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*Stakeholder Engagement Practices in the Public Administration. “La ASL  
che vorrei” Case Study*

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# Stakeholder engagement practices in the public administration: “La ASL che vorrei”

## Case Study

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## Introduction

In recent years, more and more entities, public and private, have implemented stakeholder engagement techniques to increase their awareness and to build solid relationships of trust with users. It is highlighted by not just the managerial literature, how the consumer acts more and more informed and eager to be an active part in the relationship with entities and how this implies a change of perspective on the part of the latter in the management of activities aimed at increasing the participation (including decision-making) of users. In this context, new models of interaction between users and entities emerge that change the traditional ways of managing organizations. The enhancement of the customer / user as an active subject in the stakeholder engagement of the service finds particular and significant development in the context of public services. In Italy there are problems between citizens and public administration: the lack of transparency, the long bureaucracy that slows down the system and the lack of communication with the reference community. In fact, recently public administrations have begun to ask themselves some questions: how the entity can maximize awareness? Can the involvement of stakeholders facilitate a strategic planning process? How the entity can implement the involvement of stakeholders in the process of strategies for maximizing public value? Theories such as New Public Management and Stakeholder Theory try to answer all these questions. The institutional mission of the public administration is the creation of public value for the benefit of citizens. It creates value through the provision of services of general interest, which affect the quality of life of the community. The challenge that public administrations therefore have to face in an attempt to pursue public value, which takes on specific declinations from subject to subject, are very difficult and cannot be limited to the search for effectiveness, efficiency or quality alone. Therefore, emerges the need for the public administration to adopt a new approach to the creation of value through the provision of public services, which no longer sees the administrative bodies as solely responsible for the creation of the service but which reconsiders the entire production process in a participatory perspective in which public administrations and users mutually share resources, responsibilities and results, pursuing the goal of the common good. Positive societal change happens when community members, supporters, and entrepreneurially minded agents come together to aggregate resources and build new capacities

(Bacq S. & Lumpkin G.T., 2019). Citizens from the communities being helped are not just beneficiaries but essential participants in problem solving and enterprise development because of their role in generating support and knowledge of local conditions. This aspect highlights Ostrom's research (1990), which found that under the right conditions, self-organized and self-governing collective actions by small, cohesive groups can generate feasible solutions to formidable social and environmental problems (Bacq S., Lumpkin G.T., 2019). The international literature does not yet provide a large number of studies focused on deepening the processes and practices of co-creation of value in the health sector and above all the search for management logics and approaches capable of facilitating active involvement in this area. This work therefore has the general objective of understanding, starting from the emergence of new relational dynamics, which methods (logics, organizational, strategic and operational models) can be adopted by the management of healthcare entities to support a logic oriented towards the co-creation of value. Indeed, it becomes essential for the structures of the national health service and policy makers to understand which methods can be adopted to actively involve citizens, patients and other interacting actors in the relational context of reference. In order to pursue this objective, first of all, a study was carried out aimed on the one hand to theoretically frame and define the concept of stakeholder engagement in the health sector and on the other to provide a framework for the definition of activities and theories that describe the relationship between the stakeholder and the health agency. This perspective has its theoretical foundations in several accredited theories, that are: Public Value, Stakeholder Theory, Co-Creation and Co-Production and Public Service Logic. In order to make the search for scientific literature on the models described above as broad and, at the same time, as deep as possible, a systematic approach was adopted for the purpose of collecting the relevant bibliographic material. The literature review offered the possibility of framing the issues related to the active involvement of users in the activities of providing health services and therefore the co-creation of value. The results of the systematic review of the literature made it possible to highlight on the one hand the prevalence of the Service dominant logic as a theoretical perspective capable of interpreting the models of value co-creation activities and on the other hand the progressive inclusion in the identified framework of activities involving non only the patient in the direct relationship with the service provider but also other connected and interacting subjects within the considered service system. The framework obtained also highlights how the patient can play a fundamental role in the process of co-creation, co-production and co-design of the service also through the positive attitude of the stakeholder towards the service provider to the point of being conceived as a subject capable

of voluntarily promoting the health organization. The collection of this information was presented in the form of interviews with the offices of the health entity responsible for the project and a questionnaire submitted to the participants. Furthermore, the concept of digital innovation is present in the literature, another Italian gap compared to the rest of Europe. Italy is in the last places in the EU for digital interaction with the PA. According to Censis (2019) there are improvements but bureaucracy, poor knowledge of services, low digital skills and “analogue legacies” block the dialogue. In fact, the third part of the work concerns data collection by monitoring the posts regarding the project in the main social networks: Facebook, Twitter and Instagram. The data was collected through an excel table and graphs to facilitate their reading. The involvement of users is configured as a sine qua non for the creation of the service. The user's participation in co-creation becomes an ontologically necessary condition for the creation of the public service. The theoretical framework obtained in chapter I becomes preparatory to the second and third part of the work, in which exploratory empirical investigations are carried out in order to study how the healthcare entity can support and facilitate the active participation of the patient in the co-creation of value through the creation of projects aimed at promoting the active involvement of stakeholders in relationships with the health service provider. The second paper deals with a practical case of stakeholders engagement: the project “The ASL that I would like”<sup>1</sup>, conceived and proposed by the ASL Rome 1. The acronym ASL indicates a public agency belonging to the Italian public administration, which has the purpose of providing health services at local level. ASL, in fact, stands for Local Healthcare Agency. The project was almost entirely launched online and on the website it is possible to consult the proposals arrived (<https://www.aslroma1.it/la-asl-che-vorrei-bacheca-online-se-usi-i-servizi-della-asl-roma-1>). The project should have ended with an event in 2020. Unfortunately, due to the onset of Covid-10, the ASL had to renounce.

Chapter I	Methodology: Systematic Literature Review	Research Question: Through which variables is it possible to measure the level of satisfaction and engagement of stakeholders towards public bodies, in particular those who provide health services?
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<sup>1</sup> La ASL che vorrei

Chapter II	Methodology: Interviews, Survey and data analysis	Research Question: Through the variables extrapolated from the Systematic Literature Review, what is the perception and level of satisfaction of the National Health System? What should Stakeholder Engagement Projects focus on in the future?
Chapter III	Methodology: Monitoring Social Media Channels and Communication Metrics	Research Question: Are the Stakeholders ready to give their contribution in the Co-Creation and Co-Production of services Projects? Do they welcome the inclusion strategies of the Public Administration with enthusiasm and participation?

## CHAPTER I: Systematic Literature Review

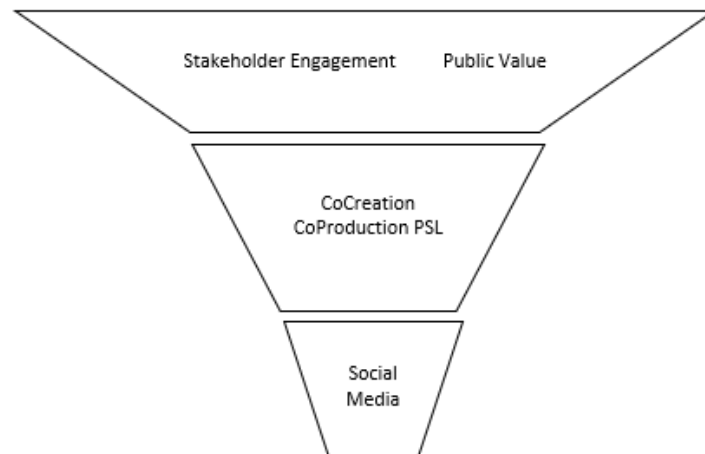
### 1 RESEARCH METODOLOGY

For what concern the present study, a total of 59 academic contributions and 2 books have been systematized. The present work contributes to consolidating and synthetizing the results into a comprehensive framework and exploiting prior literature findings in order to identify the elements and the mechanisms that influence the phenomenon under analyses. This approach was chosen as it is more objective by adopting a replicable, scientific, and transparent process (Tranfield D., Denyer D. & Smart P., 2003). The research method used is the classic funnel-shaped one: starting from the argument and arriving at more specific theories by successive steps. It has been used the systematic approach for the review relied on the following set of criteria:

1. Search the Business Source Complete (EBSCO)
2. Search for peer-reviewed published journal articles in English;
3. Search articles limited to the period 2001-2021;
4. Search only articles that present full text;
5. Use boolean logic in filter and restrictions to create more complex and precise criteria.
6. First substantives selection: "Stakeholder Engagement" in "title" filter. The number of papers selected by the database is 161.

7. Second substantives selection: “Stakeholder Engagement” in “keyword” filter and “Public Value” in “all text” filter. The number of papers selected by the database is 33.
8. Third substantives selection: “Public Value” in “keyword” filter and “Stakeholder Engagement” in “all text”. The number of papers selected by the database is 17.
9. Out of 211 articles, 26 articles were selected after removing duplicates and analysing abstracts. Of these 26 articles, 12 were chosen for their relevance and coherence with the research line. During the study of these articles, other areas of investigation emerged. These theories are: Co-Creation and Co-Production, Public Service Logic. Fourth substantives selection: “Co-Creation” in “title” filter and “Co-Creation” in “Keyword” filter. The number of papers selected by the database is 218.
10. Fifth substantives selection: “Co-Creation” in “title” filter and “Co-Creation” in “keyword” filter and “Public” in “all text” filter. The number of papers selected by the database is 181.
11. The duplicates were removed and 30 articles were selected on the basis of coherence with our research.
12. Sixth substantives selection: Co-Production in “title” filter and “Co-Production” in “keyword” filter. The number of papers selected by the database is 78.
13. The duplicates were removed and 16 articles were selected.
14. 10 articles were chosen through the snowball technique Moreover, during the study of the analyzed articles, the ones that underlined the importance of new media were selected using the snowball technique. The reasons for this choice are: the frequency with which the topic is present in most of the material chosen for the construction of the theoretical background. As regards the second reason, the entity that was chosen as the case study (ASL Roma 1), has included social media and web 2.0 in general as the main tools in the communication strategy of the Stakeholder Engagement project.
15. After further careful analysis, 10 previously included papers were discarded.
16. Finally, further selection work has been done. In conclusion, the articles used for the theoretical construct are 56.

The articles found on Ebsco concerned the theories applied in both private and public entities. Obviously, the first discriminating factor in the choice of the works to be included in the systematic review was precisely this. Therefore, the research carried out in the private sector has been eliminated, favoring those concerning the public.



The funnel schematically represents the logical thread that has been followed in this research for the theoretical construction. We initially started with the construction of the literature on stakeholder engagement strategies applied to public administrations. Inevitably, this led us to read up about the origins of public value theories, when this debate has begun and who has been the major contributors. During these studies we realized that the theories of Co-Creation, Co-Production and Public Service Logic were present in many works we had selected. From here we were able to compose our entire theoretical construct, managing to translate the notions to the practical case we are following. Lastly, the "New Media" topic was introduced because, in addition to appearing in copious papers that we have mentioned, we believe that the use of new online tools can make a significant contribution to achieving the objectives that the ASL set through its project.

Table 1. Journal distribution of the articles

Journal	Frequency
Public Management Review	10
Australian Journal of Public administration	4
The American review of Public administration	3
Policy and Society	3
British Journal of Management	3
International review of Administrative Sciences	2
Journal of Business research	2
International Review of Administrative Sciences	2
Journal of the Academy of marketing Science	2
Public Administration	2
The Service Industries Journal	1



Qualitative Research in Accounting Management	1
Academy of Management Journal	1
Academy of Management Annals	1
Journal of Service theory and practice	1
Corporate Social Responsibility and Environmental Management	1
Journal of Business Ethics	1
Journal of Service Research	1
International Journal of Communication	1
Journal of Information Technology & Politics	1
Administrative Sciences	1
Journal of Business Economics and Management	1
Journal of Management police and practice	1
Academy of Management Perspectives	1
International Public Management Journal	1
Non-Profit Management & Leadership	1
The Policy studies Journal	1
Journal of Management and Governance	1
Journal of Interactive Marketing	1
System science for Complex Policy Making	1
Academy of Management Journal	1
Marketing Theory	1
Journal of Macromarketing	1

Table 2. Numbers of Items per article

Papers	Number of Items
Alford J. & Hughes O. (2008)	5
Alford J. (2014)	0
Alves H. (2013)	3
Bovaird T., Stoker G., Jones T., Loeffler E. & Roncancio M. (2016)	5
Bracci E., (2014)	3
Desai V. (2018)	3
Edelembos J., Van Meerkerk I. & Schenk T. (2018)	5
Farr M. (2015)	3
Freeman E. & Harrison J., (2010)	0
Dunston R., Lee A., Boud D., Brodie P. & Chiarella M. (2009)	0
Gebauer H., Johnson M. & Enquist B. (2010)	5
Giacomini D., Zola P., Paredi D. & Mazzoleni M. (2020)	0
Greco G., Sciulli N. & D'Onza G., (2015)	6
Greenwood M., (2007)	19

Hardyman W., Daunt K. & Kitchener M. (2015)	3
Hennig-Thurau T., Malthouse E., Friege C., Gensler S., Lobschat L. (2010)	0
Hoffman C., Lutz C., Meckel M. & Ranzini G. (2015)	4 0
Jackson N. & Lilleker D. (2009)	
Jukic T., Pevcin P., Decman M., Bencina J. & Vrbek S. (2019)	0 4
Lember V., Brandsen T. & Tönurist P. (2019)	13
Loureiro S., Romero J. & Bilro R. (2019)	3
Lumpkin G.T. & Bacq S., (2019)	0
Kaufman S. & Faulkner N. (2017)	4
Kim J. & Choi H. (2019)	3
Kershaw A., Bridson K. & Parris M. (2017)	7
Kulic B. & Lawrence R. (2017)	3
Meynhnardt T. & Bartholomes S. (2011)	3
Mendel S. & Brudney J. (2014)	0
Mintrom M. & Luetjens L. (2017)	0
Moon M. (2018)	0
Moore M., (1994)	
Monteduro F., Cecchetti I., Lai Y. & Allegrini V. (2021)	5 7
Nesti G. (2018)	0
Osborne S., Nasi G. & Radnor Z. (2012)	7
Osborne S., Radnor Z., Kinder T. & Vidal I. (2015)	0
Osborne S., Radnor Z. & Strokosch K. (2016)	0
Osborne S. (2018)	10
Palumbo R. & Manna R. (2018)	3
Poocharoen O. & Ting B. (2015)	4
Prahalad C. & Ramaswamy V. (2004)	3
Putro U. (2016)	4
Srivastava M. & Gnyawali D. (2011)	6
Thijssen P. & Van Dooren W. (2016)	0
Tomassetti A., Vesci M., Troisi O. (2015)	2
Torvinen H. & Haukipuro L. (2017)	0
Tranfield D., Denier D. & Smart P., (2003)	6
Vargo S. & Lush R. (2004)	0
Vargo S. & Lush R. (2006)	0
Vargo S. & Morgan F. (2005)	
Vennik F., Van de Bovenkamp H., Putters K. & Grit K. (2016)	6 6
Viglia G., Pera R. & Bigné E. (2014)	
Voorberg W., Bekkers V., Edelenbos J., Nederhand J., Steijn, A. & Tummers L. (2014)	4
Voorberg W., Bekkers V., Timeus K., Tonurist P. & Tummers L. (2017)	3 3
Wang J., Ge J. & Lu Q., (2012)	3
Williams I. & Shearer H. (2011)	75
Witesman E. & Walters L. (2014)	

Table 3. Methodology

Methodology	Number of Papers
Case Study	23
Theoretical Framework	10
Content Analysis	12
Systematic Review	10
Editorial Essay	1

### 1.1.1 PUBLIC VALUE

The broad New Public Management ideas of adopting a ‘managerial culture’ and managerial practices have inspired a long series of reforms (D’Onza G., Greco G. & Sciulli N., 2015). The concept of public value was formulated for the first time by Mark Moore in “Creating Public Value: Strategic Management in Government” (1994). Moore defines public value as the context in which individuals are free to propose new ideas on how to improve the functions of the Entity in terms of efficiency or services. Witesman E. & Walters L. (2014) define public service values as the subset of social, professional, ethical, and other values that are related directly to a person’s role as a public servant, and would be acknowledged by that public servant as reasonable, legitimate, and relevant in carrying out the functions of a given position in the public sector. There are no inbuilt differences between public and private service entities, and the privatization of public service is not the only solution, perhaps not even the best solution. As many in public administration have argued before, there is no public equivalent of the monetary gauge used in the private sector. Utilitarian concerns about efficiency and effectiveness raise questions about customer satisfaction, customization, flexibility, and responsiveness in government action (Moore M., 2013). Mark Moore’s (1995) public value approach to public management, which posits that the task of public sector managers is to create public value, has become a hot topic among public administration academics and practitioners (Bracci E., 2014). Moore addresses four questions that have long afflicted public administration: What should citizens and their representatives expect and demand from public executives? What sources can public managers consult to learn what is valuable for them to produce? How should public managers cope with inconsistent and fickle political mandates? How can public managers find room to innovate? The Moore argument begins with the unexceptionable proposition that all managers are charged to produce value by designing and operating goal-driven entities that convert resource inputs - such as, money, people, space, technology, and information - into product and service outputs whose outcomes yield a total value exceeding production cost.

Public Management is not only about increasing effectiveness and efficiency but is also a matter of legality and legitimacy, of more than strictly business-like value. Public managers begin by considering how—from their positions in government— they might create public value. Toward this end, they formulate “strategic goals” the attainment of which is expected to create intended public value. Those goals might emerge from thinking about how best to add public value for citizens through specific programs, services, or projects. Within the framework, significant levels of political competence are expected to be deployed by public managers seeking to create public value in ways that are fully supported by those figures comprising the authorizing environment. Acting in their own sphere of authority and off their own initiative, public managers will often have some level of control over the allocation of resources to the pursuit of strategic goals (Mintrom M. & Luetjens L., 2017). However, public managers cannot engage in unilateral action, or chase after favoured goals untethered from formal responsibilities and lines of accountability. Rather, they must seek support and legitimacy for their strategic goals from what Moore terms “the authorizing environment.” The first generation of tools stems from Mark Moore’s 1995 book *Creating Public Value*. This book identifies the importance of (1) the public value proposition, the formulation of what social outcomes are considered desirable and what specific contribution the agency or network hopes to make; (2) the authorizing environment, the set of different stakeholders which need to provide the activities of the agency or network with legitimacy and support and (3) the operational capacity, which refers to the processes required to work with the stakeholders of the organization or network to materially deliver the public value desired. The strategic triangle brings these three elements together and became the foremost analytical tool of public value management reminding scholars that the ‘definition of public value is conditional on the support of the political authorizing environment and on the existence of some organizational and operational capacity that must be animated and guided to produce public value’ (Moore 2013). The second generation of tools is discussed most comprehensively in Mark Moore’s 2013 book *Recognizing Public Value*. This volume addresses the challenges of performance measurement and accountability for public value creation. It provides more refined tools to define and evaluate the public value proposition, to analyse and engage the authorizing environment and to map and rethink the operational capacity. The public value account is in essence a format that aims at accommodating to the public sector the ‘income statement’ valid for private sector organizations. It captures both the value created by government actions (in terms of mission achievements, unintended positive consequences, client satisfaction, justice and fairness) and the related expenses, sacrifices required and unintended negative

consequences (Moore 2013, 2014). In addition, Moore starts to detail the groups within the authorizing environment through a long list of the different types of actors involved, details the operational capacity by highlighting key processes important to public value creation, and describes the value chain from organizational inputs activities, to outputs for clients and social outcomes for the public at large. To do this, public managers must engage in a variety of actions that involve leveraging their current powers, influencing others, negotiating for support, and nudging others toward sharing similar perceptions of specific situations and how public value might be increased within them. The authorizing environment is comprised of a range of authority figures and relevant stakeholders. Through engagement with the authorizing environment, public managers gain awareness of the mandates governing their work and what discretion they might have in pursuing legitimized “strategic goals”. Generally, entities in the authorizing environment will include political leaders (governors, mayors, key cabinet members), senior public managers (chief executives and departmental secretaries), relevant interest groups (professional associations, unions, business lobbies), and others (the media, engaged citizens, users of the public services in question and their advocates). Public value has been described as an idea that has ‘made it’ in public administration practice and research. However, despite the substantial attention given to public value by academics and practitioners, there remains a lack of clarity about how to measure the extent to which an entity has created public value (Meynhardt T. & Bartholomes S., 2011). According to Mendel and Brudney (2014), measurement of public value ‘remains elusive, with little attention and some speculation’. This lack of clear measurement options has persisted despite researchers’ repeated recognition of the need for such measures and despite calls for more empirical studies on public value (Alford J. & Hughes O, 2008). The lack of valid and reliable measures makes it impossible for researchers to quantitatively test hypotheses about the causes and consequences of public value, which puts public value research at high risk of theoretical stagnation (Williams I. & Shearer H., 2011), and makes it impossible for practitioners to measure the extent to which their entities are creating public value.

#### 1.1.2 STAKEHOLDER ENGAGEMENT IN PUBLIC ENTITIES

Entities often collaborate with stakeholders such as customers, communities, and other groups to pursue shared goals, and these partnerships are known to affect an organization’s legitimacy with

those groups as well as its access to information from them. While these concerns could be examined within each of their own independent literatures, existing theories are ill equipped to handle this process in tandem. Thus, studying these collaborations provides an opportunity to more broadly explore how entities balance knowledge search or exploration efforts with their needs to manage organizational legitimacy (Desai V., 2018). The stakeholder theory was born in the eighties with the work of R. Edward Freeman, *Strategic Management: A Stakeholder Approach* (1984). Max B. E. Clarkson argues that stakeholders are individuals or groups who have, or expect, ownership, rights or interests in a company and its activities, present and future. These expected rights or interests are the result of transactions or actions undertaken by the company and can be legal or moral, individual or collective. Stakeholders with similar interests, expectations or rights can be classified as belonging to the same group: employees, shareholders, customers and so on. He takes up Freeman's definition. For Freeman, stakeholders are: "any group or individual who can affect or is affected by the organization's objectives". Furthermore, Freeman divided the stakeholders into two macro groups: PRIMARY STAKEHOLDERS: we mean groups without whose continuous participation the company could not survive; usually this category includes shareholders and investors, employees, customers and suppliers, along with what is called the public stakeholder: governments and communities that provide infrastructure and markets, whose laws and regulations must be respected, to whom you may have to pay taxes and to whom you have a number of obligations. If a group of primary stakeholders were not satisfied and decided to leave the company system, in part or in whole, the company would be significantly damaged or would no longer be able to continue its business. The survival and lasting success of the company therefore depend on the ability of its managers to create sufficient wealth, value or satisfaction for those who belong to each primary stakeholder group. SECONDARY STAKEHOLDERS: we mean those who influence or are influenced by the company, but are not engaged in transactions with it and are not essential for its survival. Under this definition, the media and a wide range of particular interest groups are considered secondary stakeholders. They have the ability to mobilize public opinion for or against the performance of a company and can nevertheless cause serious damage to it. Such groups may be opposed to the policies and programs adopted by a company to fulfil its responsibilities or meet the needs and expectations of its primary stakeholder groups. It is more and more popular to use of stakeholder analysis as a tool in the management, development and public policy during in last decades. By analysing payoffs and strategies of stakeholders, one can develop a full understanding of how decisions are taken and implemented in a particular context. There are many studies of

stakeholder analysis running through business management sustainable development and natural resources management literature. A very interesting work is that done by Lumpkin and Bacq (2019). The analyzed case study aims to monitor social change initiatives managed locally between citizens and institutions. Civic wealth extends beyond the material resources and physical assets of a community to include intangibles such as health, happiness, and social justice. The work of Greco and his colleagues focuses on the behavioral model of Italian local councils. The project assesses if, and how, stakeholder engagement can influence the local councils' decision-making process through the adoption of sustainability reporting. However, there is still a debate about the identification, classification, analysis and management of stakeholders and methods of stakeholder analysis (Wang J., Ge J. & Lu Q., 2012). Civic wealth is created when a group of stakeholders voluntarily commits to making positive societal change through purposeful efforts. This suggests an instrumental approach consistent with Freeman and colleagues' principle of stakeholder cooperation, which states in part: Stakeholders can jointly satisfy their needs and desires by making voluntary agreements with each other that for the most part are kept. This principle highlights the social nature of value creation. Value is not "discovered" lying around in the market, but created through shared assumptions and beliefs in a community. We must create value in a context, with the help of others and with others who value what we create (Freeman E. & Harrison J., 2010). Given the varied set of organisational stakeholders, engagement practices may exist in many areas of organisational activity including public relations, customer service, supplier relations, management accounting and human resource management. In these contexts, engagement may be seen as a mechanism for consent, as a mechanism for control, co-operation, accountability and corporate governance, as a form of employee involvement and participation, as a method for enhancing trust, as a substitute for true trust, as a discourse to enhance fairness (Greenwood M., 2007). Monteduro et al. (2021) claim that the involvement of stakeholders in decision-making helps to improve its quality by using information and solutions from various actors. It also reduces costs and delays in implementing decisions by limiting controversy, delays, or disputes. It follows that stakeholder engagement is important in risk management decision-making. A demonstration of this is the interesting case study analysis from Kulik and Laurence (2017). Through their theory according to which there can be a good synergy of engagement between a health agency and a non-profit organization, they proved that the hospital that uses resources wherever possible and opens its doors to the engagement and participation of patient-welfare-oriented stakeholders is generally more socially responsible. Positive societal change happens when community members, supporters,

and entrepreneurially minded agents come together to aggregate resources and build new capacities and skills. Citizens from the communities being helped are not just beneficiaries but essential participants in problem solving and entity process development because of their role in generating support and knowledge of local conditions (Lumpkin G. & Bacq S., 2019). Organizations might collaborate with external stakeholder groups for a variety of reasons. For instance, these external partnerships could help to reduce operational costs or enhance the organization's efficiency. Collaborative engagements with external stakeholders also typically increase the transparency among parties. Collaborative engagement (in this case, through community policing practices and initiatives) facilitates the organization's access to external information from direct participants, such as involved individuals and community groups, as well as from third-party observers who may indirectly witness increased organizational transparency. This is predicted to occur for two closely related reasons. First, close collaborations provide the organization with direct opportunities to request or obtain information from participants that is relevant to solving particular problems or addressing specific organizational issues. Second, these relatively transparent arrangements allow participants as well as third parties to more directly observe the organization and evaluate the legitimacy or appropriateness of its practices—thus increasing their willingness to share relevant information with the organization (Desai V., 2018).

#### 1.1.3 CO-CREATION AND CO-PRODUCTION

Agency or entity culture influences the internal stakeholders engagement toward co-creation. Co-innovation demands to open the entities' boundaries to collaborate with external stakeholders and to leverage internal capabilities. This opening of boundaries enables them to become more competitive. Internally, organisations can improve their openness by organising training programs to reduce negative attitudes and inertia of internal stakeholders. These programs can help to attain new skills and foster unique talents. The firms' resources (mostly, their scarcity) can be behind encouraging the stakeholders engagement toward co-creation (Loureiro S., Romero J. & Bilro R., 2019). From this new perspective, both customers and suppliers create value (co-create): suppliers apply their knowledge and skills in the production and branding of the product and the users apply their knowledge and capacities in their daily utilisation (Alves H., 2013). User participation is part of



the value creation processes by embracing some theories, including Co-Creation and Co-Production. Literature, on the subject of co-production and co-creation, seems to be traversed by confusion and conceptual ambiguity, which is also reflected in the terminology. The cause of this derives from the use of this concept in different fields of application, both public and private. The concept co-creation and co-production seems to be related or maybe even interchangeable (Vargo S. & Lush R., 2004). When we compared the record definitions of co-creation/co-production, we see that – to a large extent – both are defined similarly. The review shows that co-creation/co-production is a practice to be found in numerous policy sectors (like regional media, library services and garbage disposal), but predominantly in health care and education (W. H. Voorberg, V. J. J. M. Bekkers & L. G. Tummers, 2015). The main difference in the definitions between co-creation and co-production is that, in line with the work of Vargo and Lusch (2004), the co-creation literature puts more emphasis on co-creation as value (e.g. Gebauer H., Johnson M. & Enquist B., 2010). Co-creation refers to the active involvement of end-users in various stages of the production process. This is more specific than, for instance, the broad concept of participation, which could also refer to passive involvement (Voorberg W., Bekkers V. & Tummers L., 2014). Furthermore, some authors did not present a specific definition at all. Research indicates that co-production does not automatically lead to the assumed improvements, and can even lead to reverse effects when not orchestrated properly (Osborne et al. 2015). But we try to reconstruct the reference literature. The input for the formulation of the concept of co-production happened for work of the Nobel Prize for economics Elinor Ostrom (1996), which defined the concept of co-production as a process by which the inputs used to provide a good or a service derive from the contribution of individuals who are not in the same Entity. Co-production implies that citizens play an active role in producing goods or services that concern them. The co-creation of value is a new approach to value, meaning the ‘joint creation of value by the entity and the customer’ (Prahalad C.K & Ramaswamy V., 2004), and differs from traditional conceptions perceiving the construction of value by entities, within their corporate structure value chain and for the consumer (Vargo & Lusch, 2004; Vargo & Morgan, 2005). Instead, from this new perspective, both clients and suppliers create value (co-create). A product or service thereby incorporates value through its actual usage (value-in-use) rather than through its sale price (value-in-exchange) (Vargo S. & Lusch R., 2006), and hence such value is determined only by the end-beneficiary (Vargo S. & Lusch R., 2008). Unfortunately, the ideological ambiguity is not the only problem that stands in the way of full realization of the potential of this concept. Equally, if not more problematic, is the lack of conceptual clarity as to what ‘co-production’ stands for. This leads to

‘conceptual stretching’ manifested as interchangeable use of this term with the term ‘co-creation,’ as well as with related concepts designating other forms of collaboration. Even a brief glance at the relevant literature on coproduction reveals that this term covers a number of different phenomena. For the purpose of this argument (on the ‘conceptual stretching’), Jukic T. et al. (2019) systematised these different meanings into three categories of definitions of co-production: a) General definitions; b) Definitions confined to the delivery phase of the service production process; c) ‘All-encompassing’ definitions of co-production. The first group of definitions (Poocharoen and Ting, 2015; Bovaird et al., 2016; Moon, 2018) refers either specifically to, or can be considered a variation of, the Ostrom’s definition of co-production as a “process through which inputs used to produce a good or service are contributed by individuals who are not ‘in’ the same organisation” (Kershaw A., Bridson K. & Parris M., 2017). Without specifying the phase of the production process, the emphasis here is placed on the actors of the process (i.e., professionals, citizens, clients, consumers, community organisations), who are making better use of each other’s assets, resources, and contributions to achieve better outcomes or improved efficiency (Poocharoen and Ting 2015; Bovaird T., Stoker G., Jones T. & Loeffler E., 2016). The second group of definitions places co-production explicitly at the delivery phase of the service production cycle (Alford 2014; Thijssen T. & Van Dooren W. 2016; Vennik et al. 2016; Nesti G., 2018), while the third group sets co-production beyond this phase, at both strategic and operational levels, within the development, design, management, delivery, and/or evaluation phase of the production process (Dunston R., Lee A., Boud D., Brodie P. & Chiarella M., 2009; Hardyman W., Daunt K. & Kitchener M., 2015; Osborne S., Radnor Z. & Strokosch K., 2016; Palumbo R. & Manna R. 2018). However, this third group of definitions creates the most confusion, which prevents us from differentiating the concept of co-production from its significantly less defined ‘counterpart’—co-creation. The problem arises from the fact that ‘co-creation,’ similarly as ‘co-production’ (in its broader meaning), aims to capture the active involvement of end-users “in various stages of the production process” such as the initiation and/or design phase of public services (Voorberg W. et al. 2017). Despite this overlapping of definitions and the interchangeable use of these terms, there are some specific features indicating that these two concepts should not be treated as synonyms. Firstly, co-creation puts an emphasis on value creation as the main intention and result of collaboration (Gebauer H. et al. 2010; Farr M. 2016; Putro U. 2016; Torvinen H. & Haukipuro L. 2018). Secondly, co-creation presumes a more active relationship among actors and constructive exchanges of different types of knowledge, skills, ideas, and resources, at a higher (e.g., meta, strategic, or policy) level of change, beyond the service level

usually implied in the case of co-production (Edelenbos J. et al. 2018). In spite of these specifics, setting clear criteria for distinguishing between these intertwined concepts has been an enormous challenge for scholars.

#### 1.1.4 PUBLIC SERVICE LOGIC (PSL)

An alternative body of public management research and theory is available that addresses directly the nature of 'service' and 'service management' and which leads to very different approaches to public service management. This approach has become known as public service-dominant logic (PSDL) and the SERVICE framework (Osborne S., Radnor Z., Kinder T. & Vidal I., 2015). Service Dominant Logic explains that service is the fundamental basis for exchange and that a customer is always the co-creator of value (Vargo and Lusch 2004 ). Public Service Logic (PSL) perceives the service user as its unit of analysis and therefore Public Service Entities need to be an integral player rather than only an instigator in the Value Co-Creation process (Osborne S., 2018). Osborne, Nasi and Radnor (2013), in their study, highlight the need to rethink the public service in a Service-Dominant perspective, that is focused on those services that does not just focus on the control of costs and the efficiency of production processes but that emphasizes the knowledge transformation processes as a fundamental resource for value creation. This would allow the public decision-maker to be directed towards a more efficient provision of services, in order to meet the needs of citizens who are key players in the complex network of service provision (Tomassetti A., Vesci M., Troisi O., 2015). Service-dominant (S-D) logic represents a departure from the traditional, foundational, goods dominant (G-D) logic of exchange, in which goods were the focus of exchange and services represented a special case of goods - a logic that marketing inherited from economics a little more than 100 years ago. It represents a shift from an emphasis on the exchange of operand resources, usually tangible, inert resources, to an emphasis on operant resources, dynamic resources that act upon other resource (Vargo S. & Lush R., 2004). The original genesis of the term PSDL had two roots. On the one hand, it stressed the service dominant, as opposed to product-dominant, nature of public services and their delivery (hence the connecting hyphen between 'service' and 'dominant') (Osborne S., 2018). This emphasized both their intangible and process-based nature, and the role of the user as the coproducer of a service and the co-creator of its value. The necessity for this explicit articulation of 'public-services-as-services' has lessened over the last years, as the critique and framework presented by Public Service Dominant Logic has become more central to public

management theory and practice. Second, it acknowledged an explicit link to the work of Vargo S. and Lush R. (2006, 2014) in their development of service dominant logic (SDL) in the service management literature – and particularly to their discussion of value co-creation in service delivery. PSL offers a view of public service innovation (PSI) according to which public service users take an active part in the PSI process (Osborne S. & Strokosch K., 2013). Specifically, Osborne et al. (2013) argue that ‘a service dominant approach to innovation in public services puts the service user, rather than the policymaker or professional, at the heart of this process’. Entities need to enhance corporate performance by stimulating the links between stakeholder engagement, innovation, and cocreation (Loureiro S., Romero J. & Bilro R., 2019).

#### 1.1.5 NEW MEDIA COMMUNICATION AND DIGITAL P.A.

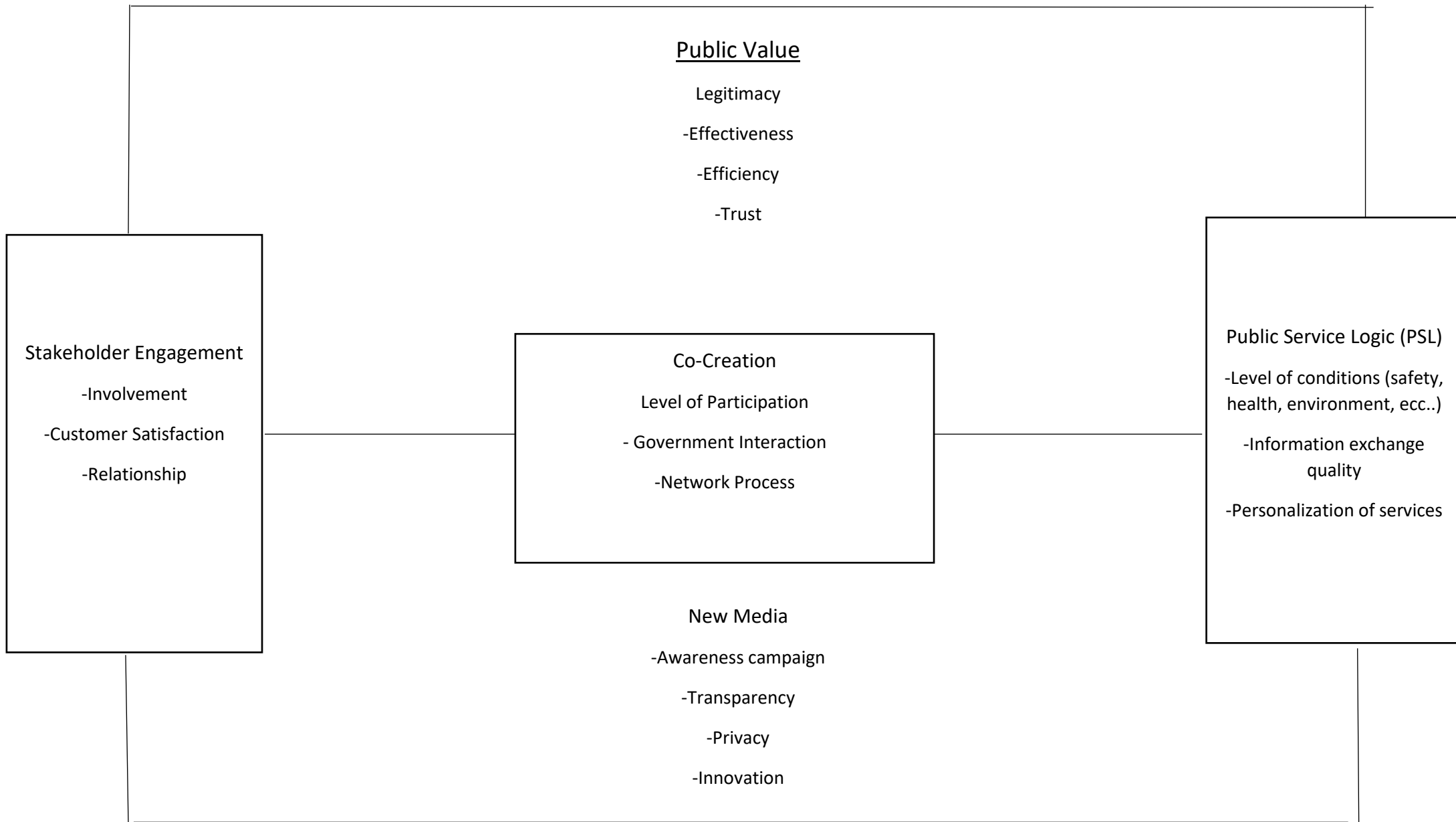
As already seen, the role of the P.A. it is responding to the needs of citizens through targeted services and involving them in the simplest and most direct way possible. To this end, the use of new technologies that profitably manage information is essential, communications and services. Stakeholder engagement has recently risen on the agenda of marketing studies mostly due to the introduction of digital media. The diffusion of social media, and with it the increased use of interactive platforms such as blogs and user communities, has facilitated interactions among stakeholders as well as between stakeholders and organizations. On social media platforms stakeholders share information and experiences, discuss products/services and opinions, evaluate, and provide new product ideas or feedback (Viglia G. et. Al., 2017). Within the stakeholder marketing literature, there is little empirical evidence substantiating how stakeholders engage in decision making processes. More importantly, there is the need of evidence on how these processes take place online. Information Technology enables the combination of competences, capabilities, and knowledge (Srivastava M. & Gnyawali D., 2011). More specifically, social media can reflect real world actions and practices that were started offline or they can actively represent a first initial pump priming for future real-world actions. These platforms are fruitful when stakeholders are interrelated as players, in that they can form a coalition for strengthening knowledge and more accurate decision-making. In the stakeholder realm, the role of social platforms in enabling an active content generation is an under investigated issue (Viglia G. et al, 2017). Online tools such as social media provide new opportunities for citizens and stakeholder groups to be informed, identify common interests, express and share opinions and demands, organize, and coordinate

interventions. Only few studies are found to critically explore the effect of online media on power and value distribution between corporations and stakeholders (Hoffman C. et al., 2015). Today, social media significantly influences consumers' decisions, as it enables new ways for them to collect and evaluate information from others (Kim J. & Choi H, 2019). Therefore, companies must initially ensure that the details of their business offerings, services, or products are available or accessible to prospective social media users. The digital space offers a cost effective, less labor-intensive way for small firms to produce and reproduce marketing material with fewer time and geographical restrictions (Hennig-Thurau T., Malhotra E., Frieger C., Gensler S., Lobschat L., 2010). It is no exaggeration to say that the interest in how digital technologies shape citizen government relationships has grown immensely. From geriatric rehabilitation robots, through social media, to citizens donating data for public service design and implementation: it is often assumed that new technologies will benefit co-production and co-creation, by making these processes more effective and more efficient and by fundamentally transforming how citizens help shape public services (Lember V., Brandsen T. & Tönurist P., 2019). Social media and Web 2.0 have changed the way in which communication takes place not only among individuals but also between citizens and institutions. In addition, social media usage is growing in the public sector, with the result of increasing the level of accountability. In the last few years, a wide range of scientific research has aimed to study the large amount of new data generated by internet users. Some applications have already been made in order to evaluate the sentiments of people related to any topic and to measure the outcomes of different disclosure strategies (Giacomini D. et al., 2020). According to the literature, social media are catalysts for government innovation expressed in participatory and collaborative communication and a transforming agent in generating shared governance promoting participation and reinvigorating democracy (Jackson N. & Lilleker D., 2009).

## 2 RESULTS OF SYSTEMATIC REVIEW

Institutions work because there are people who act on the basis of motivations (stimuli that move to action). Social responsibility in institutions means first of all carrying out one's functions adequately or in the best way given a certain context of knowledge and constraints. In the specific case of public institutions, it means choosing alternatives deemed suitable (a priori) or considered effective (a posteriori) with regard to meeting the expectations of the various actors who are part of or interact with a specific institution, the so-called "institutional stakeholders", and who must

have an orientation towards the satisfaction of a need, benefit from the existence, functioning and continuous improvement of the institutions themselves. The key concept is "Public Value" from which we started and which encompasses the whole logical thread of our research. The first conceptual block, or "Stakeholder engagement strategies in the public administration" is the theory that we initially explored because the practical case we are following concerns the involvement of the stakeholders. The studies carried out shows that it is rare to achieve stakeholder engagement objectives if tools such as Co-Creation and Co-Production are not included, especially in the public sector. The consequences of the process described above, when applied in the best way, are a requalification and improvement of the services that the public agency offers or sells. This result is defined and described in the theory of public service logic (PSL). Naturally public agencies commit so much through the practices described because they have goals to achieve. Very often these objectives are the increase of awareness, trust, dialogue with stakeholders, etc... which are achieved above all through good and constant communication. The new web 2.0 tools have enormous potential because not only they are simple, used by more and more categories of people and excellent data containers but, compared to other communication tools, they are also the cheapest tools and bring better results. After systematizing the reference literature, the next step was to analyze the variables used by the cited authors and select the most consistent with our research objectives. Over 100 variables have been identified, screened and only a few have been chosen to create the items of our questionnaire to be submitted to the participants of the project "The ASL that I would like ". The variables were divided for each theory included in the research. Those included in the table have appeared more in each context described.



This is the summary diagram representing the results of our Systematic Review. After systematizing the reference literature, the next step was to analyze the variables used by the cited authors and select the most consistent with our research objectives. Over 100 variables have been identified, screened and only a few have been chosen to create the items of our questionnaire to be submitted to the participants of the project "The ASL that I would like ". The variables were divided for each theory included in the research. Those included in the table have appeared more in each context described. The key concept is "Public Value" from which we started and that encompasses the whole logical thread of our research. The most frequent key concepts found in public value were: **Legitimacy, Efficiency, Effectiveness and Trust**. According to Mark Moore, the foremost public value expert, two of the four dimensions of public value are trust and legitimacy (i.e. the extent to which an organisation and its activities are trusted and perceived to be legitimate by the public and by key stakeholders). Particularly conducive to this upsurge was Mark Moore's *Creating Public Value* (1995). At the centre of the project are the two values of efficiency and fairness, indicating that management is not just a technical affair but involves normative idea. Furthermore, public value can be instituted as an organising principle in a [public sector](#) organisation, providing a focus in the context of which individual employees are free to pursue and propose new ideas about how to improve the working of the organisation, in terms of [efficiency](#) or services. (Moore M., 1995). The variable "Trust" it is also mentioned in the work of Alford and Hughes (2008). A good relationship based on trust not only is essential for government organizations seeking to establish and maintain collaborative relationships but also alleviates the particular transaction costs of creating markets, specification, and monitoring by making it easier for the parties to vary services when unpredictable circumstances arise, mitigating information asymmetry and turning interdependency into an advantage rather than a contractual problem. Regarding the "Effectiveness" variable, Witesman and Walters (2014) also make proper use of it: by identifying the set of possible values that might justify either of the manager's decisions, we can begin to order the manager's individual PSV profile based on the actual decision made by the manager. If the manager chooses to solicit citizen involvement, we know that in this context she finds civic engagement to be more justifiable than effectiveness. "Legitimacy", "Efficiency" and "Effectiveness" are cited in Edelenbos's research (2018). The first conceptual block, or "Stakeholder engagement strategies in the public administration" is the theory that we initially explored because the practical case we are following concerns the involvement of the stakeholders. The variables identified in this field are: **Involvement, Satisfaction and Relationship**. Greenwood (2007) affirms that if an organisation shows commitment, through policy



and practice, to stakeholder involvement it is acting responsibly towards these stakeholders: the more an organisation engages with its stakeholders, the more accountable and responsible that organisation is towards these stakeholders. In the Wang's work (2012), it is stated that Stakeholder analysis provides a diverse range of criteria that justify the involvement of other individuals and groups. The variable "Stakeholder satisfaction" is used in Loureiro's research. Satisfaction is a measure of stakeholder engagement because the positive feelings, sensations, and affections between the actor (e.g., consumer, employee) and the focal object/activity (e.g., task, job, brand) are common in the definitions of engagement. The stakeholders who are satisfied with and emotionally attached to the object/activity are engaged in the task, job, brand. The "Relationship" variable is very important above all because it allows to identify the type of Stakeholder. The typology and methods of stakeholder can be categorized as: i) identifying stakeholders, ii) differentiating and categorizing stakeholders; and iii) investigating relationships between stakeholders (Wang, 2012). Freeman (1984) discusses in his seminal work the critical role of the stakeholders in the relationship with firms/organisations. The studies carried out shows that it is rare to achieve stakeholder engagement objectives if tools such as Co-Creation and Co-Production are not included, especially in the public sector. In the Voorberg's analysis (2015) among the dominant influencing factors of co-creation and co-production, we find: "compatibility of public organizations with **Citizen Participation**" and "Open attitude towards **Citizen Participation**". Maraglino Misciagna (2019) states that the need has emerged for the Public Administration to adopt a new approach to the creation of value through the provision of public services, which no longer sees the administrative bodies as solely responsible for the creation of the service, but which reconsiders the entire process of production of the service in a participatory perspective in which public administrations and users share resources, responsibilities and results with each other, pursuing the objective of the common good. The user's participation is thus part of the processes of public value creation which change their logic of value creation embracing a new one, that of co-creation. The Bovaird case study (2015) dealt with understanding which local area in the UK, through various parameters, was best performing in terms of public service. One of these parameters chosen was "attitude to **Government Interaction**". This key concept is important for Alves too, in her work "Co-creation and innovation in public services" (2013): with the co-creation of value, many of the problems faced by government organisations (social and environmental problems, for example) transform into parts of the solution to the problem. Similarly, raising citizen consent levels and improving the image of the state sector may be attained through the involvement of citizens in

resolving problems and developing innovations. For Prahalad (2004) the meaning of value and the process of value creation are rapidly shifting from a product- and firm-centric view to personalized consumer experiences. Informed, networked, empowered, and active consumers are increasingly co-creating value with the organization. Poocharoen's findings (2015) suggest that "**Network Process**", network structure, and characteristics of actors are crucial to a network's performance and coproduction's effectiveness. The consequences of the Co-Creation and Co-Production, when applied in the best way, are a requalification and improvement of the services that the public agency offers or sells. This result is defined and described in the theory of public service logic (PSL). Osborne was one of the leading scholars of Public Service Logic. In "From public service-dominant logic to public service logic: are public service organizations capable of co-production and value co-creation?" (2018), he makes us understand how to measure service dominant logic in public organizations. First of all it is necessary to know the starting situation of the **Level of a Public Service**. The examples he cites us to understand this are: repeated visits to a doctor for the same condition, repeated educational experiences after failed learning, or repeated and ongoing social work relationships where no personal development or new capacity has been engendered. Vargo and Lush (2008) argue that Public Service Logic has gained importance thanks to the changing perspective of users, shifting their attention from physical commodity to that of the quality of services. This quality is especially measurable with the **Exchange of Information**. According to Tommasetti (2015), Logic brings a competitive advantage to entities that choose to integrate it through **Personalized** and co-produced **Products, Services and Experiences**. Naturally public agencies commit so much through the practices described because they have goals to achieve. Very often these objectives are the increase of awareness, trust, dialogue with stakeholders, etc... which are achieved above all through good and constant communication. The new web 2.0 tools have enormous potential because not only they are simple, used by more and more categories of people and excellent data containers but, compared to other communication tools, they are also the cheapest and bring better results. Kim (2018), in his work "Value Co-Creation through Social Media: a case study of a Start-Up Company", uses the variable **Awareness** to measure the importance of social media in building a good user experience for the service user. Hoffman (2015), in addition to the "awareness" variable that he included in his research, also included the **Privacy** one because, through his studies, he found that more experienced Internet users with higher levels of self-efficacy also more critically consider their personal privacy and security settings. It also includes the variable Innovation as New media allow for creative input of the consumer into the development ('open

innovation'), design, and production of business offers. Srivastava (2011), in his work, has entered firm's **Innovation** activities as a dependent variable.

### 3 CONCLUSION

The work just presented is a preliminary study necessary to analyze the Case Study "The ASL I would like", a stakeholder engagement project conceived by ASL Roma 1. In order to increase our empirical and conceptual understanding of the literature on Public Value, Stakeholder Engagement, Co-Creation and Co-Production, Public Service Logic and how to use New Media for Public Communication we conducted a systematic review of 58 articles, through which we were able to build the theoretical framework. Furthermore, through the analysis of the variables used by the aforementioned authors, we were able to extrapolate the items to construct the questionnaire to be administered to the participants of the project. Thanks to this we will be able to obtain more information on the results obtained. As far as the limits of research are concerned, we can affirm that these concepts are still abstract and, although in recent years there have been many attempts to study, we have not yet been able to give a standard guideline to follow. However, we think that continuing to analyse case studies and collect data on concrete experiences can greatly help the research field.

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## CHAPTER II: PUBLIC HEALTH AND CITIZEN

### Introduction

In this work the research design aims to build and implement an operational model capable of evaluating and improving the performance of stakeholder engagement strategies in public entities. The first functional phase for identifying the variables of the proposed model concerns the analysis of the literature review on the subject of stakeholder engagement, public value, co-creation and co-production, Public Service Logic. In the second phase, we have extrapolated the items to include in the questionnaire that we submitted to citizens that aims to measure the relationship between stakeholders and the local health service. This study is also enriched by an empirical analysis of tools such as interviews with Asl Managers. Giving a voice to citizens and promoting their participation is a principle affirmed by ASL Roma 1 which places the citizen at the center of the system, as the holder of the right to health and an active subject of the wellness, health and care paths guaranteed by the health care joints. Consistent with its mission and vision, the entity directs its action to pursue citizen satisfaction by developing relationships of trust, through the function of welcoming, listening and guidance. All this in compliance with the right to equality, personal integrity and ethical and religious beliefs. The entity physiologically supports the permanent dialogue with citizens through the participation bodies of their representatives, to guide the organization of services (with particular attention to the aspects of humanization and quality) and to respond adequately to the needs of people's health. With the project "The ASL close to citizens", expression of a broader project called "The ASL that I would like", the entity intends to consolidate the relationships of trust with the city community that uses its services, activating and supporting a participatory process which does not end in the natural participation activities of the representative bodies but which invests all citizens and users of the services through an active involvement that takes place in the responsible formulation of ideas and proposals which, if deemed sustainable, will be implemented and included in the corporate strategic planning. The project favors and supports the involvement of citizens to collect ideas and proposals to innovate processes and services and bring the ASL Roma 1 even closer to the multiple needs and health needs, in continuous evolution, of the community. Similarly, the "Corporate welfare" project promotes the involvement of operators and professionals working within the ASL to collect ideas and proposals useful for improving the quality of the work environment and well-being. Based on previous public entities research and the informations being



analyzed and relevant in terms of Stakeholder engagement, the key constituent elements of the model are identified on a regulatory basis, from which measurement items can be derived. The analysis of the literature has shown that despite the growing interest shown by academics and practitioners towards stakeholder engagement strategies in public entities, the contributions on the subject are still quite complex and fragmented. In fact, both in the academic and in the managerial context, there is still a gap concerning the identification and use of effective feedback and evaluation tools to be applied to the so-called "Stakeholder engagement strategy" in public environments, in order to analyze this phenomenon in a more global and comprehensive way. Unfortunately, we do not have a pilot study to draw on to achieve our goals. We therefore created a questionnaire that suited our needs by identifying the reference items in the Systematic review. Below, we will list the key concepts and questions we have chosen to include with the detailed explanation of what we are going to measure. It is precisely on the basis of the identified gap that the goal of the thesis work is born. The fact of carrying out the research in a hybrid environment between the complex and changing online world, and the offline one, which hardly manages to bring about changes, has led to the choice of an investigation path based on a combined approach of methods, that is to say, of standard and non-standard techniques for information collection and data analysis. In the service of stakeholder involvement, listening to their opinions becomes a *sine qua non* to create a model of Co-creation of the service that works and that perhaps can become standard for the strategies to follow and be declined not only in the health sector but in all public realities. The user's participation in the Co-creation becomes an ontologically necessary condition for the production of the public service, whether the citizen does it consciously and freely, or whether he is obliged (Osborne and Strokosh, 2016).

## 1 Interviews

One of the most important sources of Case Study evidence is the interview. Interviews can especially help by suggesting explanations (i.e. the "hows" and "whys") of key events, as well as the insights reflecting participants' relativist perspectives (Yin K.,2018). Case study interviews will resemble guided conversations rather than structured queries. Although you will be pursuing a consistent line of inquiry, your actual stream of questions in a case study interview is likely to be fluid rather than rigid (Rubin H. & Rubin I., 2011). Becker (1998) however, has pointed to the important difference between posing a "why" question to an interviewee (which, in his view, creates defensiveness on

the interviewee's part) and asking a "how" question, the latter therefore being his preferred way of addressing any "why" question in a actual conversation. Yin pointed out the strengths and weaknesses of using the interview in research:

-Strenghts:

- Targeted – can focus directly on case study topics
- Insightful – provides explanations as well as personal views (perceptions, attitudes and meanings)

-Weaknesses

- Response bias
- Reflexivity – interviewee says what interviewer wants to hear

With the interviews to managers we asked questions about their relationship with the stakeholders and the strategic objectives they set out to achieve through the project analyzed. The project stems from a strong commitment of the general management in an area, that of stakeholders management, in which the relationship of trust with the citizen is completely to be built. The project is linked to well-defined strategic intervention lines with an ex ante defined master budget in which the operational actions related to the proposals coming from the stakeholders represent an operational declination with the aim of making the stakeholders protagonists also involved in the implementation. In fact, whoever made the proposal becomes Team leader of the work group appointed for the implementation. It should be specified, however, that many proposals, while considered valid, constitute actions already being implemented as part of the corporate strategic plan. At the company level, the general management considers the development of a fundamental brand identity through the development of bottom-up participation projects. However, these projects must be placed at the level of defining operational actions, rather than identifying specific strategic objectives that impact the budget allocation process. The budget, in fact, has already been defined and the individual initiatives and proposals that will be carried out are not related to specific areas of strategic intervention. This could underestimate the interrelation that these initiatives may have with other operational programs underway. Furthermore, although there is an awareness of the importance of communication, currently the development of a strategic communication plan

that concerns the agency as a whole appears absent. The two areas involved in project communication communicate on an informal level, rather than in a structured and formal way. This is largely due to the fact that communication is a relatively recent strategic and organizational area that is still under development and in which investments are still being made. The organizational structures, in fact, emphasize that "there was no trust" in the agency, a trust that is being strengthened especially due to the awareness of the importance of the activity carried out during the pandemic. For the company it becomes important to think in terms of processes and the initiatives launched on the basis of the project represent more an input than an output. From the project results a set of more transparent and participatory operational processes are activated. In terms of communication, the area is shared with the UOC press office and social media. In any case, the UOC in charge of the project oversaw an in-house editorial plan aimed at curating "visual identity". In general terms, there is an awareness that the reputational risk is minimal.

## 2 Structure of the Survey

During the data collection of the Systematic Literature review, a section was dedicated to the items that the various papers chosen have identified as variables or measures by which the authors were able to answer their research questions. Below is a mini table with the items chosen and the frequency with which they appeared during the review.

Items	Frequency
Citizen Involvement	11
Participation	7
Level of Conditions	6
Relationship between citizens and agents	4
Trust	3
Legitimacy	3
Effectiveness	3
Efficiency	3
Customer Satisfaction	3
Government Interaction	3
Innovation	3
Transparency	2
Information Exchange Quality	2
Network Process	2
Personalization of Services	2
Awareness Campaign	2
Privacy	2

A type of case study interview is the typical survey interview, using a structured questionnaire. The survey could be designed as part of an embedded case study and produce quantitative data as part of the case study evidence. This situation would be relevant, for instance, if you were doing a case study of an organization that included a survey of workers and managers (Yin R.,2018). The survey questionnaire is the measuring tool designed to collect information on the qualitative and quantitative variables under investigation. The questionnaire must be seen as a tool communication aimed at facilitating the interaction between the researcher, the surveyor and the respondent. In order for it to play its role, the questionnaire must be a standardized tool; or questions and communication must be identical for all respondents in order for the information collected to be comparable to each other. We will then go on to list the questions included in the questionnaire linked to their items and the objectives that we have set ourselves to achieve through these questions. The questionnaire was administered via Google forms. This platform, completely free, allows you to collect data in real time already partially processed by the software itself. For the creation of the questionnaire it was decided to use the typology of closed and one open questions. Most of these consist of the Likert scale that is a rating ranging from 1 to 7, where 1 is the lowest rating and 7 is the highest rating. The first section of the questionnaire consists of a short presentation to the interviewees and tells about the investigation and the research objectives. There is also a reference to the protection of privacy, as it assures the interviewees that the data collected will be used in total anonymity and for statistical purposes. The items identified to measure Public Value are the following: Legitimacy, Efficiency, Effectiveness and Trust. According to Mark Moore, the foremost public value expert, two of the four dimensions of public value are trust and legitimacy (i.e. the extent to which an organisation and its activities are trusted and perceived to be legitimate by the public and by key stakeholders). "Trust" is cited in Alford and Huges research too: a good relationship based on trust not only is essential for government organizations seeking to establish and maintain collaborative relationships but also alleviates the particular transaction costs of creating markets, specification, and monitoring by making it easier for the parties to vary services when unpredictable circumstances arise, mitigating information asymmetry and turning interdependency into an advantage rather than a contractual problem. Effectiveness appears in Witesman and Lawrence's work: by identifying the set of possible values that might justify either of the manager's decisions, we can begin to order the manager's individual PSV profile based on the actual decision made by the manager. If the manager chooses to solicit citizen involvement, we know that in this context she finds civic engagement to be more justifiable

than effectiveness. The Stakeholder Engagement items chosen are: Involvement, Customer Satisfaction and Relationship between citizen and agents. Greenwood (2007) affirms that if an organisation shows commitment, through policy and practice, to stakeholder involvement it is acting responsibly towards these stakeholders: the more an organisation engages with its stakeholders, the more accountable and responsible that organisation is towards these stakeholders. In the Wang's work (2012), it is stated that Stakeholder analysis provides a diverse range of criteria that justify the involvement of other individuals and groups. The variable "Stakeholder satisfaction" is used in Loureiro's research. Satisfaction is a measure of stakeholder engagement because the positive feelings, sensations, and affections between the actor (e.g., consumer, employee) and the focal object/activity (e.g., task, job, brand) are common in the definitions of engagement. The stakeholders who are satisfied with and emotionally attached to the object/activity are engaged in the task, job, brand. Relationship: "Relationship" variable is very important above all because it allows to identify the type of Stakeholder. The typology and methods of stakeholder can be categorized as: i) identifying stakeholders, ii) differentiating and categorizing stakeholders; and iii) investigating relationships between stakeholders (Wang, 2012). Freeman (1984) discusses in his seminal work the critical role of the stakeholders in the relationship with firms/organisations. The studies carried out shows that it is rare to achieve stakeholder engagement objectives if tools such as Co-Creation and Co-Production are not included, especially in the public sector. Key Concepts are: Level of Participation, Government Interaction, Network Process. In the Voorberg's analysis (2015) we find: "compatibility of public organizations with Citizen Participation" and "Open attitude towards Citizen Participation". Maraglino Misciagna (2019) talks about "entire process of production of the service in a participatory perspective". The Bovaird case study (2015) uses as a parameter "attitude to Government Interaction". This key concept is important for Alves too, in her work "Co-creation and innovation in public services" (2013). Poocharoen's findings (2015) suggest that "Network Process", network structure, and characteristics of actors are crucial to a network's performance and coproduction's effectiveness. The consequences of the Co-Creation and Co-Production, when applied in the best way, are a requalification and improvement of the services that the public agency offers or sells. This result is defined and described in the theory of public service logic (PSL). Key Concepts are: -Level of public services (safety, health, environment, etc...), Information exchange quality, Personalization of services. According to Osborne (2018), first of all it is necessary to know the starting situation of the Level of a Public Service. The examples he cites us to understand this are: repeated visits to a doctor for the same condition, repeated

educational experiences after failed learning, or repeated and ongoing social work relationships where no personal development or new capacity has been engendered. Vargo and Lush (2008) argue that Public Service Logic has gained importance thanks to the changing perspective of users, shifting their attention from physical commodity to that of the quality of services. This quality is especially measurable with the Exchange of Information. According to Tommasetti (2015), Logic brings a competitive advantage to entities that choose to integrate it through Personalized and co-produced Products, Services and Experiences. The new web 2.0 tools have enormous potential because not only they are simple, used by more and more categories of people and excellent data containers but, compared to other communication tools, they are also the cheapest and bring better results. Kim (2018) uses the variable Awareness to measure the importance of social media in building a good user experience for the service user. Hoffman (2015), in addition to the "awareness" variable that he included in his research, also included the Privacy one because, through his studies, he found that more experienced Internet users with higher levels of self-efficacy also more critically consider their personal privacy and security settings. It also includes the variable Innovation as New media allow for creative input of the consumer into the development ('open innovation'), design, and production of business offers. Srivastava (2011), in his work, has entered firm's Innovation activities as a dependent variable. However, the wide availability of means of communication can also enhance joint decision-making and citizen empowerment, as there are more ways to organise an open decision-making process. This applies where governments face complexities in providing public services in remote areas or crises. Also, greater transparency leads to more effective citizen control over data underpinning co-production (Lember, Bradsen & Tonurist, 2019).

- LEVEL OF CONDITIONS. Objective: to measure citizens' quality of life standards as they affect their health.
  1. Is there a good balance between duty and pleasure in your current life?
  2. How satisfied are you with your social relationships?

3. How satisfied are you with your job?

- **JOB SATISFACTION.** Objective: to measure the satisfaction level of employees and employees.
  1. In the environment in which you work, do you think the level of communication between you and your supervisor / boss / collaborator is adequate?
  2. Has the company you work for tried to improve the conditions of employees?
  3. Do you get the recognition you deserve for your work?
  
- **LEGITIMACY.** Objective: Do the stakeholders recognize the role of the company? Do they perceive fairness and professionalism in the work carried out by the company?
  1. Do you believe that the local health system responds to the needs expressed by its interlocutors?
  2. Do you believe that the territorial health system actually fulfills its institutional duties and responsibilities?
  3. Do you believe that the Territorial Health System operates by meeting acceptable ethical standards?
  
- **EFFICIENCY/EFFECTIVENESS.** Part of Moore's triangle. Objective: Verify the level of efficiency and effectiveness of a service perceived by users, with a view to redesigning and improving performance.
  1. When you encounter a problem, does the healthcare entity show an interest in its resolution?
  2. Does the territorial health system provide adequately the services?
  3. Is the local health system able to promptly satisfy the user's needs?

- **JOB SATISFACTION.** Objective: to measure the satisfaction level of employees and employees.
  1. In the environment in which you work, do you think the level of communication between you and your supervisor / boss / collaborator is adequate?
  2. Has the company you work for tried to improve the conditions of employees?
  3. Do you get the recognition you deserve for your work?
  
- **CUSTOMER SATISFACTION.** Objective: To detect the degree of satisfaction of citizens with respect to the services offered. To understand if the territorial health system fulfills the duty to detect needs and needs of users.
  1. Is the indicated procedure necessary to book a medical examination or other services clear?
  2. How satisfied are you with the healthcare company service?
  3. Is the waiting time between the booking date and the delivery date of the health services suitable?
  
- **INVOLVEMENT.** Objective: Is the territorial health system able to develop a concrete collaboration with public and private subjects in order to exploit all the skills necessary to improve the conditions of citizens?
  1. How do you assess your level of involvement with the local health service?
  2. Does the territorial health service provide the tools through which to express your opinion?
  3. How often do you use the services provided by the local health system?
  
- **RELATIONSHIP BETWEEN CITIZENS AND AGENTS**
  1. Is it easy to contact the professional figure required to meet the needs of users?
  2. Do you think it is useful for the institution to request feedback from the user after the service has been provided?
  3. Do you think it is useful to periodically receive information on the services provided by the institution?



- TRUST. Objectives: Understanding whether the reference body protects the rights of stakeholders. To understand if citizens believe that the entity provides the services ethically. To understand if citizens are convinced that the institution responds sincerely and professionally to citizens' requests.
  1. Does the local health system demonstrate a sense of responsibility for the safety of users?
  2. Does the territorial health system take into consideration the users' point of view in planning operational activities?
  3. Does the local health system prove capable of constantly informing users in a timely and precise manner?
  
- PARTICIPATION. Objective: to understand if users are aware of participating in Co-Creation projects, linked to public participation, community involvement and collective governance.
  1. Does the territorial health system deal with the users about the problems of the community?
  2. Does the territorial health system favor collaborative projects with citizens?
  3. I believe that users play an active and collaborative role
  
- INNOVATION. Objective: to measure the level of innovation and digitalization of the territorial health system.
  1. Does the territorial health system explore and identify new opportunities and ideas?
  2. Does the territorial health system use necessary technologies to solve the bureaucracy problem?
  3. Does the territorial health system professionally manage the transition from the old to the new digital protocols?
  
- GOVERNMENT INTERACTION. Objective: to measure the user's perception of local government policies.

1. Are government bodies close to citizenship with engagement policies?
  2. I believe the resources available are managed effectively
  3. I want to participate in the decisions made by government agencies
- **NETWORK PROCESS.** Objective: To measure the ability of the public administration to exploit the skills and information of other actors such as non-profit organizations, companies, citizens, etc.
    1. Should the territorial health system include other institutional subjects (citizens, companies, non-profit organizations, local associations, etc.) in the decision-making processes?
    2. Many problems can be solved by collaborating with other institutional subjects.
    3. A professional figure dedicated to network and networking activities is required in the Public Administration
  - **AWARENESS CAMPAIGN AND COMMUNICATION.** Objective: To understand how to strengthen the healthcare company's brand image and develop better communication with users.
    1. Through which channels do you get to know the projects of the territorial health system?
    2. Are you registered in a digital channel of the territorial bodies of the health service?
    3. Is the information of the digital channels provided in plain language?
  - **TRANSPARENCY.** Understanding whether the local health system manages to be transparent (sharing of deeds, documents and data, resources received from the reference body, rights and duties of the reference body) with citizenship.
    1. Does the territorial health system publish data and documents in clear words?
    2. Do you know what transparent administration is?
    3. Is the information published in the "Transparent Administration" section on the site easily available?

- **PRIVACY.** Objective: to understand if users feel safe sharing their data with the local health system.
  1. How important is privacy to you?
  2. Do you ever read the privacy policy before releasing your data on the sites of the Public Administration?
  3. Do you know what GPRD consists of?

## 2.1 Data Analysis

The analysis of the questionnaire results was managed with excel. After having grouped the items for each Key Concept, the questions were formulated in order to give a more precise picture of the investigated phenomena. Tracing through descriptive statistics and frequency tables, the identikit of our sample is fundamental.

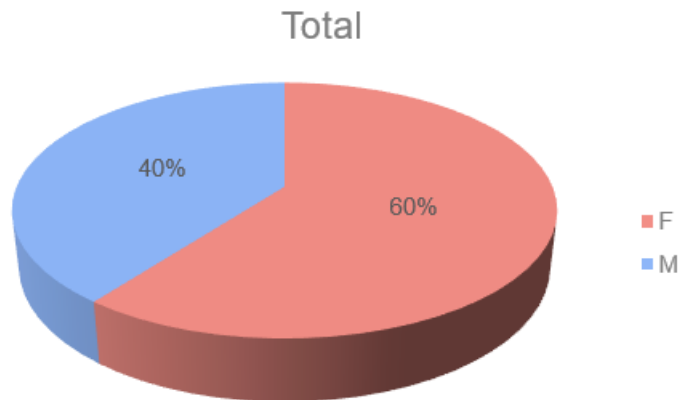


Figure 1. Gender

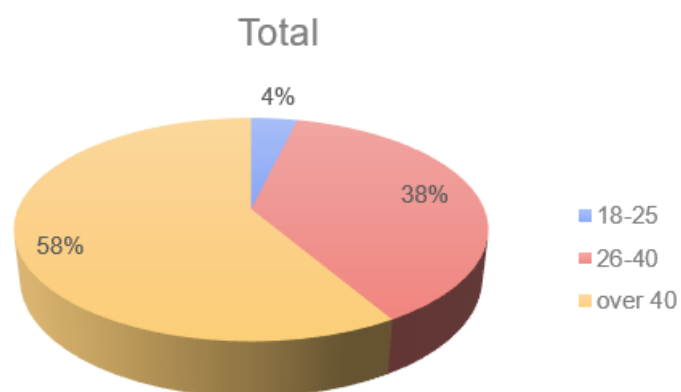


Figure 2. Age

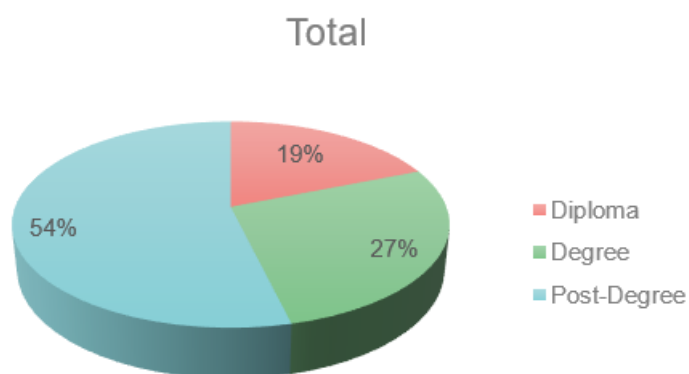


Figure 3. Instruction

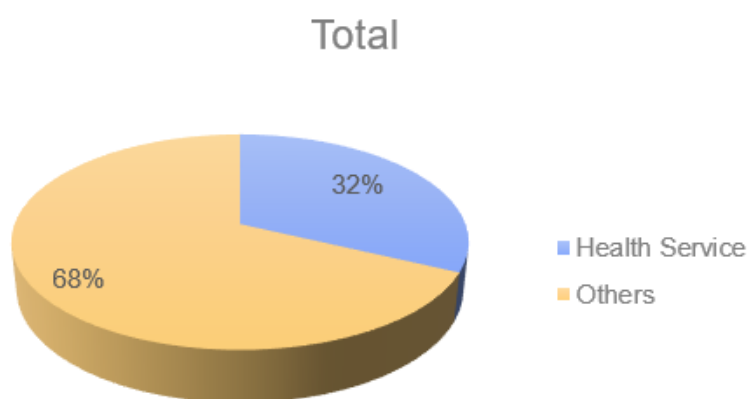


Figure 4. Health Sector

As we can see from the graphs, the majority of respondents are female, with a clear supremacy of the over 40s, especially in the 18-25 cluster. A good part of our respondents has a high level of

education and employees in national health systems are less than those who work in other fields. Now we are going to analyze our key concepts divided into the just mentioned clusters. We will therefore understand the perception that our sample has on each chosen and studied phenomenon.

## 2.2 Research Methodology

The questionnaire includes both qualitative and quantitative data collection. We have transformed the qualitative responses into quantitative ones, where necessary, to give a numerical value to each variable. The only extrapolated data we wanted to remain qualitative is "Through which channels do you get to know the projects of the territorial health system?". We also had 3 cases of reverse items, those questions that have an opposite formulation to the others contained in the test. Quantitative data were obtained using the Likert scale, so the lowest value is 1 and the highest is 7. The work described below was carried out by analyzing the scores of the variables divided into 3 clusters: Gender, Age and division between healthcare employee and non-healthcare worker. We concluded the analysis work with the correlation matrix.

The total items of the Questionnaire are 46, divided as follows:

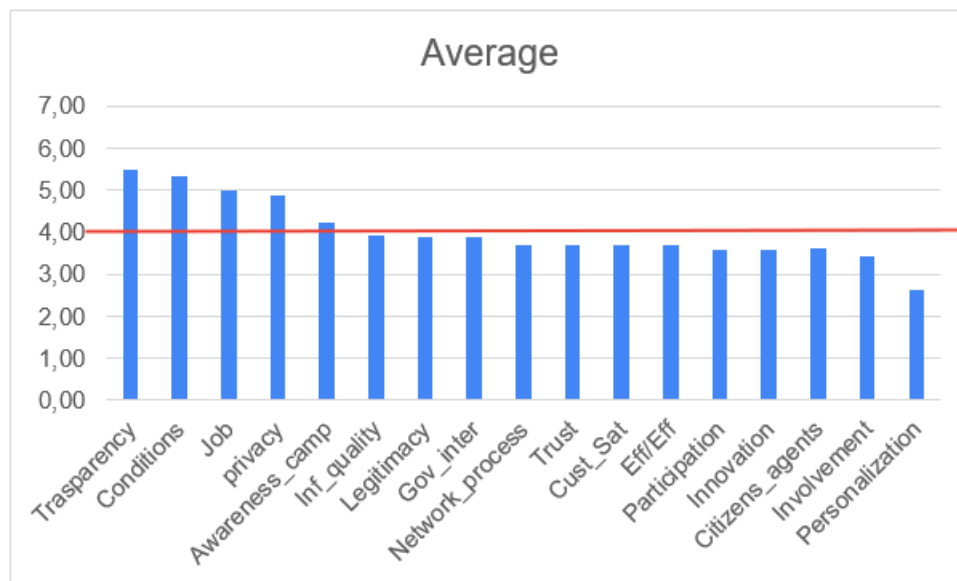
Key concepts	N. items
Personalization	2
Inf_quality	2
Conditions	3
Legitimacy	3
Eff/Eff	2
Trust	3
Cust_Sat	3
Job	3
Involvement	3
Citizens_agents	2
Participation	3
Gov_inter	3
Network_process	3
Awareness_camp	3
Trasparency	2
privacy	3
Innovation	3
<b>Total</b>	<b>46</b>

Figure 5. Number of Items for each Variable

Overview of Key Concepts: Personalization (Personalization), Information Exchange Quality (Inf\_quality), Level of Conditions (Conditions), Legitimacy (Legitimacy), Efficiency/Effectiveness (Eff/Eff), Trust (Trust), Customer Satisfaction (Cust\_Sat), Job Satisfaction (Job), Involvement (Involvement), Relationship between citizens and agents (Citizens\_agents), Participation (Participation), Government Interaction (Gov\_inter), Network Process (Network\_Process), Awareness campaign and Communication (Awareness\_camp), Transparency (Transparency), Privacy (privacy), Innovation (Innovation). The variable gender, Gen, is measured on a binary scale and the variable Age is divided by: 18-25, 26-40, over 40. The statistical indicators calculated are: average, median, minimum, maximum, first quartile and third quartile. We start from the analysis of the first cluster: gender (Table 1 and Graphic 2).

Key concepts	Average	Dev. Std.	Min	25%	50%	75%	Max
Personalization	2,93	1,13	1,00	2,13	3,00	4,00	5,50
Inf_quality	3,90	1,44	1,00	3,00	3,50	5,00	7,00
Conditions	5,33	1,10	3,00	4,75	5,33	6,33	7,00
Legitimacy	3,89	1,37	1,00	2,75	4,00	4,67	6,67
Eff/Eff	3,68	1,46	1,00	2,50	3,50	5,00	6,00
Trust	3,69	1,39	1,00	2,75	4,00	4,67	6,33
Cust_Sat	3,68	1,37	1,00	3,00	3,67	4,67	6,00
Job	5,00	1,39	1,00	4,08	5,33	6,00	7,00
Involvement	3,44	1,02	1,33	3,00	3,67	4,00	6,00
Citizens_agents	3,55	1,42	1,00	2,25	3,50	4,00	7,00
Participation	3,57	1,42	1,00	2,75	3,33	4,50	7,00
Gov_inter	3,89	0,91	1,00	3,33	4,00	4,33	6,00
Network_process	3,64	0,74	2,67	3,00	3,67	4,00	6,33
Awareness_camp	4,21	1,43	1,50	3,00	4,25	5,50	6,50
Trasparency	5,48	1,07	2,00	6,00	6,00	6,00	6,00
privacy	4,86	1,14	2,67	3,75	4,83	6,00	6,33
Innovation	3,56	1,37	1,00	2,75	3,50	4,33	7,00

Table 1. Male Cluster



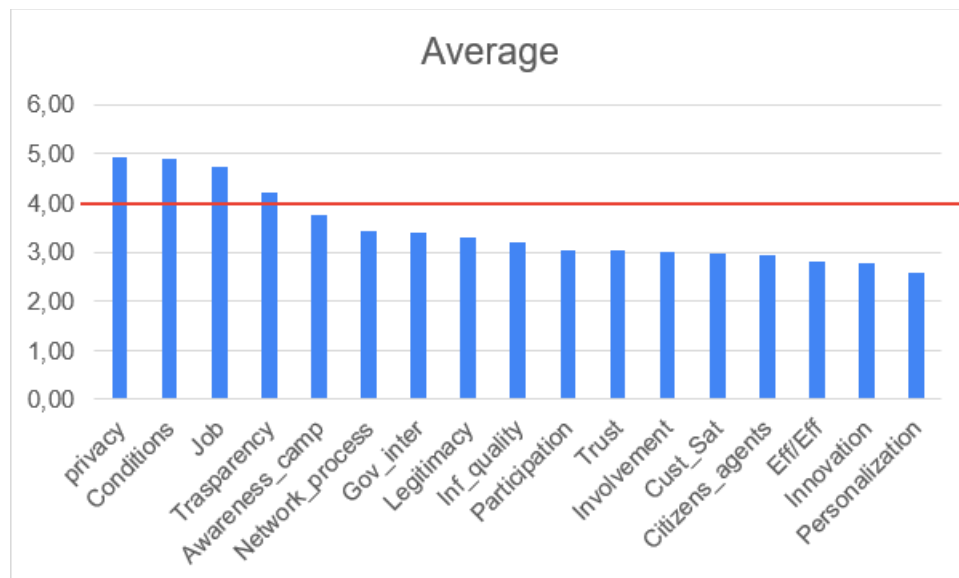
Graphic 1. Male Media

We start analyzing Graphic 1, which concerns the average value of key concepts. As we can see from the first cluster, Transparency has received more positive responses. Participants were asked if they were aware of the "transparent administration" and if the "Transparency" section on the website of the various health entities was clear and understandable. Let us remember, however, that the majority of respondents to the questionnaire have a high level of education (54% post-degree and 27% degree). In second and third place we find "Level of Conditions" and "Job satisfaction". It is very interesting to note that the highest satisfaction of our male sample is found in two key concepts which absolutely do not concern the territorial health system but aspects of their private lives. To exceed the average value (i.e. 4) we find "Privacy" and "Awareness Campaign and Communication", respectively the level of privacy to citizens and the level of communication between local health entity and its stakeholders. Everything else does not exceed the average value. This means that the sample is not satisfied with the aspects that we have submitted for evaluation. In the last places we find the relationship between health workers and citizens, the level of engagement and personalization of services that seems to be non-existent. We continue by analyzing the rest of the statistical values through Table 1. As far as the standard deviation is concerned, we see that the most homogeneous answers throughout the sample are found in the "Network Process" and "Government Interaction" sections, respectively the central ones. Respondents agreed in their answers. But the data that we noticed the most is that of the maximum response of "Personalization" which even remained below 6. The sample is telling us that the institution must

make performance feedback tools available as it struggles to comply the different needs of those who use the service. The analysis of the other indices confirms the information given to us by the average.

Key concepts	Average	Dev. Std.	Min	25%	50%	75%	Max
Personalization	2,68	1,26	1,00	1,50	2,50	4,00	5,50
Inf_quality	3,18	1,39	1,00	2,00	3,50	4,25	6,00
Conditions	4,88	1,33	1,00	4,00	5,00	6,00	7,00
Legitimacy	3,29	1,48	1,00	2,17	3,67	4,33	6,00
Eff/Eff	2,80	1,20	1,00	2,00	3,00	3,50	5,50
Trust	3,02	1,42	1,00	2,00	3,00	4,00	6,67
Cust_Sat	2,98	1,28	1,00	2,00	2,67	3,67	6,00
Job	4,74	1,83	1,00	3,33	5,00	6,33	7,00
Involvement	2,99	1,15	1,33	2,00	3,00	3,67	6,00
Citizens_agents	2,86	1,43	1,00	2,00	3,00	4,00	7,00
Participation	3,03	1,43	1,00	1,83	3,00	4,00	6,33
Gov_inter	3,41	1,31	1,00	2,67	3,33	4,00	6,33
Network_process	3,49	0,53	3,00	3,00	3,33	3,67	5,00
Awareness_camp	3,75	1,35	1,50	3,00	3,50	4,75	6,50
Trasparency	4,22	1,56	2,00	3,00	4,00	6,00	6,00
privacy	4,93	1,12	2,00	4,00	5,00	6,33	6,33
Innovation	2,76	1,41	1,00	1,67	2,67	3,33	6,67

Table 2. Female Cluster



Graphic 2. Media female

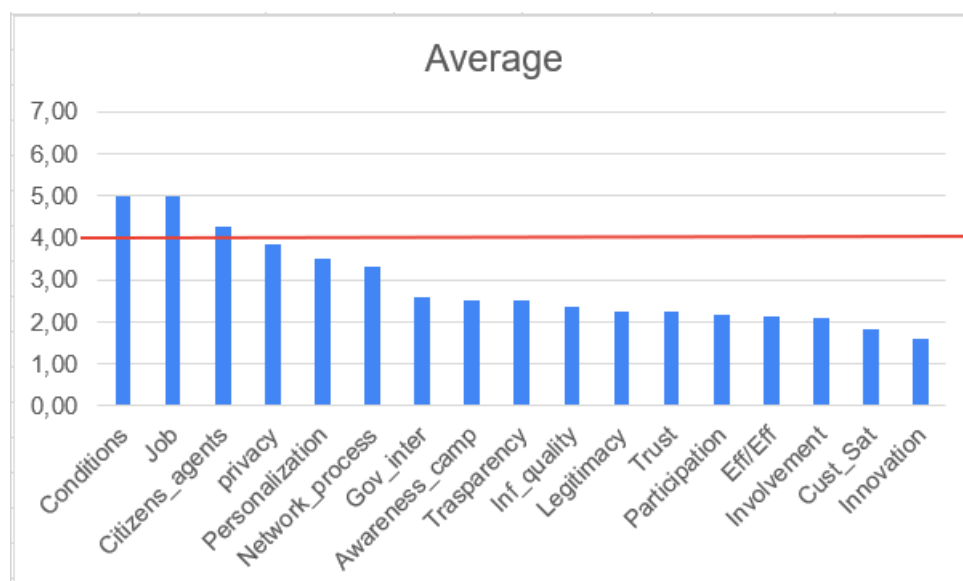
Starting from graph 2, we note that, with respect to the male cluster, positions 1 and 4 are reversed. For women, privacy is essential and seems well protected by the relevant health institution.



Positions 2 and 3 are confirmed. "Personalization" takes last place again anticipated by "Efficacy/Effectiveness" and "Innovation". In short, rather negative data also in the remaining 60% of the sample. Moving on to Table 2, "Network Process" agrees all the cluster having as standard deviation a figure lower than 1. The median of the values remains quite low, never exceeding 5 but in the Max indicator the firsts 7 appear (in "Condition", "Job" and "Relationship between citizen and agents"). Summing up, even these data remain quite negative.

Key Concepts	Average	Dev.Std.	Min	25%	50%	75%	Max
Personalization	3,50	1,17	1,50	3,38	3,50	4,13	4,50
Inf_quality	2,38	1,08	1,00	1,75	2,38	2,88	4,00
Conditions	5,00	1,75	2,67	3,67	5,00	6,50	7,00
Legitimacy	2,25	1,30	1,00	1,00	2,25	3,25	4,00
Eff/Eff	2,13	1,43	1,00	1,00	2,13	2,63	4,50
Trust	2,25	1,38	1,00	1,00	2,25	3,08	4,33
Cust_Sat	1,83	1,09	1,00	1,00	1,83	2,17	3,67
Job	5,00	1,75	2,67	3,67	5,00	6,50	7,00
Involvement	2,08	0,83	1,33	1,33	2,08	2,58	3,33
Citizens_agents	4,25	0,43	4,00	4,00	4,25	4,25	5,00
Participation	2,17	1,19	1,00	1,00	2,17	3,17	3,67
Gov_inter	2,58	0,92	1,00	2,50	2,58	3,08	3,33
Network_process	3,31	0,18	3,12	3,21	3,31	3,4	3,5
Awareness_camp	2,50	0,79	1,50	1,88	2,50	3,13	3,50
Trasparency	2,50	0,87	2,00	2,00	2,50	2,50	4,00
privacy	3,83	0,73	3,00	3,50	3,83	4,00	5,00
Innovation	1,58	1,01	1,00	1,00	1,58	1,58	3,33

Table 3. 18-25 Cluster

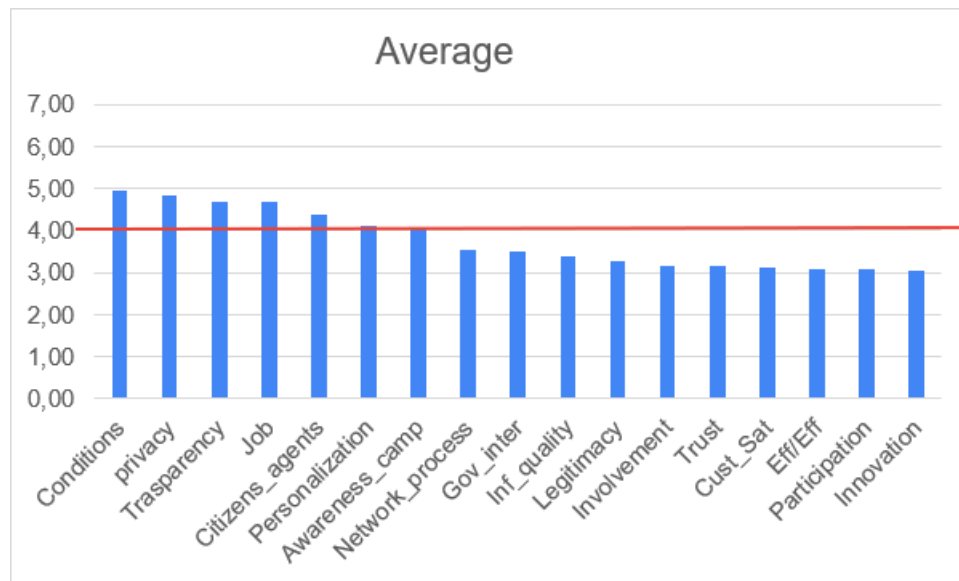


Graphic 3. 18-25 Average

The 18-25 year old cluster is very small (only 4%) but it is very important to have feedbacks from the younger generations on public services. Starting from graph 3, it is impossible not to notice a notable lowering of the score that this sample gave to all the questions. Many key concepts barely get over 2, including 'Participation', 'Efficacy/Effectiveness', 'Involvement', 'Customer Satisfaction' and 'Innovation'. Giving an answer to this data is quite simple: the 18-25 generation is used to being customers of private companies that put the aforementioned services first in their value proposition. This generation grew up with Apple, Meta and popular apps like spotify or Youtube that maximize technology, product/service co-design and precise customer care that can be contacted 24/7. For the 18-25 age group, used to having all this, the quality of the public service is significantly lower when compared to the large companies mentioned. These results are very important for the purposes of our research because we can understand in advance which gaps to urgently fill, to satisfy tomorrow's stakeholders. The average of Communication Campaigns has also dropped significantly (Awareness\_camp), they are certainly used to more impactful forms of communication similar to their language. This is also a factor to be taken into consideration by the public administration.

Key concepts	Media	Dev.Std.	Min	25%	50%	75%	Max
Personalization	4,13	1,06	2,00	3,50	4,00	4,63	6,50
Inf_quality	3,39	1,21	1,00	3,00	3,50	4,50	5,50
Conditions	4,94	1,27	2,67	4,25	5,00	6,00	7,00
Legitimacy	3,27	1,39	1,00	2,58	3,17	4,33	6,00
Eff/Eff	3,09	1,26	1,00	2,38	3,00	4,00	6,00
Trust	3,15	1,29	1,00	2,00	3,17	4,00	6,00
Cust_Sat	3,12	1,32	1,33	2,00	3,00	4,00	6,00
Job	4,68	1,66	1,00	3,58	4,83	6,33	7,00
Involvement	3,16	1,06	1,33	2,33	3,33	4,00	5,33
Citizens_agents	4,36	0,85	2,00	4,00	4,50	5,00	6,00
Participation	3,08	1,34	1,00	2,00	3,00	4,00	7,00
Gov_inter	3,51	1,12	1,00	3,00	3,67	4,33	6,33
Network_process	3,55	0,53	3,00	3,00	3,50	4,00	5,00
Awareness_camp	4,08	1,26	1,50	3,00	4,00	5,00	6,00
Trasparency	4,70	1,52	2,00	4,00	6,00	6,00	6,00
privacy	4,82	1,08	3,00	3,67	4,83	6,08	6,33
Innovation	3,05	1,44	1,00	2,00	2,83	3,75	7,00

Table 4. 26-40 Cluster

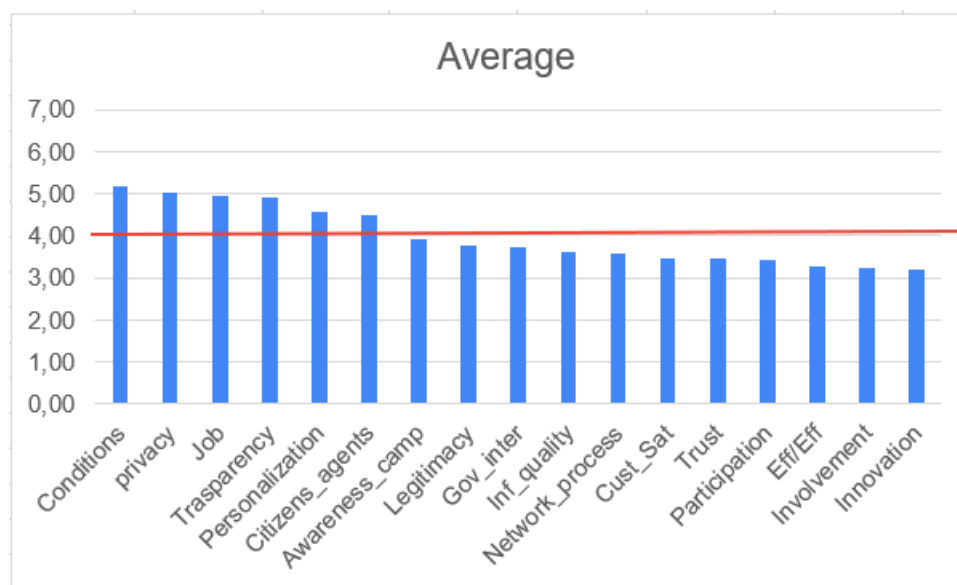


Graphic 4. 26-40 Average

In the 26-40 cluster the situation seems to improve slightly but presents the same critical issues as the previous sample. They seem to agree on the answers regarding Citizen\_agents and Network\_process (dev.st 0.85 and 0.53 respectively). “Privacy” starts to have more important value (we notice a second place). In the last places we always notice the same key concepts, therefore we can confirm large gaps within the aforementioned parameters.

Key concepts	Media	Dev.Std.	Min	25%	50%	75%	Max
Personalization	4,56	1,49	1,00	4,00	4,75	5,50	7,00
Inf_quality	3,61	1,57	1,00	2,50	3,50	5,00	7,00
Conditions	5,16	1,21	1,00	4,42	5,33	6,00	7,00
Legitimacy	3,78	1,44	1,00	3,00	4,00	4,67	6,67
Eff/Eff	3,27	1,41	1,00	2,13	3,00	4,00	6,00
Trust	3,45	1,50	1,00	2,33	3,33	4,58	6,67
Cust_Sat	3,46	1,32	1,00	2,42	3,67	4,33	6,00
Job	4,95	1,65	1,00	4,33	5,33	6,00	7,00
Involvement	3,24	1,13	1,33	2,67	3,33	3,92	6,00
Citizens_agents	4,50	1,19	1,00	4,00	4,50	5,00	7,00
Participation	3,43	1,48	1,00	2,08	3,67	4,58	6,33
Gov_inter	3,72	1,21	1,00	3,08	3,67	4,58	6,33
Network_process	3,58	0,68	2,67	3,00	3,33	4,00	6,33
Awareness_camp	3,92	1,46	1,50	3,00	4,00	5,00	6,50
Trasparency	4,90	1,42	2,00	4,00	6,00	6,00	6,00
privacy	5,03	1,13	2,00	4,33	5,00	6,33	6,33
Innovation	3,21	1,42	1,00	2,33	3,17	4,25	6,67

Tbale 5. Over 40 Cluster

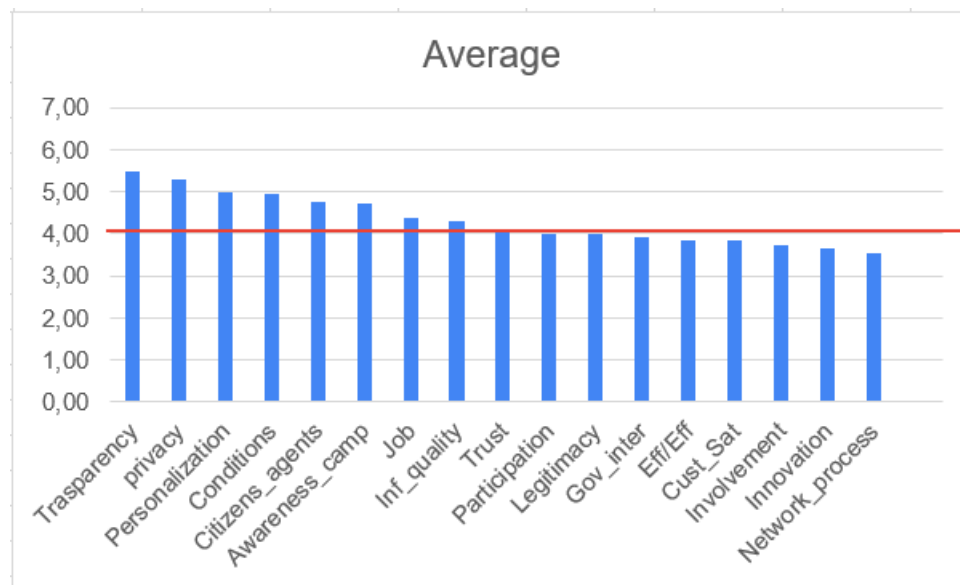


Graphic 5. Over 40 Average

The over 40 cluster was the most lenient towards the territorial health entities. The answers were homogeneous especially in the item Network Process (dev.st. 0.68). The critical points remain the same: "Participation", "Efficiency/Effectiveness", "Involvement" and "Innovation" are confirmed in the last places. As far as "Privacy" and "Transparency" are concerned, it seems that the health institutions satisfy all the clusters analyzed up to now.

Key concepts	Media	Dev.Std.	Min	25%	50%	75%	Max
Personalization	5,00	1,39	1,00	4,00	5,50	6,00	7,00
Inf_quality	4,31	1,37	1,00	3,50	4,50	5,38	7,00
Conditions	4,96	1,00	2,67	4,33	5,00	5,92	6,67
Legitimacy	3,99	1,26	1,00	3,08	4,17	4,67	6,67
Eff/Eff	3,85	1,22	1,00	3,00	4,00	4,88	6,00
Trust	4,12	1,31	1,00	3,33	4,17	5,00	6,67
Cust_Sat	3,84	1,21	1,33	3,00	3,83	4,67	6,00
Job	4,38	1,41	1,00	3,67	4,33	5,33	6,67
Involvement	3,73	1,18	1,33	3,00	3,67	4,67	6,00
Citizens_agents	4,75	1,18	1,00	4,00	5,00	5,38	7,00
Participation	4,00	1,37	1,00	3,67	4,00	4,67	6,33
Gov_inter	3,93	1,19	1,00	3,33	3,83	4,33	6,33
Network_process	3,55	0,52	2,67	3,00	3,67	4,00	5,00
Awareness_camp	4,74	1,35	1,50	3,50	5,00	6,00	6,50
Trasparency	5,47	1,01	2,00	6,00	6,00	6,00	6,00
privacy	5,30	1,02	3,00	4,75	5,33	6,33	6,33
Innovation	3,66	1,50	1,00	2,67	3,67	4,33	6,67

Table 6. Health Service Employees Cluster

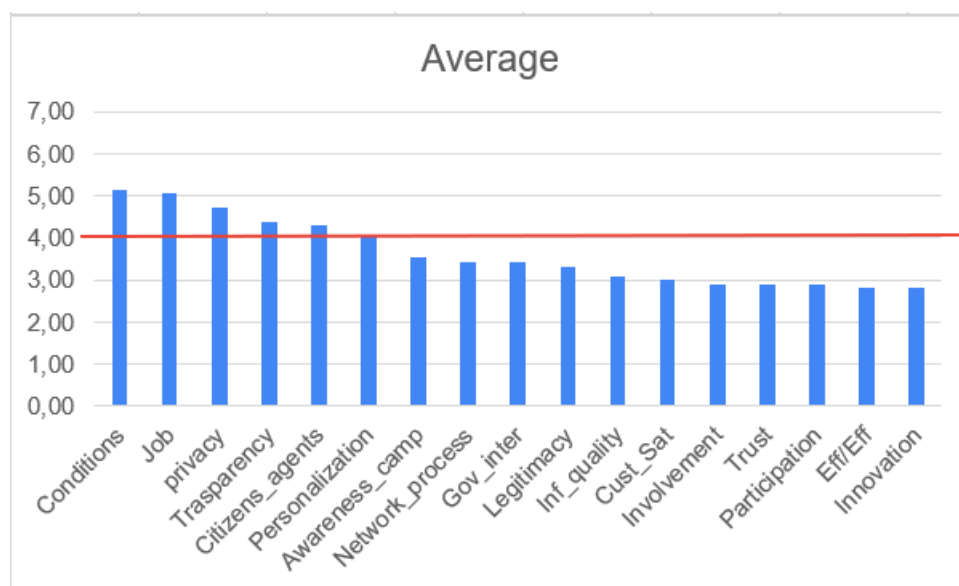


Graphic 6. Health Sevice Employees Average

In this cluster (the employees of the health services) we notice a clear increase in the averages of each key concept. Curious, however, the position of "Network\_Process" as it is the first time that suffers the last place. These data generate new research questions, as it would be interesting to investigate the reasons for these changes during the analysis of each cluster. But the most significant data is that not even the employees of the health system manage to exceed 6 in any key concept subjected to analysis. This statement makes us think a lot about the idea of completely regenerating the national health system so as to get much closer to the new needs that have emerged in recent years.

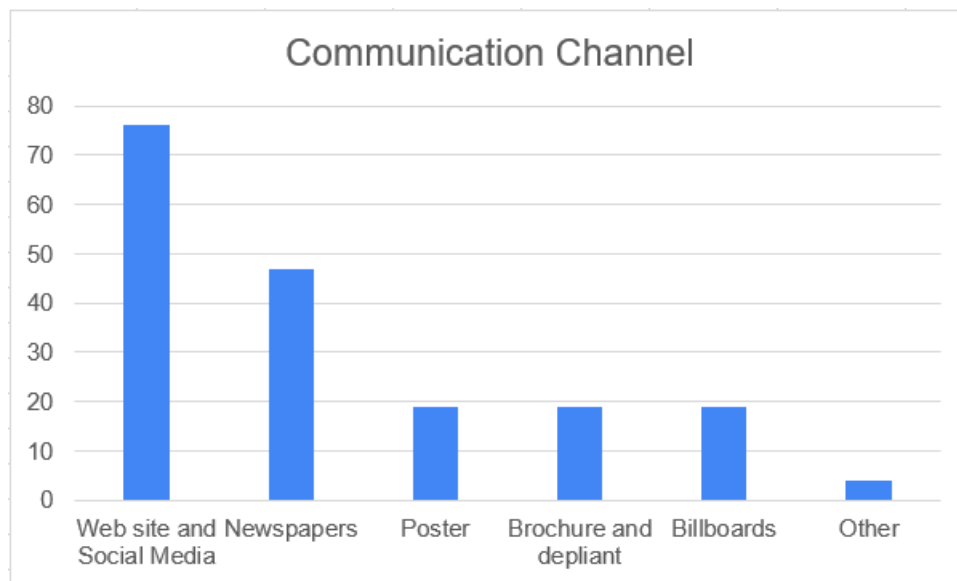
Key concepts	Media	Dev.Std.	Min	25%	50%	75%	Max
Personalization	4,05	1,24	1,00	3,50	4,00	5,00	7,00
Inf_quality	3,09	1,32	1,00	2,00	3,25	4,00	6,00
Conditions	5,13	1,36	1,00	4,00	5,33	6,33	7,00
Legitimacy	3,31	1,50	1,00	2,33	3,67	4,33	6,00
Eff/Eff	2,83	1,33	1,00	2,00	3,00	3,50	6,00
Trust	2,90	1,33	1,00	2,00	3,00	4,00	6,00
Cust_Sat	3,00	1,33	1,00	1,92	3,00	3,67	6,00
Job	5,06	1,73	1,00	4,25	5,33	6,33	7,00
Involvement	2,91	0,97	1,33	2,00	3,00	3,67	4,67
Citizens_agents	4,29	0,96	1,00	4,00	4,50	5,00	6,00
Participation	2,89	1,34	1,00	2,00	3,00	3,67	7,00
Gov_inter	3,44	1,15	1,00	3,00	3,67	4,08	6,33
Network_process	3,44	1,15	1,00	3,00	3,67	4,08	6,33
Awareness_camp	3,54	1,25	1,50	3,00	3,50	4,50	6,00
Trasparency	4,39	1,59	2,00	4,00	4,00	6,00	6,00
privacy	4,71	1,12	2,00	3,67	4,67	5,67	6,33
Innovation	2,82	1,34	1,00	1,67	2,67	3,33	7,00

Table 7. Others Cluster



Graphic 7. Others Average

Let's move on to the analysis of the last cluster, that is those who do not work for public bodies in the health sector. The averages plummet: the only items that exceed the average and which refer to healthcare institutions are "Transparency", "Privacy" and "Citizens\_Agents". The rest of the key concepts are below the average of 3,5. Here even the maximum response of "Involvement" does not even reach 5. The last places are reserved for the usual key concepts which, as has already been said, indicate a serious criticality in the whole sample.



*Graphic 8. Communication Channels*

The only open question in the questionnaire was: "Through which channels do you learn about the projects of the territorial health system?". This is a data that takes our entire sample, without divisions into clusters. We note the supremacy of social communication. This is because in recent years the web has become the main channel for information research. Thanks to this step, companies have begun to increase their communication on online channels. The Public Administration cannot separate itself from this broad paradigm shift and has tried to adapt. We recall that in the previously analyzed data the key concept "Awareness\_camp" did not give brilliant results. Probably the Public Administration, in Italy, struggles to reach the same levels of compliance as private companies. Despite this, the little information that the sample was able to find, he searched mostly on the web and on social media. The score between first and second place, the one occupied by the newspapers, differs greatly. Probably the press has a less impactful power on our lives now than it did 10 years ago but there is still a good part who informs themselves on the aforementioned channel. The other channels have a very large distance from the first place so we could easily define them as less effective.

	Personaliz	Inf_quality	Conditions	Legitimacy	Eff/Eff	Trust	Cust_Sat	Job	Involvement	Citizens_agents	Participation	Gov_inter	Network_process	Awareness_camp	Trasparency	privacy	Innovation
Personaliza	1,00																
Inf_quality	0,46	1,00															
Conditions	0,02	0,18	1,00														
Legitimacy	0,19	0,76	0,27	1,00													
Eff/Eff	0,31	0,82	0,24	0,83	1,00												
Trust	0,35	0,78	0,16	0,75	0,83	1,00											
Cust_Sat	0,27	0,74	0,17	0,76	0,86	0,80	1,00										
Job	0,09	0,21	0,59	0,26	0,14	0,05	0,10	1,00									
Involvement	0,33	0,73	0,06	0,60	0,66	0,78	0,65	0,07	1,00								
Citizens_ag	0,34	0,73	0,13	0,69	0,74	0,75	0,79	0,10	0,69	1,00							
Participation	0,32	0,64	0,25	0,57	0,68	0,77	0,65	0,15	0,65	0,57	1,00						
Gov_inter	0,14	0,63	0,18	0,64	0,65	0,70	0,58	0,19	0,57	0,58	0,62	1,00					
Network_pro	0,08	-0,09	-0,06	-0,08	-0,03	-0,04	-0,01	-0,08	-0,04	-0,03	-0,02	-0,24	1,00				
Awareness_	0,37	0,55	0,00	0,33	0,34	0,46	0,38	-0,01	0,55	0,43	0,33	0,41	-0,24	1,00			
Trasparency	0,21	0,31	0,02	0,21	0,29	0,29	0,31	-0,08	0,14	0,24	0,22	0,29	0,09	0,37	1,00		
privacy	0,01	0,09	0,02	0,02	0,02	0,06	0,04	-0,06	-0,07	0,02	0,11	0,12	-0,03	0,10	0,19	1,00	
Innovation	0,30	0,68	0,22	0,60	0,72	0,83	0,70	0,17	0,68	0,66	0,81	0,70	0,07	0,37	0,34	0,10	1,00



Analyzing the Correlation Matrix, we immediately notice a high correlation between Inf\_quality and Legitimacy, Eff/Eff, Trust, Cust\_Sat, Involvement, Citizens\_agents, Participation, Gov\_inter and Innovation. These data can lead us to assume the following hypothesis: if the information were given more punctually and with greater attention, the aforementioned factors would probably undergo an initial improvement. Obviously Conditions and Job are closely connected as living conditions can have a high value if there is a job that allows the sample to live with dignity. Even the key concept Legitimacy is, it seems, a factor to be improved to increase the value of Eff/Eff, Trust, Cust\_Sat, Involvement, Citizens\_agent, Participation, Gov\_inter and Innovation. Eff/Eff and Cust\_sat has a very high correlation. This suggests that if the organization is effective and efficient, the satisfaction of the users of the services rises. This correlation matrix can be considered as a map through which institutions can orient themselves to build a good engagement strategy and know which gaps need to be filled and which factors to focus on with more effort.

## Conclusions

During the data analysis we realized that we had made some mistakes in the construction of the questionnaire: to measure the same key concept we mixed qualitative and quantitative questions. To solve the problem we have transformed the answers using some formulas. For example in the question "How often do you use the services provided by the Territorial Health System?" the answers were qualitative and divided into 3 slots: Frequently, Less Frequently, Rarely. To "Rarely" we gave the lowest value, between 1 and 2. To those who entered 1 in the previous questions of the same key concept ("How do you rate your level of involvement with the territorial health service?" and "The territorial health service provides the tools through which to express your opinion?") we have put 1, the others 2. At "Frequently" we gave 6 because in the previous answers there are no extreme values. At "Less Frequently" we gave 4 or the average value of the Likert scale. With this same technique we have also given "Involvement" a quantitative measure. We transformed the 2 answers from qualitative to quantitative giving "yes" the value 6 and "no" the value 2. In the Key Concepts "Transparency", "Awareness Campaign" and "Privacy" we proceeded with the same methodology. We also used reverse items in the "Network Process" section because 2 questions were not posed in the same way as the others. The first reverse item was used regarding the question "Do you think it is useful for the institution to ask for feedback from the user after the service has been provided?". 7 becomes 1, 6 becomes 2, etc... From the analysis of the questionnaire it emerged that the general satisfaction of the stakeholders towards public services could be clearly

improved. Most of the key concepts analyzed did not pass the average score (4). The sample is various and has different geographic locations. Despite this, apart from the small differences between clusters, everyone seems to agree on the great gap between institutions and citizens. Unfortunately, from these results the only important fact that we can read is that of the incapacity of the healthcare system to read the needs of its stakeholders and the serious incapacity of communication and innovation which is instead highly requested by the users of the services. The questionnaire used is not validated as it is part of an exploratory research but we think it has satisfied our data collection needs. The framework that we have managed to build is quite clear and it is possible to outline the steps to follow to achieve clear objectives of stakeholder engagement and co-production. From the interviews with the managers of ASL Roma 1 it emerges that even the managers of public bodies have read this emergency of approaching citizens but they have to follow different procedures compared to private companies because in Italy the rules for public bodies are strict. The road is still very long and if we compare the Italian situation with that of the Anglo-Saxon countries (where the theory of public value was born) our nation still has a long way to go. It seems that the sample reaches an adequate level of satisfaction only in the key concepts Trust and Transparency. On these two factors, public bodies have managed to be in line with the needs of citizens thanks also to the legislation in force thanks to which the public administration has been forced to adapt. Everything else has to be completely rebuilt and there are many actions to be taken. To collect a greater amount of data and build a model in Italy it is necessary to continue analyzing case studies to be carried out in synergy between public bodies and research centres. As we have seen, Italy is urgently looking for a consolidated relationship between public service and citizens.

## Chapter III. Monitoring Social Media Channel

### Introduction

Online and offline communication is today an essential tool for companies in economic competition and in the search for consensus, it turns out indispensable for interfacing adequately in the current social and economic context (Fiocca, 1999). Communication no longer consists only in a unilateral transfer of information to influence the reference public (end customers, commercial intermediaries, influencers, etc.), it now entails opening oneself to listening and interpreting the market (Baer and Naslund, 2011); communicating means "carrying out a set of activities that nurture two-way relationships between the company and the final or intermediate demand"(Cozzi & Ferrero, 2000). Therefore no longer a mass of faceless customers, but individuals who, with their own personality and culture, have begun to ask questions (Bandiera & Marozzi, 1999). Faced with this change, communication seeks to adapt by expanding more and more thanks to the appearance of new technologies and new ways of communicating (Fiocca, 1999). The continuous changes in the economic, competitive, technological, social scenario have led to a consequent progressive and constant evolution of the ways in which companies carry out the communication processes towards their target audiences (Brioschi, 1999; 2005). The classic tools of communication lose their power and new technologies offer enormous opportunities to companies, opening up to innovative solutions of great effectiveness. The communication mix adopted by companies therefore evolves, following some trends such as:

- An increase in the weight of the below-the-line media, to the detriment of the above-the-line forms;
- Gradual transition from broadcasting to narrowcasting forms of communication The term broadcasting and narrowcasting refers, respectively, to the production of standardized marketing messages for a wide audience (mass communication) and to the personalization of the same according to the profile of the target or even to the individual user (personalized communication) (Siano, 2002);
- Growing importance of interactive communication methods;

- Increasing diffusion of the emotional and experiential dimensions of communication;
- Use of new technologies, in particular the Internet (Smith & Chaffey, 2001).

The Internet has completely changed the way of conceiving reality, of communicating, of socializing and of working; to traditional media has added a very important element, which is in fact the foundation of the concept of the Internet and the Web: interactivity (Guidotti, 2004). The Web has made it possible to cancel the distances between interlocutors, has dramatically increased the speed of information exchange, and consequently has made it easier to access and has increased the amount of available data. The companies have not been late to understand the value and potential of the Internet as a means that can reach any customer anywhere in the world. The new communication, which the Internet brings with it, starts from the assumption that "markets are conversations" and based on this observation, it seeks and finds new means and vehicles that can guarantee relationships and trust between the company and its customers (Morelli, 1999). Internet site, these were essentially showcase sites, very little visited and completely sterile in terms of feedback. In this first phase - defined Web 1.0 - the mistake consisted in having applied that model of vertical communication typical of the old media systems (television, newspapers, advertising, brochures, etc.): the broadcaster and the receiver were on two different levels and with distinct roles, the first active and the second passive. Only years later did it emerge that the winning feature of the Web is the horizontality of the communication, with sender and receiver that not only they dialogue but participate in a conversation in which both the former and the latter are - at least initially - producers of content and ideas (Murdough, 2010). The turning point, in this sense, began in 1999, when a group of business communicators launched an appeal to the business world, at the base of which there was the belief that it was necessary, indeed urgent, a radical reform of the language with which companies communicated in the age of the Internet. Since then, a new model of participation and presence of companies on the net has begun to take shape - a model that characterizes Web 2.0 - the second phase of the Internet. Communicators launched an appeal to the business world, at the basis of which there was the belief that it was necessary, indeed urgent, a radical reform of the language with which companies communicated in the age of the Internet. of the Internet. The Web, through the introduction of content sharing applications and platforms, has evolved into what is now called Web 2.0. Web 2.0 is the label attributed to that set of services – second generation that are based on collaboration and sharing of content between users. Web 2.0 carries with it the notion of social network that Forrester Research has defined: "a social network that consists of any group of people connected to each other by different social ties, ranging from

casual acquaintance, to work relationships, to family ties ". Social networks initially born as socialization tools for individual users, especially for the youngest, are now used to create an ever closer relationship between users and companies (Pine and Gilmore, 1998). Companies through typical Web 2.0 applications, such as social networks, blogs, wikis, communities, can build relationships with their audience by making their customers become supporters, managing to establish conversations with them. human voice. The creation of social spaces on the Net such as MySpace, Facebook, Twitter, Youtube, Splinder, each of them specialized in publishing and sharing content, has brought millions of people closer to the Web, which in this way has become part of the development of a new type of sociability (Murdough, 2010). Through these platforms, defined as social software, the publication of content has become an easy and cost-free operation; this allows people to share thoughts, photos, audio and video, eliminating geographical distances and to write and receive instant messages, to and from their contacts. Many companies become aware of the existence of these new means only when they discover that they are being talked about on the Net and not always in a benevolent way. This is Web 2.0, a worldwide network in which one is a producer and user of content at the same time, in which the real need is to listen to the needs and requirements of users, in which companies take part in conversations and reflections that they are not necessarily limited to the product and sector of reference; they develop and disseminate content on relevant topics for the reference communities, they engage in wide-ranging conversations on the topics of art, sustainability and ecology, culture, sport and even more. These reflections are not the result of a marketing planning process, but rather the result of the willingness of entrepreneurs, managers and creatives of companies to offer their experiences and professional skills to the world of the web (Weinberg and Pehlivan, 2011). Companies belonging to many sectors have embraced new technologies especially to develop certain communication and customer care policies while encountering many obstacles due to the greater difficulties related to the type of products offered and to the privacy regulations which, as we will see later, limit and restrict the use of communication channels on the network. From stakeholder consultations to social media campaigns to Corporate Social Responsibility initiatives, there has been ongoing experimentation over how to engage stakeholders in an evolving cultural and media context (Greco G., Sciulli N. & D'Onza G.,2015). New innovative 'tools' based on private sector models have been implemented in the public sector. It is the citizen and/or service user who creates the performance and value of a public service, with the Public Service Organization (PSO) acting as a facilitator of this process. Stakeholder engagement competence is here framed as an ongoing matter of communication

design - that is, professionals and organizations of all kinds are challenged to invent forms of engagement with the Entity's stakeholders, making communication possible that may otherwise be difficult, impossible, or unimagined. Functions can be central to the creation of public value. These functions might include, for example: public leadership broadly conceived; organizing effective actor engagement; discerning or defining what public value might mean; creating good Oideas about how to create it; building a winning coalition; effectively implementing value-creating strategies; and building ongoing capacity for learning, strategic change and democracy enhancement (Bryson 2011.) These functions can be served by many different kinds of actors or by a network of actors (Bryson J., Sancino A., Benington J. & Sørensen E., 2017). The diffusion of institutional logics depends not only on the availability, but also on the accessibility of the new logics. Other stakeholders, such as subordinates, board members, politicians, customers, peers, competitors, media and trade unions, also play an important role in situations where a new organizational culture is being built. Practices in these cases were formed through a process where individual cognition and identities were fundamental mediators in how the new thinking was understood and implemented by employees (Aalto K. & Kallio K., 2019). How might we conceive the role of the employee not merely as a receiver of CSP (corporate social performance) but as a key generator, enabling the entity to engage more responsibly with its external stakeholders is an important question to be addressed (Brown J.A., Finegold D., Winkler A., 2019). Over the last decades, governments all over the world have tried to take advantage of information and communication technology (ICT) to improve government operations and communication with citizens. How public entities can employ ICT to deliver public services is a constant debate, many scholars, and researchers continue to reflect on how ICT should be adopted and utilized in the public sector (Shuhua M. & Yuan Q., 2015). Web 2.0 is responsible for an innovative change in public communication toward an e-governance model of communication based on a more participatory content and a more dialogic relationship with different stakeholders (Leone S. & Delli Paoli A., 2016). Innovation in the public sector is fundamental to improving economic performance, social welfare and environmental sustainability and may also boost organisational efficiency and drive better-quality levels, services better tailored to citizens, reductions in business transaction costs and new operational methods (Alves H., 2013). In the public context, however, it seems that innovation is sometimes badly tolerated and seen as an obstacle to growth. In almost every country in the world, governments are under pressure to reform their administrative structures and restructure their processes to change the criteria and scope of their operations through the introduction of innovations. Public entites should build their

individual capacities through skills, mentalities and leadership, because they are necessary for successful innovation. Nevertheless, there is a preconceived notion that innovation is difficult to achieve and the public sector is not as innovative as it should be (Maraglino Misciagna M. & Rinaldi A., 2019). Information and communication technologies afford public administrations the opportunity to communicate more directly with individual members of their constituencies by offering tailored information services on-line (Colineau N., Paris C. and Vander Linden K., 2012). According to the literature, social media are catalysts for government innovation expressed in participatory and collaborative communication and a transforming agent in generating shared governance promoting participation and reinvigorating democracy (Jackson, Lilleker, 2009; Komito, 2005; McGrath, Elbanna, Hercheui, Panagiotopoulos, Saad, 2012). According to other scholars, the technological transformation led by social media is challenging the existing bureaucratic information paradigm allowing public administrations to dissolve knowledge silos in government (Kimberley, Mergel, Le Roux, Mischen, Rethemeyer, 2011).

The potentials for government use of social media lies in their capacity of promoting information and democracy. According to the literature, they are agents to:

- Promote democracy by achieving citizen-government collaborative governance transformation (Noveck, 2009; Picazo-Vela, Gutierrez Martinez, Luna-Reyes, 2012).
- Generate citizens' engagement in public discourse and activism (Linders, 2012; Chun, Luna Reyes, 2012; Sandoval-Almazan, Gil Garcia, 2012).
- Create collective intelligence (Chun, Shulman, Sandoval, & Hovy, 2010).
- Foster collaboration and information sharing among government agencies (Osimo, 2008).
- Allow research and information gathering (Krzmarzick, 2012)

For example, the research conducted by Colineau, Paris and Vander Linden (2012), aims to communicate better with the public by moving from brochures written for a general public, which it must include a careful discussion of the conditions that distinguish the various colleges within the general public, a brochures written for people, which can be customized to focus on information relevant to a reader. With social media rapidly changing the communicative dynamics between corporates and their environments, more entities are taking advantage of the responsiveness, connectivity, and plurality of social media to achieve better communication outcomes (Acuti, Grazzini, Mazzoli, & Aiello, 2019; Schultz, Castellò, Morsing, 2012). One of the biggest changes is in

the way we communicate with friends and the world, with the rise and dominance of social media sites such as Bebo, MySpace, Facebook and Twitter, to name a few. This move from traditional 'real world' interaction to new online communication has also affected the way we research society: as the world has moved online, so have researchers. We are increasingly trying to find answers to big social questions using naturally occurring online content. Social research using social media is a rapidly evolving field that is starting to blur the boundaries between fields and disciplines. The huge amount of publicly available personal information has left the public, many practitioners and even the founder of the internet, Tim Berners-Lee, concerned about their vulnerability and potential to be exploited.

Three pillars appear to act as enabling characteristics in government enabled by social media. They are:

- Transparency referred to as the opportunity to increase openness by reducing the cost of collecting, distributing and accessing government information.
- Interactivity referred to as the development of better connections with different stakeholders.
- Participation referred to as the opportunity to give public a voice in government. (Delli Paoli A. & Leone S., 2016).

## 1 Methodology

Our methodology is qualitative and based on an explanatory case study. To achieve the objectives of this research we will focus on the sector of public health care, in particular on the Healthcare Local Agency ASL Roma 1. It is a new public legal entity, born on January 1, 2016 following the merger between the ASL Rome A and the ASL Rome E, which from January 1, 2015 had already incorporated the San Filippo Neri Hospital. The ASL Roma 1 is therefore the result of a transformation process of three health entities into a single reality, in implementation of the operational programs of the Lazio Region 2013-2015. The birth of the new entity is not configured as a mere dimensional growth, but implies the construction of a new identity, for a company called to be the reference point for the health needs of a large part of the citizens residing in the Roman



territory. We have chosen this organization precisely because, being a new reality, it needs to rebuild the relationship with the stakeholders so that it is possible to better manage the decision-making processes. The method adopted is explanatory as although there is a substantial number of literature on this subject, no elements yet have been found suitable for building a standard theory to be applied to empirical cases. The Project we analysed was implemented by ASL Roma 1 and it's about Stakeholder management techniques in its internal governance with a project called "L'ASL che vorrei". The intent is to create an organized participation process, giving voice to citizens. There was also supplied documentation of the project by the Agency. With the project "L'ASL che vorrei", the entity intends to consolidate the relationships of trust with the corporate community (about 7400 employees including professionals and operators) engaged in services production process and the citizen community (about one million citizens residing in the area) of the ASL equal to 36.4% of the resident population of Rome. The intent is to activate and support a participatory process which does not end in the natural participation activities of the representative bodies but which invests all citizens and users of the services through an active involvement that takes place in the responsible formulation of ideas and proposals which, if deemed sustainable, will be implemented and included in the strategic planning. The project promotes and supports the involvement of operators and professionals who are engaged within the Local Healthcare agency to collect IDEAS and PROPOSALS, that will be included in the agency's operating programming. The project is divided into 4 phases: Sharing (extended control room and communication plan), Participation (collection of ideas, proposals and evaluation), Realization of proposals, Monitoring and reporting (moments of stakeholder involvement). Macro-areas on which to build the proposal were chosen. As far as operators are concerned, the selected fields are: Work organization, Wellness and Socialization, Work-life balance, Professional Growth. Instead, the following topics were chosen for citizens: Information and Communication, Access to Services, Taking Charge Mode, Quality of the Relationship, Comfort of the Structures and Places of Care, Simpler Procedures, Respect for Cultural Identities. Over 500 proposals have been evaluated, with constant reporting on the progress of the work and measurement of communication both online and off-line, to understand the inter-relationship with the participation rate. The main communication objectives, explained in the official documentation, are:

Objective 1 - To initiate and accompany participatory processes, characterized by significant moments of co-planning.

Objective 2 - Build communication processes that accompany and support enabled participatory process.

Objective 3 - Identify innovative, feasible and sustainable proposals, to be included in strategic planning.

Objective 4 - Implement listening and strengthen permanent dialogue with the city community in all its expressions.

Through this information we have built the excel tables through which social monitoring is explained. Monitor Stakeholder Engagement is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans. The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. Each stakeholder can influence, co-define and co-determine the organization's social impact metric. In fact, each stakeholder has their own perspectives and perceptions regarding the impact (Costa E. & Castegnaro L., 2017). The request to think in terms of impact to "demonstrate" how companies produce (or not) a social impact mainly arises from lenders (public and private) who need understand how organizations use resources and what social repercussions all this can have (Ebrahim, Weisband, 2007). In the last decade there has been a real "creative chaos", in which the entities have relied on third parties or are self-equipped to understand how to deal with one ever more pressing demand for "demonstration to have a social impact" (Costa E. & Castegnaro L., 2017). In summary, mostly two behaviors occurred:

- i) on the one hand, some organizations have defined of the "universal standards" of measurement in order to facilitate comparison with other similar companies;
- ii) other realities have preferred to develop new idiosyncratic measures capable of capturing the social impact in relation to the specific needs of stakeholders. Both approaches have encountered an "accountability dilemma" (Ebrahim, Rangan, 2010), in that, on the one hand, efforts to identify standardized metrics and measures (most often through financial proxies, such as the Social Return on Investment - SROI) are been criticized for wanting to attribute values financial to "something" that cannot be expressed in monetary terms (Arena et al., 2015; Gibbon, Dey, 2011). On the other hand, the most careful measures to the needs of specific parties (and therefore less standardized) have been criticized for the high degree of subjectivity (Kanter, Brinkerhoff, 1981). Monitoring social

media means first of all obtaining quantitative and qualitative data on what people say or think about a brand. Viral sharing of a negative opinion about a brand or product can represent a very dangerous reputation crisis for the company. Social media act as a sounding board for a scandal or strongly negative reviews, and are today the digital environment most used by users to express their complaints. Monitoring social media therefore leads to responding to criticisms in real time and building an effective customer care strategy to increase customer satisfaction and reactively buffer any crisis in the web reputation.

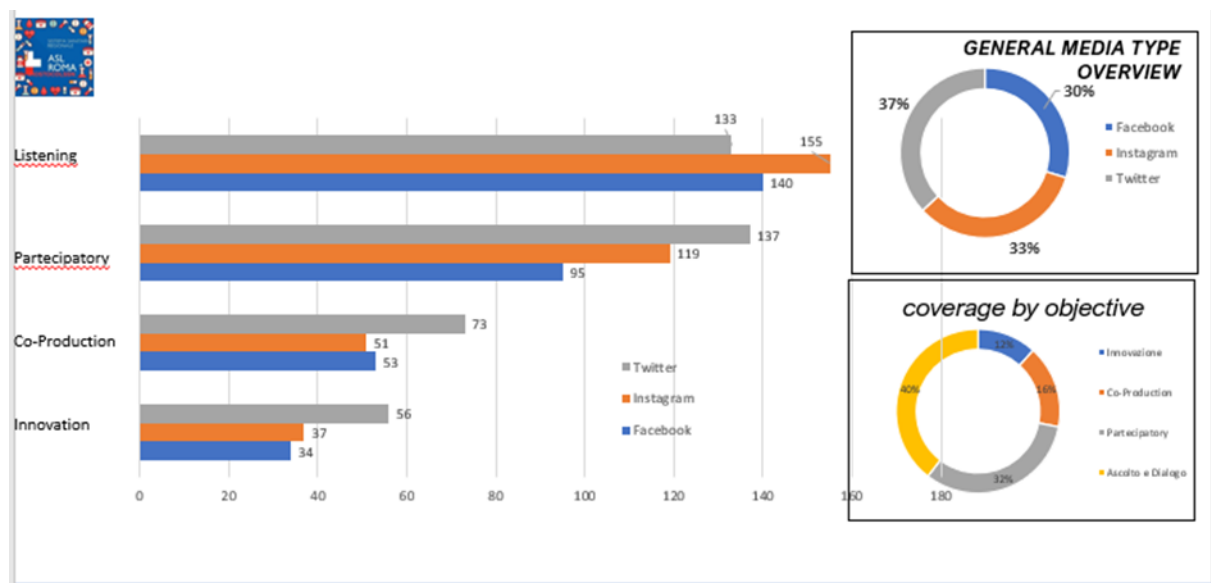
The monitored platforms are Facebook, Twitter and Instagram. Social media today serves as a large data collector. Alison Barnes and Nikola Balnave, in their Paper “Utterly Disgraceful”: Social Media and the Workplace, noted that The Community and Public Sector Union (CPSU), in response to the paper, observed that ‘emerging social media platforms have allowed commonwealth agencies and their employees new and unforeseen opportunities to engage not only with their stakeholders, but also with one another and the community at large’ (CPSU 2016). The posts analyzed range from March to December 2019 and there are more than a thousand. We decided to exclude the months during which we were affected by covid-19, as the news released by the ASL was dedicated to the pandemic. We created an excel grid and compared the data extracted from both manual monitoring and the software used by the agency and created pivot tables to analyze them. About 1084 posts were analyzed, classified by Category: Info, Project, Services and Engagement. The categories refer to the type of communication of the post: what does the Agency want to communicate? We indicated with Info all posts regarding set of information that the agency considers useful to convey to the community regarding its institutional purposes. Posts under category Engagement indicate posts that encourage the stakeholder to participate in initiatives organized by the agency. We insert, under category Project, all posts referring to the Case study project and with category Services posts that communicate all the services provided by the agency to the stakeholder. Then we continued by making a division also between stakeholders: Professionals (Doctors, Biologists, medical Staff), Employees (the whole body of ASL’s staff), Patients (those who express a need for treatment) and Citizens (who, in general, does not need medical care but assistance and information about the institution). We supported metrics analysis by interviewing the Project Manager and the Press Office Manager of ASL with the aim to analyze the organizational contest in which the project has been started. Moreover a questionnaire has been administered to the participants of the project. But at the moment we have not the results of the survey.

## 2 Results

With the interviews to managers we asked questions about their relationship with the stakeholders and the strategic objectives they set out to achieve through the project analyzed. At the company level there is a high commitment of the general management which considers the development of a fundamental brand identity through the implementation of participation projects from below. The project is linked to well-defined strategic intervention lines with a master budget defined ex ante in which the operational actions related to the proposals coming from the stakeholders represent an operational declination with the aim of making the stakeholders protagonists also involved in the implementation. In fact, those who made the proposal becomes team leader of the working group appointed for the construction. The budget has already been defined and the individual initiatives and proposals that will be carried out are not related to specific areas of strategic intervention. This may underestimate the interaction that these initiatives may have with other operational programs in progress. Furthermore, although there is a consciousness of the importance of communication, currently the development of a strategic communication plan concerning the agency appears absent. The two areas involved in project communication converse on an informal level, rather than in a structured and formal way. This is because communication is a relatively recent strategic and organizational area that is still under development and in which investments are still being made. The organizational structures, in fact, emphasize that "there was no trust" towards the agency, a trust that is being strengthened especially due to the awareness of the importance of the activity carried out during the pandemic. For the company it becomes important to think in terms of processes and the initiatives launched on the basis of the project represent more an input than an output data. From the project results a set of more transparent and participatory operational processes are activated. In terms of communication, the area is shared with the UOC press office and social media. In any case, the UOC in charge of the project oversaw an in-house editorial plan aimed at curating "visual identity". In general terms, there is an awareness that the reputational risk is minimal.

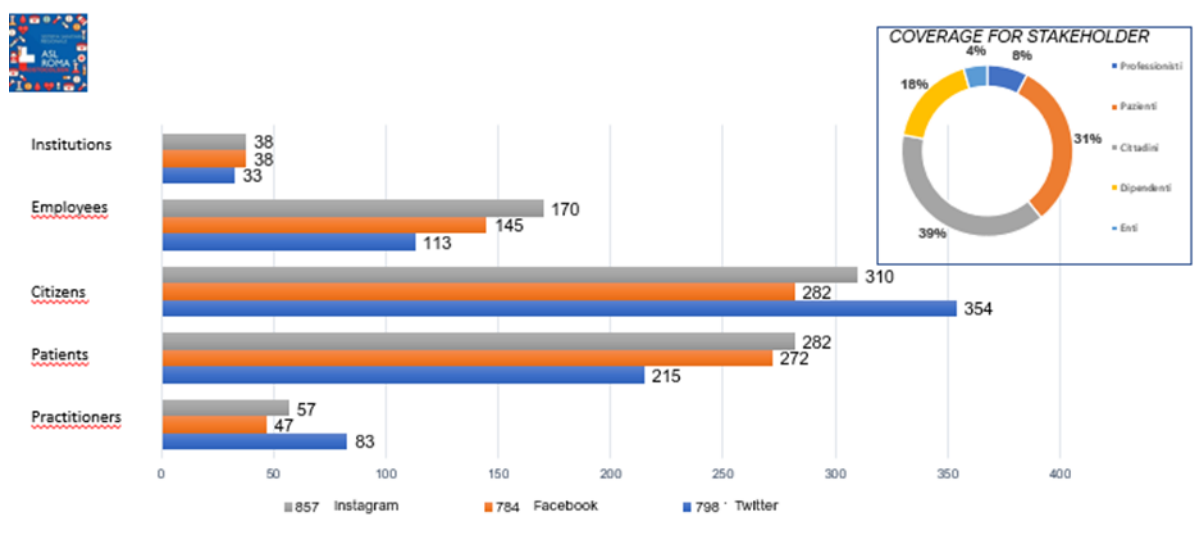
Then we analyzed the excel table of social monitoring according to the communication objectives of the stakeholder engagement project.

Figure 6. Objective Analysis



As we can see from Figure 1, the ASL Rome 1 has decided to dedicate more posts to Listening and Dialogue. This data can be easily explained given the nature of the Entity, i.e. its core business is the provision of services on individual demand for the well-being of life, so logically communication is emphasized on this aspect. The platform chosen to convey more communication was Twitter, which is used for informative and useful content, unlike Instagram which is linked more to the visual part and Facebook allows to create long posts, so it lends itself to storytelling. In conclusion we can deduce that the main objective of the Entity is to increase the requests to the structure. Instead, the least used platform was Facebook and the goal to which fewer posts were dedicated was Innovation.

Figure 7. Stakeholder Analysis



There is a need to map stakeholders on the web because the network is an ecosystem, a territory of relational spaces where stakeholders discuss, organize, demand answers. Figure 2 indicates the stakeholders to whom the ASL has communicated. In the Fig. 2 Citizens (39%) and patients (31%) are the first two audiences most involved in communication on all three platforms used, followed by Employees (18%), Professionals (8%) and Institutions (4%). Citizens and professionals have been involved mainly on Twitter with informative content, patients and employees from Instagram with engaging content, while the authorities have been involved on all three platforms in a uniform way.

Figure 8. Engagement Analysis

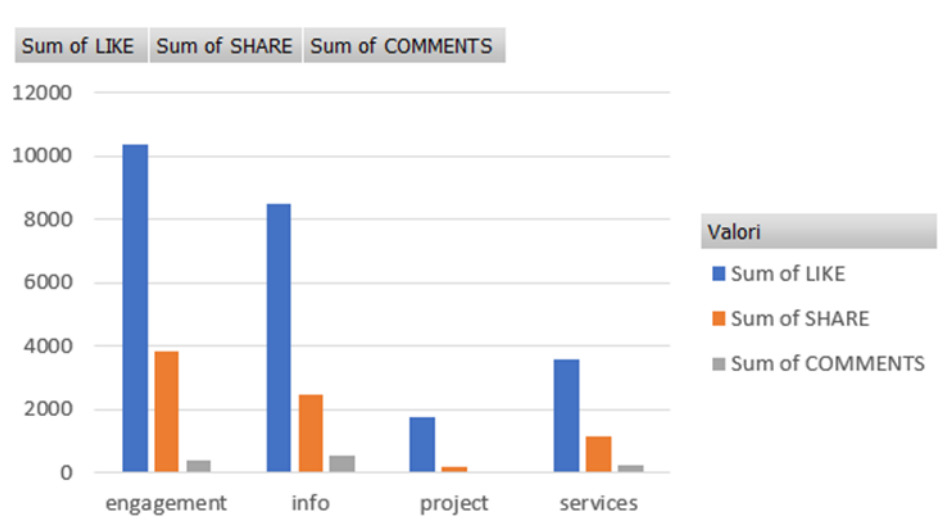


Table 1. Engagement Analysis in numbers

Category	Sum of LIKE	Sum of SHARE	Sum of COMMENT	Total	Percentage
engagement	10347	3850	413	14.610	44%
info	8477	2483	559	11.519	35%
project	1790	181	60	2.031	6%
services	3566	1167	230	4.963	15%
<b>Grand Total</b>	<b>24180</b>	<b>7681</b>	<b>1262</b>	<b>33.123</b>	<b>100%</b>

As we can see from figure 3 and Table 1, “Engagement” is the category of posts that generated the most reactions. From here we can see that, if the post calls up any type of function from the stakeholder, the followers are very active and get engaged. We also notice few reactions under the posts in the “Project” category. Despite it was dedicated 10% of the post, it has only achieved a 6% reaction. Surely a better approach must be studied to attract attention to the project. Communication on this kind of activity is still to be built.

Table 2. Sentiment Analysis

Tone of Voice	-1	0	1	Grand Total	Percentage
engagement	5	27	72	104	69,23%
info	15	23	56	94	59,57%
project	7	4	17	28	60,71%
services	8	18	26	52	50,00%
<b>Grand Total</b>	<b>35</b>	<b>72</b>	<b>171</b>	<b>278</b>	<b>61,51%</b>

The last analysis is that of sentiment on social media, or how the agency is perceived. Using Sentiment Analysis it is possible to transform online opinions into structured data for analysis and to choose the most appropriate marketing strategies. The sentiment analysis is divided into various types depending on the objective:

1. Focus on Polarity: positive, negative, neutral.
2. Detection of feelings and emotions: angry, happy, sad ...
3. Identification of intentions: interested or not interested.

So we gathered the type of tips: 1 is positive, 0 is neutral and -1 symbolizes the negative comments. The negative comments are very few and mostly consist of the Novax or other groups who do not

believe in modern medicine. As we can see in tab. 2 the posts that generated engagement are 278 and for each category we have calculated the engagement ratio.

*Table 3. Engagement Ratio*

<b>avg engagement ratio</b>	<b>31</b>
engagement	<b>33</b>
info	<b>38</b>
project	<b>18</b>
services	<b>22</b>

Engagement rate is a formula that measures the amount of interaction social content earns relative to reach or other audience figures. Think reactions, comments, and shares. For each category we counted the number of interactions and divided it by the number of posts of the reference category. Unfortunately we have no benchmark or past data to compare them but we note that the sentiment is strongly positive towards the “brand”. So our question to be answered in the future, in the next studies will be: How to increase positive sentiment? Why did the positive comments focus on engagement posts? How to better stimulate our stakeholders.



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## CONCLUSIONS

The Case-Study we have decided to analyse, as it is coherent with our research question, is "The ASL I would like", a stakeholder Engagement project conceived by ASL Roma 1. a project that favors and supports the participation of people to whom the services of ASL Roma 1 are addressed and of those who work for the ASL. It is a collection of opinions and advice that anyone can send to the institution. The proposal box has been divided into 2 sections: External and internal Stakeholders. The two participatory paths are distinct but united by a single objective: to gather ideas and proposals to make ASL Roma 1 even closer to people and a pleasant place to work. In fact, it is very probable that there is a close link between operator satisfaction and the quality of services provided to citizens. The ASL Roma 1 undertakes to verify the feasibility of all the proposals received and to make public those that best meet the criteria of sharing, effectiveness and innovation. The campaign collected over 200 proposals and the most valid ones will be chosen by the Management and included in the Entity's Masterplan, i.e. the strategic planning document. The list of proposals received is public and can be consulted on their website. We propose to use a new tool to observe phenomena and submit to the scientific community the analysis of our results. Our goal, in this first part of the work, was to try to answer the following RQ: Through which variables is it possible to measure the level of satisfaction and engagement of stakeholders towards public bodies, in particular those who provide health services? Following the study of the literature we managed to build our theoretical background. Starting from the concept of Public Value, studied for the first time by Mark Moore, we connected to further theories: Stakeholder Engagement, Co-Creation and Co-Production, Public Service Logic. We have also included the Digital Communication part as the literature many papers state that digitization is a very effective tool to expand the Co-Design processes. To identify the key concepts through which it was possible for us to construct the questionnaire to measure stakeholder satisfaction with healthcare institutions, we analyzed the over 100 variables identified in the reference literature. The Key Concepts identified are: Personalization of Services, Information Exchange Quality, Level of Conditions, Legitimacy, Efficiency/Effectiveness, Trust, Customer Satisfaction, Job Satisfaction, Involvement, Relationship between citizens and agents, Participation, Government Interaction, Network process, Awareness Campaign and Communication, Transparency, Privacy and Innovation. So we managed to answer the first research question. In the second part of the research work, we have based on the following second question: Through the variables extrapolated from the Systematic Literature Review, what is the perception and level of

satisfaction of the National Health System? What should Stakeholder Engagement Projects focus on in the future? We collected the data through interviews with the managers of the ASL Roma 1 and submitted the questionnaire via google moduli. 106 responses were collected and data were analyzed with Excel. From the analysis of the questionnaire it emerged that the general satisfaction of the stakeholders towards public services could be clearly improved. Most of the key concepts analyzed did not pass the average score (4). The sample is various and has different geographic locations. Despite this, apart from the small differences between clusters, everyone seems to agree on the great gap between institutions and citizens. Unfortunately, from these results the only important fact that we can read is that of the incapacity of the healthcare system to read the needs of its stakeholders and the serious incapacity of communication and innovation which is instead highly requested by the users of the services. The questionnaire used is not validated as it is part of an exploratory research but we think it has satisfied our data collection needs. During the data analysis we realized that we had made some mistakes in the construction of the questionnaire: to measure the same key concept we mixed qualitative and quantitative questions. After cleaning the database we built the charts. We started by studying the target: gender, age and type of employment. We measured the Key Concepts according to the following values: mean, standard deviation, minimum response, first quartile, median, third quartile. The key concepts that received the lowest score in each cluster were: Involvement, Trust, Customer Satisfaction, Efficiency/Effectiveness, Participation and Innovation. The Italian Health System has a large gap in the points mentioned but, thanks to the introduction of Stakeholder Engagement strategies, Co-Production and Co-Creation can be filled, as the literature states. A correlation matrix was calculated from whose analysis it resulted that as "Information exchange quality" increases, the key concepts that follow it are "Legitimacy", "Efficiency/Effectiveness", "Trust", "Customer Satisfaction", "Involvement", "Relationship between citizen and agents", "Participation", "Government Interaction", and "Innovation". Therefore, improving the quality of information could be one of the keys to unlocking a stalemate like the one we went to study during our research. The framework that we have managed to build is quite clear and it is possible to outline the steps to follow to achieve clear objectives of stakeholder engagement and co-production. From the interviews with the managers of ASL Roma 1 it emerges that even the managers of public bodies have read this emergency of approaching citizens but they have to follow different procedures compared to private companies because in Italy the rules for public bodies are strict. With this passage, we have answered the second research question. In the third and final chapter we continued with the

analysis of the Project's communication metrics. The third and final research question is as follows: Are the Stakeholders ready to give their contribution in the Co-Creation and Co-Production of services Projects? Do they welcome the inclusion strategies of the Public Administration with enthusiasm and participation? We decided to proceed with the analysis of the Project's communication metrics. The three channels analyzed were Twitter, Facebook and Instagram. We have analyzed over 1000 posts. We've tried using Hootsuite for help but we were not at all satisfied with its performance as, probably, artificial intelligence still fails to grasp the nuances of our language. We have divided the posts by objective: Listening, Participatory, Co-Production and Innovation. We have also indicated the stakeholders to whom the posts were addressed: Institution, Employees, Citizens, Patients and Practitioners. The number 81 of likes, shares and comments were counted and the tone of voice (positive, negative, neutral) was calculated. The results suggest that the posts did not generate high engagement. There is still a lot to do also in terms of communication but this can be a good starting point. The work done in these three years has allowed us to obtain a huge amount of data. We answered to the third question research.

## Future Implications

since this field does not yet have consolidated methodologies, the work we intend to implement in the future is to continue monitoring the Stakeholder Engagement Projects of other public entities and once this is done it will be possible to intervene on the ESG side. This research aims to fill the large gap of the perceived distance between the Public Administration, with a focus on the National Health System, and its Stakeholders. With the support of the web, public administrations can provide citizens with information, communication and transactional services and to best achieve these objectives it is necessary that the way of communicating between administration and citizen is as close as possible to the needs of the latter. The increasingly massive use of information and communication technologies within society and within the social fabric itself has given rise to what is known as the "Information Society". This expression is often considered as a prerequisite for understanding the e-government phenomenon. The process of modernizing the Public Administration, aimed at making it more effective and efficient through the use of ICT, is a deeply felt topic by the European Union and by the countries that are part of it, and it is precisely by the same European Union that comes one of the first and most complete definitions of e-government,

understood as "the use of information and communication technologies in public administrations, combined with modifications organizational structures and the acquisition of new skills in order to improve public services and democratic processes and to strengthen support for public policies". It should be emphasized that the e-gov does not coincide only with the computerization and general digitization of the Public Administration, but it is correct to speak of e-gov when the use of innovative technologies clearly constitutes a valid contribution to the improvement of the final services made to users. By e-government or digital administration we therefore mean the use of information and communication technologies (ICT) in administrative processes through which the PA intends to make the action of the public administration more efficient, improving on the one hand, the quality of public services provided to citizens and, on the other hand, reducing costs for the community. In conclusion, what emerges from the paper is the need to implement a standard strategic model of Stakeholder Engagement for the entire public administration. Our future goals consist in integrating the data collection of further Projects in order to refine the model and include it among the corporate ESG factors. Among the 3 ESG factors, those that concern stakeholder management are the Social ones, in particular those related to issues relating to human rights, the well-being of employees, people and the communities in which the Entity lives and operates. Furthermore, the reference literature and the practical analysis of the case study lead to further developments in the field of Public Value and Stakeholder Participation. Technology is giving us new data collection tools and possibilities to create efficient co-management. It is time to open up to Open Government platforms in the future. The expression "open government" indicates a way of exercising power, at both central and local level, based on models, tools and technologies that allow administrations to be "open" and "transparent" towards citizens. In particular, Open Government provides that all the activities of governments and state administrations must be open and available, in order to favor effective actions and guarantee public control over the work. The outline of open government ingredients is shown below:

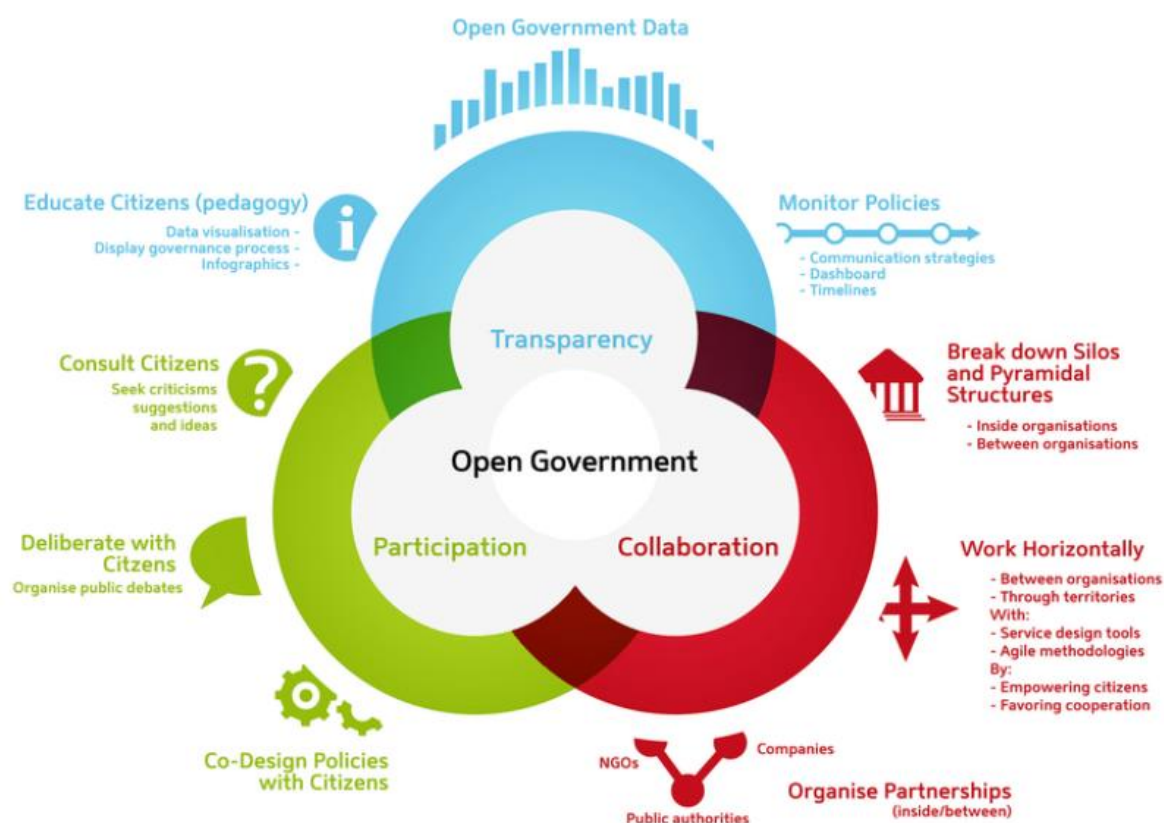


Figure 9. Open Innovation by Armel Le Coz and Cyril Lage

“Open Government Diagram” created by Armel Le Coz and Cyril Lage of the [DemocratieOuverte.org](http://DemocratieOuverte.org) network which tries to explain in a simple way what the three pillars of Open Government mean: transparency, participation and collaboration. As we can see, the scheme represents an administration model that calls on public bodies and institutions to rethink the operational schemes and consolidated decision-making processes, in particular from the point of view of the methods and tools through which the relationship with the citizen is carried out. An "open" model within central and local public administrations, in fact, is characterized by forms of discussion and collaboration with citizens, as well as by actions of open and transparent communication with the local community. Open government basically emphasizes the importance of “historically democratic practices, now enabled by emerging technology, within administrative agencies” (Harrison et al., 2012). In the context of open government, participation means that nonstate actors give their input into social problems and their policy solutions (Evans A. & Campos A., 2013). In a logic of Open Government, administrations focus on communication and collaboration with citizens, are open to dialogue and direct and participatory confrontation with private individuals and therefore focus



decision-making processes on the actual needs and requirements of local communities. Centrality of the citizen, participatory and collaborative administration, together with transparency, openness of data and information and their sharing through new digital technologies (Internet and the Web in the foreground), therefore, are the distinctive features of Open Government. Openness and transparency are frequently discussed in the public service domain. Traditionally it has been difficult to build a transparent governance model. This was because it required an investment of both time and money from all stakeholders, especially the citizens. With the increasing adoption of e-government and open government initiatives, public opinion is in favour of developing innovative solutions that can increase openness and transparency in government activities with minimum cost to citizens. For citizens to be involved in monitoring the governance activities, they need efficient tools and intuitive assessment that gives clear results (Hardwick et al., 2018). The concept of open government is linked to e-government once. The increasingly massive use of information and communication technologies within society and within the social fabric itself has created what is known as the "Information Society". E -government can be defined as the process of PA Digitalization and, therefore, as a fundamental pillar of the Information Society. The upgrading process of the Public Administration, aimed at making it more effective and efficient through the use of ICT is a particularly felt concept by the European Union and by the countries that are part of it, and it is precisely from the European Union itself that one of the first and most complete definitions of e-government comes, understood as "the use of information and communication in public administrations, combined with modifications of organizational structures and the acquisition of new skills in order to improve public services and democratic processes and to strengthen support for public policies" (european-union.europa.eu). Over the last two decades, numerous scholars have paid attention to the ways in which governments deliver services to their communities, among the major contributions are those related to Giritli Nygren (2009) and West D.M. (2004). The concept of e-government refers to 4 well-defined characteristics:

1. Citizens/users. All citizens can access in order to involve them, giving more importance to democracy and improving public sector services and transparency;
2. Public administration. With reference to the virtual extension of government proceedings, no longer limited by physical offices and paper documents;
3. Firms. With reference to the increase in the interactions of the PA with the various stakeholders, in order to improve the cooperation of the public authorities with businesses and communities;

4. Services. With reference to the provision of online services, provided by the PA to interested parties via web.

According to Sorrentino and De Marco, e-government can be classified as a project of information systems at national level, which aims to provide efficient and effective services, as well as to automate the processes of acquisition and sharing of information, between the PA and all interested parties (2010). Therefore, the term e-government can be associated with the use of digital information and communication technologies, implemented by government agencies and applied to their functions and relationships with citizens, businesses or other public offices. This use has deeply transformed the structures and operations of the public administration, improving the delivery of services to users through management rationalization of the public sector, increasing the efficiency/effectiveness of administrative transactions and optimizing information and operational interactions and exchanges between administrations and the private sector. Is this the future of Mark Moore and Elinor Osrom's studios? If Vargo and Lush had had these tools at the beginning of their research, would they have used them? Technology, although with its ethical and political issues, is opening up numerous frontiers in the field of Stakeholder Engagement within the PA.

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