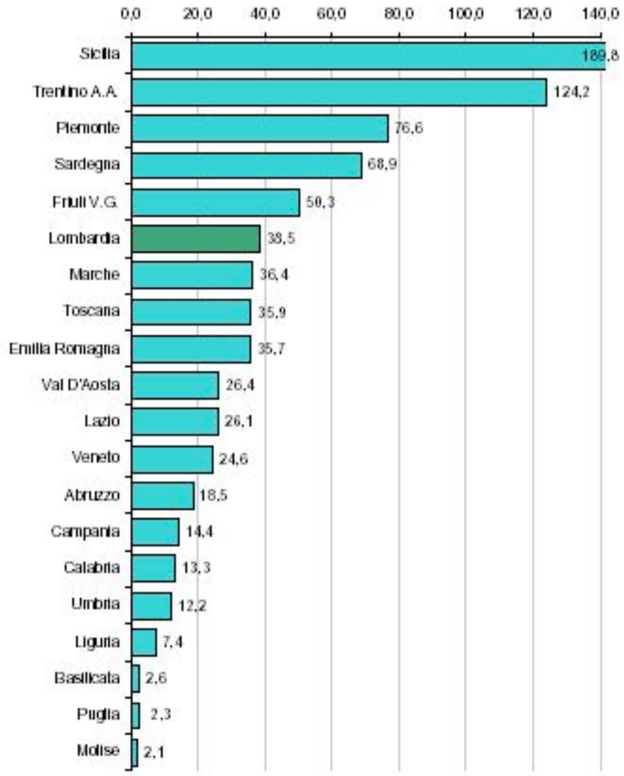
1.3. Social & Cultural Aspects

Lombardia is often on the top of rankings in many important political and economical issues, but this is not true from a Cultural point of view. In this case, Culture entails a wide meaning linked also to the possibility to enjoy genius and artistic works.

If Lombardia's data are compared with those of Italy, this region is seen as an example of good management and government, but if a deeper analysis is made and if simply a different perspective is used, it will be possible to discover a different situation.

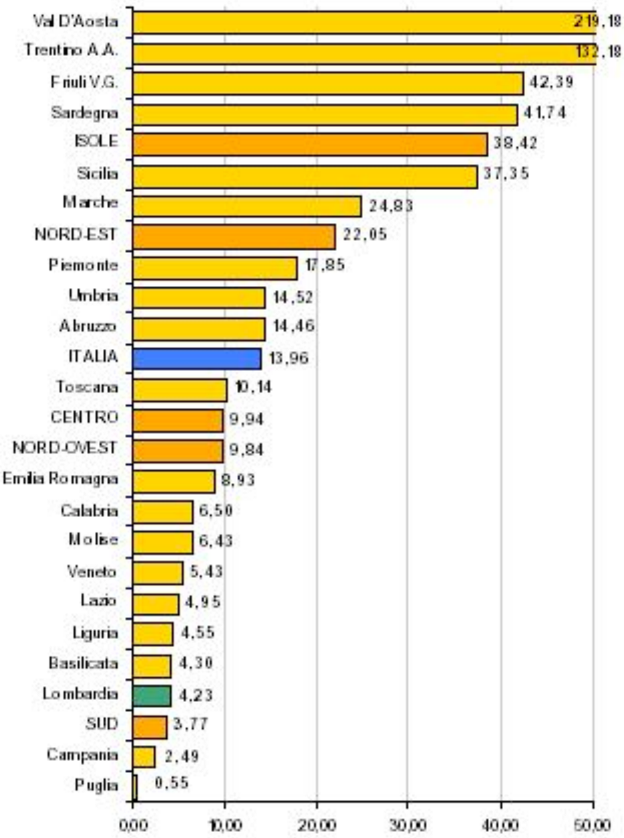
As it is possible to see in the following tables, regional expenditure for Culture is high and it is on the fifth place in Italian regional ranking. However, the trend is totally different if regional expenditure is compared with the number of inhabitants: Lombardia falls down to the last position only higher than the south regional average, Campania and Puglia. Indeed, the difference between Lombardia and Valle d'Aosta (the fist region in the ranking) is considerable.

Table 1. Italian Regional Expenses in Culture (Million Euro)



Fonte: Bilancio Regioni (dati forniti da Associazione Economia Cultura)
Rielaborazione dati: Regione Lombardia, D.G. Culture, - Osservatorio Culturale –

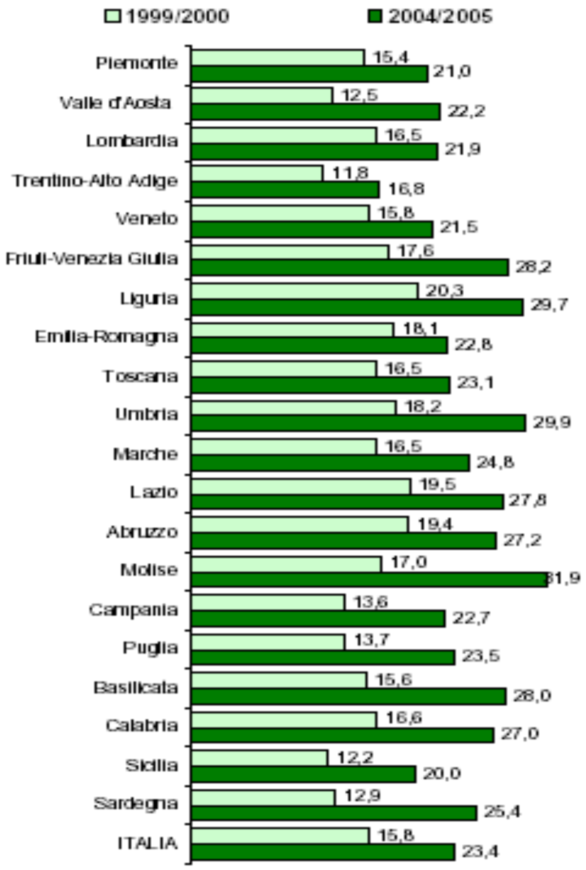
Table 2. Italian regional Expenses per inhabitant (Euro)



In order to understand the level of Lombard education, it is important to analyze the percentage of graduates: it is smaller than the national level and higher only than those of Piemonte, Trentino-

Alto Adige, Veneto and Sicilia. Lombardia is in the lower part of the ranking but, in this situation, the gap is not so wide. Moreover the increment of Lombard graduate people from 1999 to 2005 is lower than other Italian regions as Friuli-Venezia Giulia, Umbria, Lazio, Liguria.

Table 3. University Education: Graduate per 100 people of 25 years old



The theatrical production is very good, copious and appreciated not only in Lombardy but also in the other Italian regions. However, the number of sold tickets per a hundred thousand inhabitants is just a bit bigger than Italian average and about half of Lazio's amount. The situation of the number of sold tickets per show is worst: the amount is smaller than the Italian average and bigger only than Friuli-Venezia Giulia, Molise and Sardegna.

Table 4. Sold ticket per 100.000 inhabitant

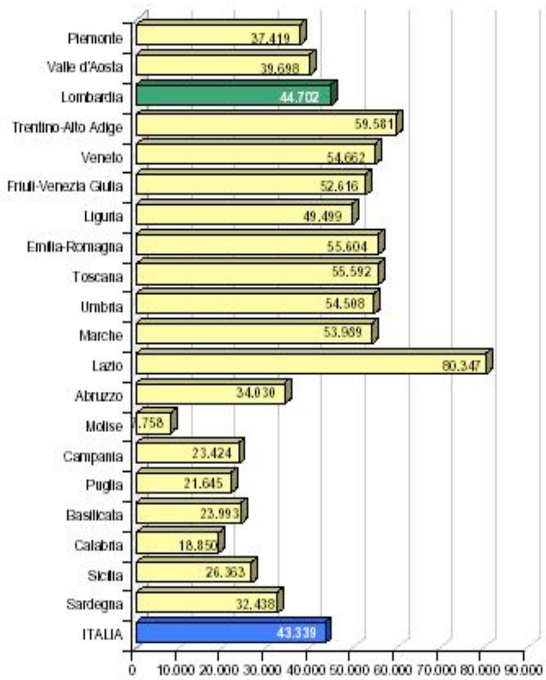
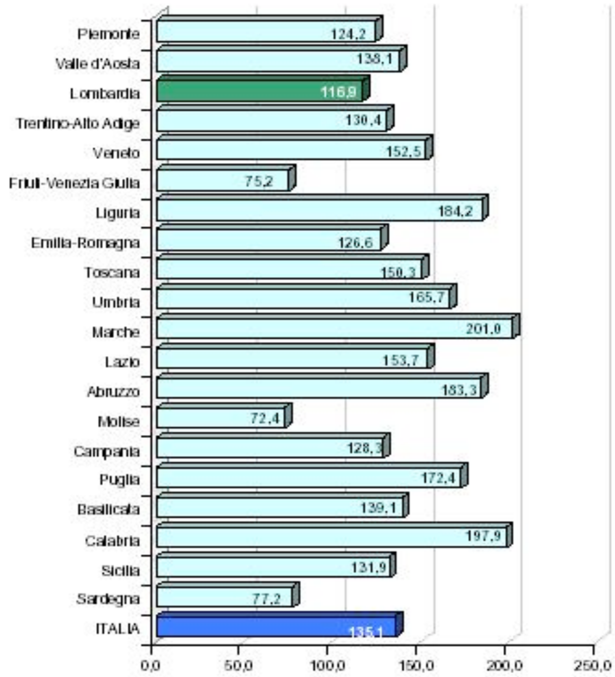
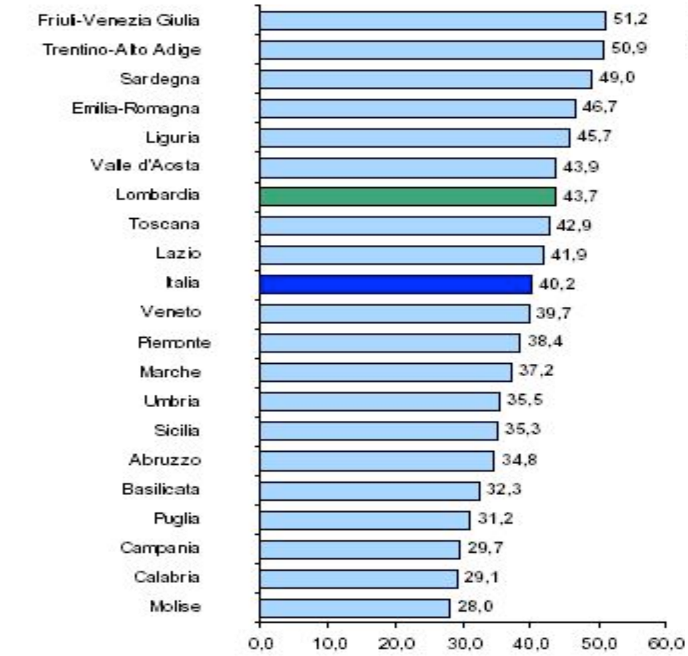


Table 5. Sold ticket per show



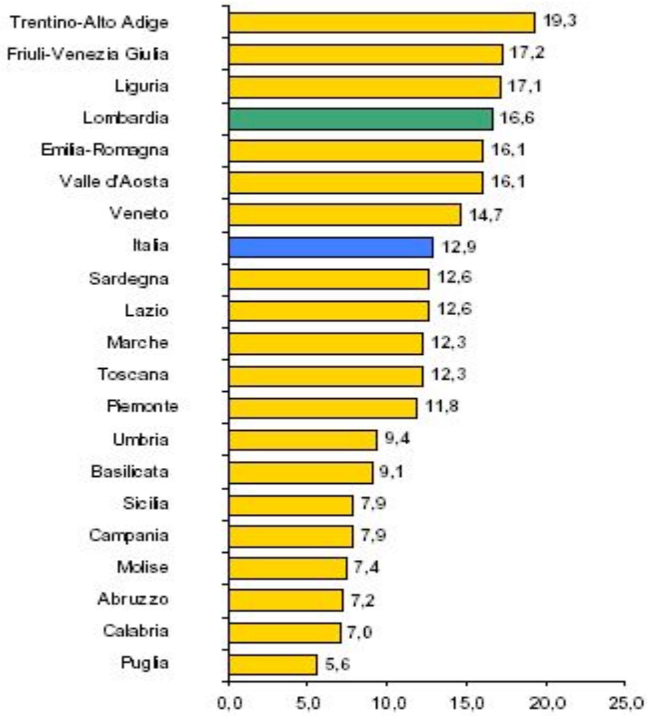
Lombardia is the Italian publishing core and it is on top of the ranking for readers of newspapers and books. Seven regions (Friuli-Venezia Giulia, Trentino-Alto Adige, Sardegna, Emilia Romagna, Liguria, Valle d'Aosta) have a higher percentage of newspapers readers, whereas only Trentino-Alto Adige, Friuli-Venezia Giulia and Liguria have a bigger percentage of books readers. In both cases Lombardia has a higher level than Italian average.

Table 6. Newspapers readers per 100 people (of more than 6 years old)



Fonte: ISTAT - Indagini Multiscopo sulle famiglie " Aspetti della vita quotidiana"
Rielaborazione dati: D.G. Culture - Osservatorio Culturale

Table 7. Books readers per 100 people (of more than 6 years old)



Lastly, the number of visitors in museums per 1000 people is smaller than the Italian average and, accordingly, the amount of takings is lower.

Table 8. Visitors in public museums, monuments and archeological sites per 1000 inhabitants

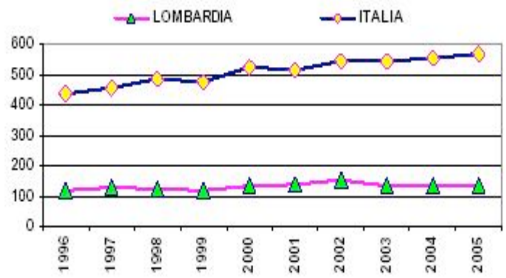
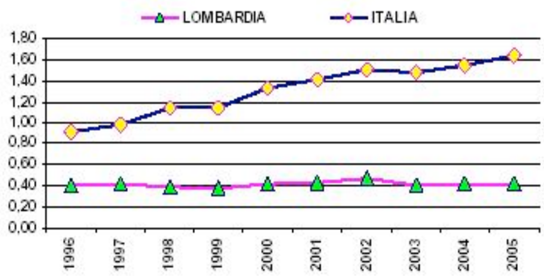


Table 9. Takings of public museums, monuments and archeological sites per inhabitant



Lombardia has big and unexploited possibilities and capabilities which would attract higher interest and participation if they were used. However, according to Massimo Zanello, Regional Councilor on Culture, Identity and Autonomy in Lombardia, the region has invested in cultural heritages also by renovating, recovering and achieving “cultural rooms”. In order to complete that plan, they have to give contents to these rooms and to make them interesting and formative.

1.4. regional grants supporting the development

Lombardia provides important help to small and medium enterprises (SMEs) through financial grants in order to support SMEs, to increase their investments and to decrease the investment risks to the banks.

- The oldest and most used grant is focused on the Law 28 November 1965, number 1329, also known as Sabatini. It has been developed during the decades, but the core continue to be the same. It is based on a grant on the interests in order to decrease the interest rate. In Lombardia the grant is half of the interests amount made by the rate of Community Financing. It can be used only to buy new machineries.
- Fondo di Rotazione per l'Imprenditoria (FRIM) is a group of instruments created to induce innovation, development, dimensional growth, enterprise move. It consists of a reduction of interest rate on a part of the financing (35% with a tax rate of 0,5%, 35% with a tax rate of 1,5% and 30% is decided by the bank).
- Fondo artigiano is addressed to the handicraft business and it is a group of important and good measures for concessional credit, investments and financial assistance.
- Other important financial helps are tax breaks for R&D activities on two national taxes: IRES (which is a corporate tax) and IRAP (which is a regional tax on productive activities). There is the possibility to have a tax credit with the IRES, whereas, in the case of IRAP, firms have a tax reduction.
- Reduction of interests rate for business internationalization are provided by Lombardia and mainly by the state.

Taxes in Lombardia are 40% higher than the national average. In the last years taxes were about 1.576€ per inhabitant, whereas Lazio's tax burden was 1.662€, in Piemonte 1.571€, in Valle d'Aosta 1.483€, in Emilia Romagna 1.472€, Toscana 1.400€, in Veneto 1.357€. Basilicata (767€), Calabria (773€), Campania (864€) and Sicilia (696€) are lower than the Italian average.

The administrative division underlines how the tax burden is focused on the regional (825 €) and municipal level (346 €), whereas provinces have a small role with only 77 €.

REGIONAL GROSS PRODUCT AND REGIONAL GROSS PRODUCT PER PERSON 2000/2008

	2000	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**
Regional gross revenues (Million/euro)	246.700,0	259.431,0	270.653,3	279.450,4	289.334,1	293.905,8	305.550,4	320.620,9	326.130,5
Regional gross revenues/ person (Million/euro)	27.452,2	28.765,6	29.836,9	30.448,8	31.044,8	31.153,6	32.126.7	33.419,2	33.647,7

2. **ECONOMY IN SHORT**

GDP at current prices (2008) of Lombardy amounts to 326 130,5 million of euro, approximately 20.7% of Italian GDP, which equals 1,572,244 million of Euro. GDP per person in the region in 2008 was EUR 33.647,00 euro, against 26.277,00 of Italian average with an increase of 0,68% over the previous year. Over the past five years the trend of regional GDP was very variable showed a peak of growth (2%) in 2001 to reach the minimum (0.1%) in 2003 and climb slowly from 2004 onwards.
The actual employment in Lombardy in 2008 were more than 4 million: 63% employed in services, 36% in industry and the remaining 1% in agriculture. The regional employment rate was 66.6% in 2008: 76.4% male and 56.5% female. Women's employment, as increased in recent years thanks to social policies of local and national levels is not yet of the north European countries (> 60%) (level reached only by Emilia Romagna in Italy with 62%) and stood at 59.4% in 2006. The percentage of women directors has doubled from 1992 to 2008 rising from 12% to 20.8%. The regional unemployment rate was around 3.7% in 2008.

DOMESTIC GROSS PRODUCT PER SECTOR – 2009			
Economic sectors	**DGP (in Milion/€)**	**% DGP OF SECTORS**	**% DGP OF SECTORS IN ITALY**
Agricolture, fishing	2.981,6	0,98%	1,84%
Industry	75.983,2	24,87%	18,30%
Construction	15.455,9	5,06%	5,41%
Trade, hotels, restaurants, transports	61.554,8	20,15%	20,54%
Financial activities, real estate	80.828,6	26,45%	24,17%
Other services activities	39.699,0	12,99%	18,97%
Added value tax, import taxes	29.047,2	9,51%	10,76%
Lombardy – domestic gross product	**4.059,8**		

2.1. main economic sectors

Lombardy's economy is characterized by a variety of areas in which it is developed. They range from traditional sectors, such as 'agriculture el' farming, heavy industry and light, but also the service sector had a strong development in recent decades. Agriculture was the basis of the Lombardy region's economic development. First was hit by the process of mechanization and restructuring. Mechanization, through the use of increasingly complex machinery, has led to increased agricultural production and the restructuring of the territory, through the construction and modernization of canals and drainage of wetlands has improved the quality of agricultural production. Agriculture in the region focuses on the production of cereals (corn, soybeans, wheat), vegetables, fruit (pears and melons) and wine. More developed and fodder production, used for cattle and pigs.

The industry is dominated by small and medium-sized, mostly family, but also by large companies. It is flourishing in many areas, particularly those in mechanical, electronic, metallurgy, textile, chemical and petrochemical, pharmaceutical, food, publishing, footwear and furniture. Milan and the province covering over 40% of companies in the Lombardy. In the services sector, significant is the weight of trade and finance. In Milan The Italian Stock Exchange are located between the major European financial centers, and the Fair of Milan, which today (2008) is the largest exhibition space in Europe. Also important are the banking, transport, communications and business services. Tourism (art cities, mountains and lakes) has an increasingly significant weight.

3. A FOCUS ABOUT THE EXECUTIVE COACHING IN THE REGION

Coaching is an innovative discipline to learn and improve their leadership style, the quality of corporate management, define new business strategies and growth of its employees.

The executive coaching is a new discipline in Italy, which has its roots in neuroscience and business management. The executive coaching, in fact, is a highly personalized and location based on experience or "action learning" to address and overcome their challenges. Together with the manager and coach, agree a development plan that follows the rhythm, timing and objectives of the manager. The one-to-one match in real time to changes in individual and business needs. The result is a development of rich, relevant and effective, essential for those who have little time and many responsibilities.

3.1 Coaching improves Business Performance?

The experience of Eurocrea Merchant shows that companies obtain substantial benefits from the Executive coaching, including:

• provide appropriate support to managers play a new role, also related to corporate reorganizations;

• acquire innovative tools and new ways to obtain a consistent performance improvement;

• have an independent and trusted interlocutor with whom to discuss sensitive and complex issues of business;

• ensure that new managers environments as quickly as possible after recruitment;

• provide the opportunity to experience an intense personal development before a promotion to ensure its success;

• develop and use new skills for an existing role or, of course, new;

• develop and transfer skills that are "asleep" or intended to be renewed;

• manage a transition period in their careers;

• create a strong team spirit, to improve team performance, particularly in sales;

• provide stimulating learning experience for a manager to help him pursue a successful career, retain and motivate;

• Give managers who are considering major policy changes for your company, the possibility of a forum for reflection and careful with their private coach.

Coaching is a highly effective methodology that supports the person to:

• manage change with courage, creativity and flexibility by aligning professional values and objectives;

• to focus on strategies, identify the limits and proceed to overcome a personal, professional and business;

• improve relationships with others, discovering the most appropriate strategy to achieve the objectives.

4. FIELD WORK: SURVEYING ABOUT THE "STATE OF ART" IN THE REGION

Below are the 25 companies that completed the questionnaire relating to executive coaching training methodology, with an attached short presentation of the activities pursued by them.

- La. Fa.Re. S.r.l. - The company LA.FA.RE. born in 1947 in Reggio Emilia, focusing mainly on the production of antibiotics, granules and effervescent granules. Customer is assured as well as producing a range of complementary services: Analysis and characterization of active principles, analytical methods development, pilot batch preparation, tips for selecting packaging materials, stability studies, assistance for exports of pharmaceutical products.

• Biancaffè S.r.l. - Born in 1932 as a small artisan roaster, and is transformed in half a century in a modern industrial complex. In these years, remained constant while the strict product selection and meticulous care in all stages of coffee processing, were developed technologically advanced methods to control the quality standard of the coffee. Biancaffè not only works the raw material but is also committed during packaging and distribution of coffee.

• Tecsystem S.r.l. - In almost 30 years Tecsystem has produced more than 500,000 electronic equipment useful for the thermal control of the processors and not only that we find in the areas of everyday life, such as railway premises, airport, marine, construction, civil and industrial wind farms, supermarkets, subway stations.

• TMC S.p.a. - Transformers TMC designs and manufactures electrical transformers with windings cast resin, it is this group all over the world through the various production sites and business located in strategic positions for the various markets operates in Australia, Italy, Spain, Argentina, France, Germany, Israel, Bulgaria, Great Britain, Brazil and India.

• Frascold S.p.a. - In over 70 years of experience, innovation and quality have enabled the company to achieve a leading position in the world market for compressors for air conditioning, commercial refrigeration and industrial applications. Frascold offers a wide range of compressors for refrigeration and air conditioning condenser units together is of a type with air cooled condenser is of a type with a water condenser.

• Wal - Cor Corsanini S.n.c. - Wal - Cor is a leader in the manufacture of quality chocolate, founded in 1954 by Walter Corsanini is managed by his two grandchildren from the 80s. continued success has led to a further development over the 90 years up to a production divided into three establishments, including the central Pozzaglio in the province of Cremona.

• Eusebio S.p.a. - The company is a leader for over 50 years in the field of circular knitting, both for fashion products, articles for technical - industrial. And 'company completely verticalized ranging from spinning to weaving, dyeing, printing and finishing. All this allows to follow the development of new products within the structure with the different laboratories

• Valente S.p.a. - Since 1919, the Company carries on business in the rail sector, rail handling, machinery and equipment for work in tunnels and mines, and in general and special steel structures. In railways, as well as build up any type of switch and exchange, processing and distributing all types of railway track, and their fastening systems.

• Fratelli Meroni S.r.l. - The Meroni Bros. is a versatile four decades has been on the motorcycle market, working with known manufacturers, and automotive, appliance, furnishing and gardening. The company is structured in two different locations where you turn synergistically design, mold production and processing contractors.

• Mollificio Legnano S.r.l. - The Company operates in the field of mechanical elastic components for industrial use. Are manufactured springs, special shaped and precision metal parts of any type and form, particularly for applications in the automotive, motorcycle, household appliances and industrial systems.

• Bettinelli S.p.a. - Since 1953 the company has wisely implemented the traditional mechanical technology in the engineering of high performance devices through the use of a flexible manufacturing process that for decades has led us to offer customers highly complex products such as: interdittori parallel, rotary tables, interdittori globoidal etc.

• Orobianco S.r.l. - The success of the Japanese market where it is considered the brand leader in luggage and in the range of business did not lose sight of the peculiarities of its products. Giacomo Valentini, fashion designer and entrepreneur Orobianco knows that the strength of its collections and processing of fingerprint craft that relies on a network of exclusive Italian laboratories.

• Gallus S.p.a. - The Gallus was born in 1995 as a wholesaler of cotton fabrics. In 1967 changes in the company of making clothing and aprons from home. In 1975 with the advent of the properties, activity packs are accompanied by the converter, which consists in importing textiles from abroad that the company wanted the press and then sells today has become quite prevalent activity (97% turnover).

• Stamperia Valeri S.p.a. - The Printworks Valeri rib of Gallus Spa, was founded in 1990 by an existing property in the municipality of Olgiate Olona. The Company work in the textile field and specializes in printing and dyeing of cellulose fiber, artificial and synthetic.

• Colpack S.r.l. - The Company carries on business in the field of plastics, especially polyethylene bags for recycling.

• Pizzorni S.r.l. - The Company started its activity in the first decade of 1900 with the production of wooden boxes for packaging and transportation and marketing of horticultural commodities. With the growing popularity and success of plastics packaging, production in 1970 is further expanded with the molding of plastic containers and, from 1991 to preforms and PET bottles.

• Solema S.r.l. - The company started in 1982 has always been present at the client from the moment they decided to make a new plant or modify an existing one with a technician equipped with personal computers to achieve at the design of future plant, so 'doing is maximizing the available space and thus achieves' an installation "ergonomic" fit for the customer. The Company, in addition to the design phase, is also engaged in the production systems with regard to bookbinding, post press machines and transport systems.

• IVM S.p.a. - The Company is engaged in producing and selling office furniture worldwide, office furniture and is leading in quality and design in furnishing office nationally and internationally.

• Met S.p.a. - The Company is one of the leading manufacturers of cycling helmets in the world.

• Demetra S.r.l. - Founded in 1986 by Aldo Verga and Sergio Gusmeroli, the Company produces and sells worldwide its own specialties. The range summary between the Italian gastronomic tradition and the modern and innovative cuisine, developed over the years as the traditional oil appetizers to arrive at more than 400 specialty recipes with mushrooms, vegetables, meat and fish.

• Fimer S.p.a. - The company was founded in 1970 in one of the oldest and most famous Italian wine producing areas, from which stem wines. The founder Bruno Mogliotti initially used his experience and his innovative ideas to meet the needs of wineries in the area, creating a series of fillers fall small - medium, suitable for limited production and high quality. The continued success of manufacturing FIMER foster demand for machinery, even by operators not involved in wine, but touching areas such as soft drinks, spirits and beer.

• Ricamificio Junior S.r.l. - The Company started its activities in 1971 but the art of embroidery has been forwarded to the founders of a long family tradition dating back to early 1900. In the early 2000, the current president of the Board, agreed to enter the wheel of a reality for over thirty years had been on the market but needed a big raise. The company today has become an art recognized and appreciated in Italy and abroad, specialized in producing embroidery - laser (absolute novelty in the field of personalization, using precision laser cutting can create an overlap in the exact various materials on the fabric, creating a very original or you can "burn" a little tissue to give the logo with a great effect).

• Bridgeport S.r.l. - The Company designs and manufactures valves swollen premium / deflation, control, maintenance and regulation of air and gas pressure. In addition to tires for cars, motorcycles, trucks and earth moving, one of main applications lies in valves for car air conditioning systems designed and manufactured according to customer specifications.

• Torchiani S.r.l. - The Company is a leading manufacturer of fluid handling systems dedicated to process, wastewater and primary. TISEP division is able to offer facilities membrane separation: reverse osmosis, ultrafiltration and microfiltration.

• Salumificio Aliprandi Spa - The company was founded in 1940 by the passion of Ottavio, and then of Luigi and Ferdinando Aliprandi. The company is a leading producer of salami, prosciutto and coppa.

4.1 Short focus about the results of the field work

In order to have initial data for our research we delivered to 25 enterprises an analytical questionnaire filed in by companies. From this basis we can delineate some important conclusions.

- Lombard enterprises are generally interested in executive coaching; they are aware of the importance and conscious of their necessity of education and training.
- It was also pointed out how executive coaching is still misunderstood or less understood as a way to improve the skills or the company's performance.
- The implementation of executive coaching policies is difficult for small enterprises because it entails to invest resources.
- The majority of companies has interest to get deeper in the subject but the main difficult is to catch the real benefits of an executive coaching. There's stilla a wide lack of knowledge about the topic

4.2 a brief focus about the executive coaching in our Region

In Italy, the Italian Coach Association is a point of reference for the associated coaches, with reference to the International Coach Federation (worldwide), but still can not vouch for the profession.

The market, especially international evidence, requires a formal certification. The training schools of coaching match each with its own method and their content.

What people think of coaching? Italian companies, both HR and leaders who have tried the coaching, the value of it is perceived very well.

The vast majority of the potential audience (people who have never tried coaching or who know him superficially) distrusts it until it comes into closer contact.

Unfortunately, alleged coach without training or expertise, self-trained but not certified, are producing devastating results

Today there is an increasing number of seminars, magazines, books, conferences, workshops, schools and associations to spread a better knowledge about the executive coaching.

A clear signal of the current development of coaching in our Region is the explosion in the number of schools for training to coaching that have appeared on the market over the past two years. Many of these schools come from NLP (Neuro Linguistic Programming), others offer coaching as a result of formation of 2-3 years in transnational analysis. Then there are branches of foreign schools, famous in their country, USA and England in particular, who have decided to open the Italian market of coaching.

There are three trade associations, “AI Coach” based in Milan, the Italian Federation Coach and Assocoach both based in Rome. Regarding the dissemination and understanding of coaching in business, although later than countries like Spain and Portugal, Italy is lagging in nearly four years compared to nations such as England and France. Moreover, the business professional coaches are still few if we compare the data with our French cousins: 150 to 200 coaches for Italy against France for most of 1000.

The Italian Coach Federation - present in Italy since 2001 - fights always improvisation, suggesting companies how to identify the coaches prepared and competent. Methods to measure the ROI of coaching investment are puzzles, so 'as to evaluate the effectiveness of the educational sector.

The universities, even today, seem to snub the phenomenon of coaching simply, in very rare cases and mostly in private universities, to provide coaching services for students or provide coaching as a possible technical training. There are, therefore, schools or training "institutional" recognized by the state, leading to capture the "diploma or degree in coaching.