

↪ 18 December 2010

2nd School Choice National Conference New Delhi

Monica Boni - Edenred Italia



Edenred

For an easier life

DOTE
Scuola

Edenred: Overview

Edenred, world leader in prepaid services, proposes solutions designed to enhance individual well-being and the performance of organizations. Active in 40 countries throughout the world, with 33 million people using its products and services every day, Edenred is at the heart of a relationship involving companies, employees, affiliated service providers and public partners.

A committed and socially responsible company, for 50 years Edenred has been inventing solutions orchestrated around:

- **Employee & Public Benefits**, focusing on food (Ticket Restaurant®, Ticket Alimentation®) or quality-of-life services (Ticket CESU®, Ticket Childcare Vouchers®).
- **Performance Solutions**: expense management (Ticket Car® etc.), rewards and motivations (Ticket Compliments®, Ticket Kadéos® etc.) and new prepaid electronic products.

Present in 40 countries on 5 continents:

- 33 million users
- 500,000 companies and local authorities using our services
- 1.2 million affiliated merchants and service providers
- 6,000 employees



↳ School Year 2010-2011

DOTE SCUOLA REGIONE LOMBARDIA



- One of the most developed and industrialized areas in EU:
 - 9.6 million citizens;
 - GDP per capita of 25,000 €;
 - 809,144 enterprises and 4.3 million workers (unemployment rate 4,7% vs 8,6% at national level);
 - 12 universities, 500 technology & research institutes and 45,000 researchers;
 - 12 Provinces and 1,546 Municipalities.
- Milan: Italy's major economic & financial centre.
- Hosting the Milan EXPO 2015 “Feeding the Planet - Energy for Life”.
- Part of the Network 4 Motors for Europe: Baden-Württemberg (Germany), Catalonia (Spain), Lombardy (Italy), Rhône-Alpes (France).



Context: a new Role for the Italian Regions

Change of the role of the Regions

- from a top-down policy making to a participatory approach delivering services closer to the citizens;
- a new focus on results and quality of services.

Horizontal subsidiarity

- the citizen and his/her needs are the centre of interest;
- opportunities for self-responsible initiatives within the civil society should be encouraged.

The Reform package

- Integration of both vocational education and training policy (Law 22/06) and the labour market policy (Law 19/07);
- global policy approach embracing the worlds of education and work.

Context: Key Principles

Centrality of the delivered services, which are **tailored to the needs** of the citizens and enterprises.

Freedom of choice, guaranteed by a competitive network of public and private operators.

Simplification and **cost-effective management** of public administration.



- The **Reform** was developed by Regione Lombardia with the following regional laws:
 - L.R. 22/2006 on the Labor Market;
 - L.R.19/2007 on the Norms on the system of Education and Training;
 - Decree 12th December 2007 VIII/6114 "Criteria related to the assignment of the Dote Education school year 2008-2009";
 - Decree 3^o April 2008 n° 3276 "Formality for the assignment of the Dote Education, denominated "Dote School", for the school year 2008/2009".
- **The Dote System** is therefore a tool to better and strongly sustain the human capital of the citizens.
- Moreover, it is a system that **includes different types of subsidies** thought to sustain Education, Training and Labor.



- **School DOTE**: education up to the age of 18; free choice of the school (public or private).
- **Vocational training DOTE**: fostering the employability during the whole life-course.
- **Labor DOTE**: supporting labor market integration, up-skilling of the workforce, entrepreneurship.



- **The School Dote** integrates in a single tool several different regional aids given to families in the field of instruction:
 - Accompanies the family during the choice of the most appropriate education for their children, helping in particular the less affluent ones.
 - Supports handicapped students attending private schools.
 - Recognizes better students, with special support.
 - It is a “pre-paid” support instead of a “reimbursement”
 - Enhances a better planning of aids.
 - Simplifies the administrative procedures.



- The **roll out** of the program required the implementation of a “task force” to define:
 - Access rules (criteria)
 - How to present the demand (forms)
 - Where to present the demand (schools, municipalities)
 - IT system
 - Advertising
- At the same time, Regione Lombardia issued a tender to choose a specialized outsourcer to whom sub-contract the management of the system
- Edenred, won the tender and since 2008 is participating to the different works, giving Regione Lombardia its contribution as a worldwide manager of public social programs.



- **Financial support** for pupils attending primary to secondary schools (5 years primary + 3 intermediary + 5 secondary).
- Eligibility of **3 types of vouchers** according to family revenues:
 - income up to 15.000 €/per year: ‘service tickets’
 - income up to 46.000 €/per year: ‘school tickets’
 - no threshold: ‘training tickets’
- Funds are assigned to students attending **public, private schools or accredited training institutes.**
- In the past, Lombardy used to assign funds through bank transfers without controlling how the allocated resources were used.
- The voucher system allows a close profiling of beneficiaries and assures a complete visibility of the allocated resources.

School Dote: a Multi-support System

Payment of school equipments



● Paper Tickets (one to many):

- 280,000 beneficiaries
- 6,000 affiliated shops (bookshops, stationeries shops, electronic devices, supermarkets)
- Budget 2010: 43 millions €

Payment of school fees



● e-Vouchers (one to one):

- 60,000 beneficiaries
- 1,200 affiliated private schools (primary, intermediary, secondary)
- Budget 2010: 53 millions €

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School Dote: Paper Tickets



Regione Lombardia

- Appoints the beneficiaries
- Finances the program
- Controls and checks the reports

Edenred

- Prints the tickets and distributes them to the Municipalities
- Sends to Regione Lombardia detailed reports on the usages
- Reimburses the affiliated shops and services

Affiliated network

- Accept the tickets
- Sell the goods / provide the service
- Send them to Edenred to be reimbursed



Municipalities

- Receive the tickets
- Distribute them to the Beneficiaries

Beneficiaries

- Receive the tickets
- Spend them in the affiliated network to buy goods and to purchase services

The Plus of a Voucher System

- addresses to a **specific social demand**;
- assures the **traceability** of the subsidies and guarantees that the beneficiaries use them in the correct way;
- **prevents improper uses** of the funds and possible risks of corruption;
- Increases the sense of responsibility of beneficiaries, giving them great **simplicity of use** and freedom of choice inside a limited network of shopkeepers and suppliers of services;
- **promotes local enterprises** addressing the social expenses in a specific territory (with a great local visibility);
- **eliminates the risks** connected to aids in kind (expiry dates of goods, stock management, etc.).

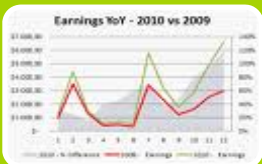
Reports and analysis for Regione Lombardia



Geographical distribution of the used vouchers



Type of spending in terms of merchandise



Comparison among different years



Comparison between different tools (paper vouchers vs e-vouchers)

Geographical distribution of the used vouchers

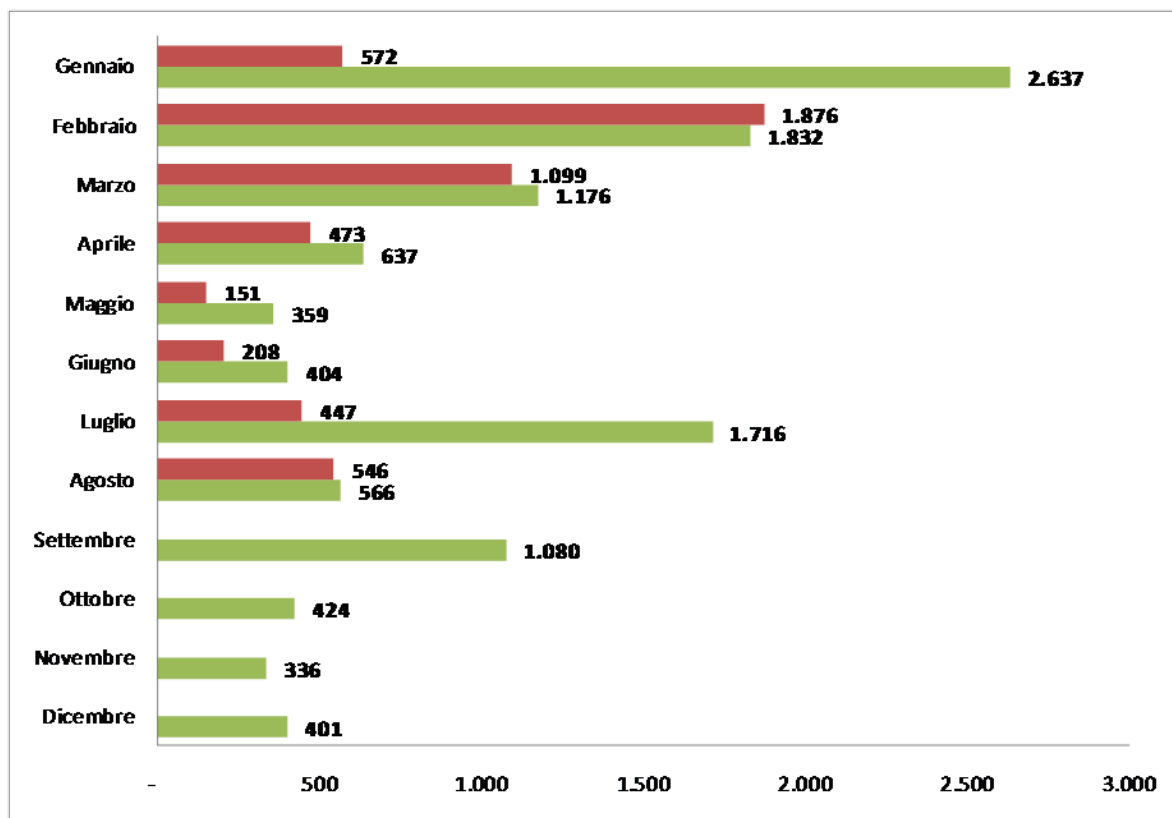
Prov	2009 - Sostegno al reddito			2010 - Sostegno al reddito		
	Nr carnet	Totale Importo	%	Nr carnet	Totale Importo	%
MI	77.209	€ 12.259.670,00	32%	73.319	€ 11.673.200,00	27%
BS	45.561	€ 7.229.580,00	19%	51.723	€ 8.228.920,00	19%
BG	35.883	€ 5.711.660,00	15%	40.193	€ 6.410.880,00	15%
VA	19.381	€ 3.085.420,00	8%	21.251	€ 3.387.640,00	8%
MB	-	€ -	0%	18.982	€ 3.017.880,00	7%
PV	12.871	€ 2.052.460,00	5%	14.331	€ 2.293.500,00	5%
MN	11.432	€ 1.818.340,00	5%	12.582	€ 2.017.400,00	5%
CO	10.649	€ 1.690.580,00	4%	12.308	€ 1.967.420,00	4%
CR	8.990	€ 1.431.620,00	4%	10.054	€ 1.611.840,00	4%
LC	7.922	€ 1.271.380,00	3%	8.915	€ 1.432.540,00	3%
LO	5.241	€ 838.940,00	2%	6.251	€ 997.560,00	2%
SO	5.014	€ 804.500,00	2%	5.155	€ 832.900,00	2%
Totale	240.153	€ 38.194.150,00	100%	275.064	€ 43.871.680,00	100%

Type of spending in terms of merceologies

Merceologia	2009		2010		
	Totale	%	Totale	%	
CARTOLIBRERIA	€ 7.472.602,66	52,19%	€ 6.819.803,47	41,59%	-10,60%
COMUNI / SCUOLE	€ 2.436.637,48	17,02%	€ 3.768.520,50	22,98%	5,96%
SUPERMERCATO / GRANDI MAGAZZINI	€ 2.259.133,24	15,78%	€ 3.038.242,48	18,53%	2,75%
INFORMATICA / ELETTRONICA	€ 1.399.540,92	9,78%	€ 1.688.147,92	10,30%	0,52%
OTTICA	€ 304.122,30	2,12%	€ 484.790,78	2,96%	0,83%
ABBIGLIAMENTO / CALZATURE	€ 79.989,49	0,56%	€ 296.850,00	1,81%	1,25%
RISTORAZIONE	€ 100.945,51	0,71%	€ 183.340,00	1,12%	0,41%
TRASPORTI	€ 133.045,83	0,93%	€ 97.610,00	0,60%	-0,33%
ALTRO	€ 131.456,50	0,92%	€ 19.890,00	0,12%	-0,80%
Totale complessivo	14.317.473,92	100%	16.397.195,15	100%	

Dati al 31.08.2010

Comparison among different years (call center)



Totale 2009:
11.568

Totale 2010:
5.372

Comparison between different tools (paper vouchers vs e-vouchers)

	Dote 2008-2009		Dote 2009-2010			
	Rimborsi buoni cartacei		Speso	Rimborsato		
Febbraio	€	-	€	36.522.188,41	€	17.895.224,82
Marzo	€	14.809.687,87	€	10.991.564,70	€	25.550.288,14
Aprile	€	23.981.391,34	€	1.518.475,61	€	3.664.502,36
Maggio	€	4.495.274,28	€	469.874,41	€	1.699.841,96
Giugno	€	613.487,33	€	413.397,50	€	605.350,50
Luglio	€	456.654,53	€	95.428,00	€	205.534,00
Agosto	€	73.887,70	€	14.312,50	€	19.143,50
Settembre	€	107.417,76	€	-	€	-
Ottobre	€	60.340,24	€	-	€	-
Novembre	€	5.574,50	€	-	€	-
Dicembre	€	1.750,00	€	-	€	-
Disabilità	€	1.784.750,00	€	2.817.000,00	€	2.750.994,00
Totali	€	46.390.215,55	€	52.842.241,13	€	52.390.879,28

Windows stickers:

- Produced and distributed by Edenred according to the visual guidelines of Regione Lombardia



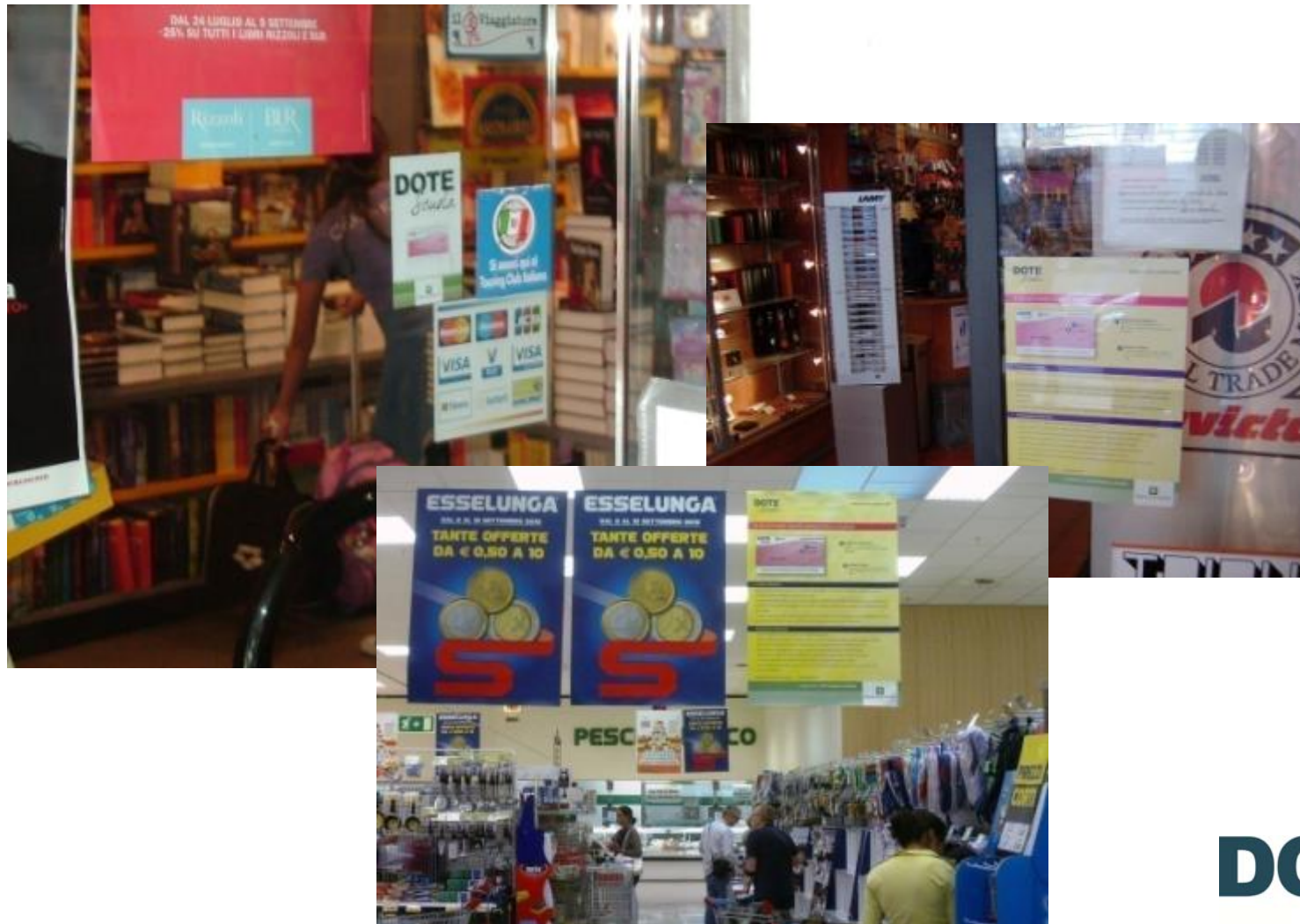
Explanation posters:

- To help both the Beneficiaries and the Shops employees understand how the system operates



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Communication Tools – great Visibility on the Territory



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↳ School Dote 2010
**STAKEHOLDERS
SATISFACTION**

○ Policy making:

- Check the evolution in the perceptions of the different targets
- Internal / external communication

○ Beneficiaries:

- Understanding of the program and functionalities
- Quality of Edenred services
- Affiliated network presence on the territory
- Communication tools
- Reimbursement procedures (schools, municipalities, shops)

Stakeholders Satisfaction Survey

- On an yearly basis, Edenred sends an on-line questionnaire to each target involved in the program: Beneficiaries, Municipalities, Schools and Affiliated Network.
- This table shows summarises the results of the surveys in 2009 e 2010.

Target	2010			2009		
	e-mails	Answers	Red.	e-mails	Answers	Red.
Beneficiaries	30.626	8.093	26%	22.550	7.521	33%
Municipalities	1.485	337	23%	1.518	473	31%
Schools	804	112	14%	1.069	234	22%
Affiliated network	1.661	254	15%	829	222	27%
Total	34.576	8.796	25%	25.966	8.450	33%
	+33%	+4%				

○ Purposes:

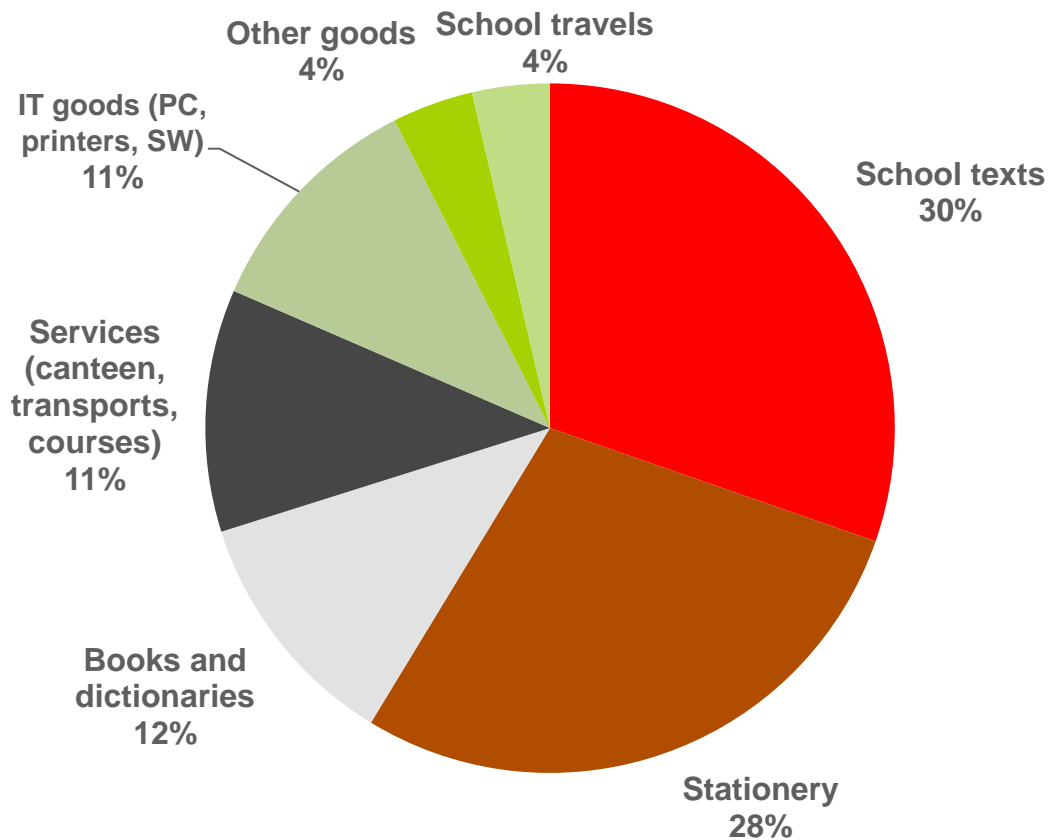
- Process validation and study of future changes to the program
- Check the evolution in the perceptions of the different targets
- Internal / external communication

○ Contents:

- Understanding of the program and functionalities
- Quality of Edenred services
- Affiliated network presence on the territory
- Communication tools
- Reimbursement procedures (schools, municipalities, shops)

Target BENEFICIARIES

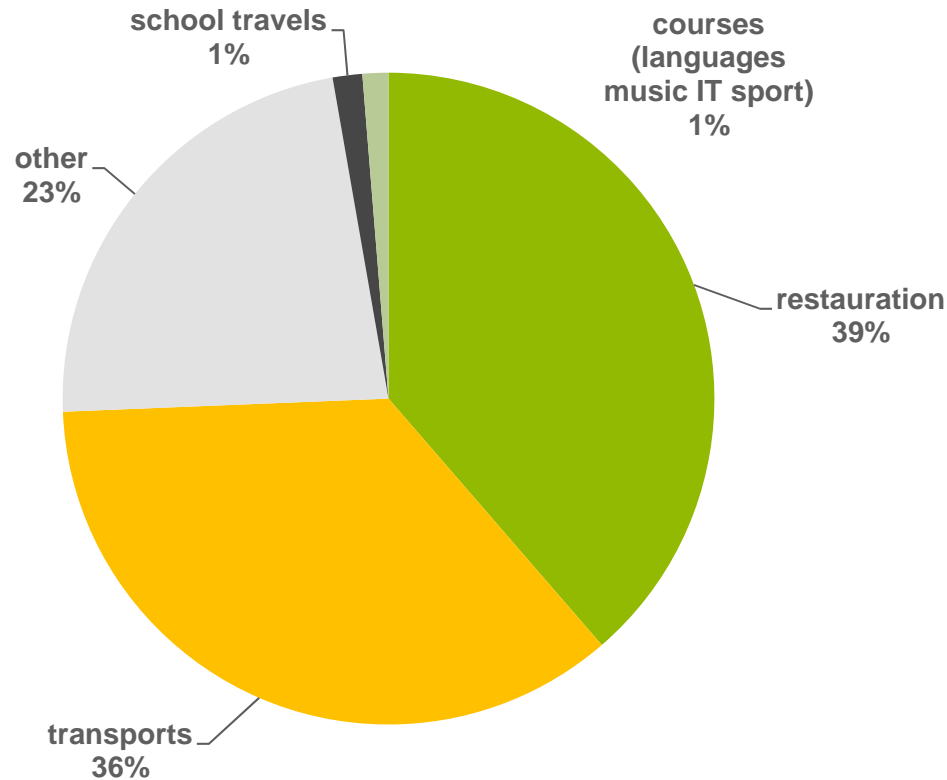
Type of purchased goods / services



Total answers:
8,093

Target MUNICIPALITIES

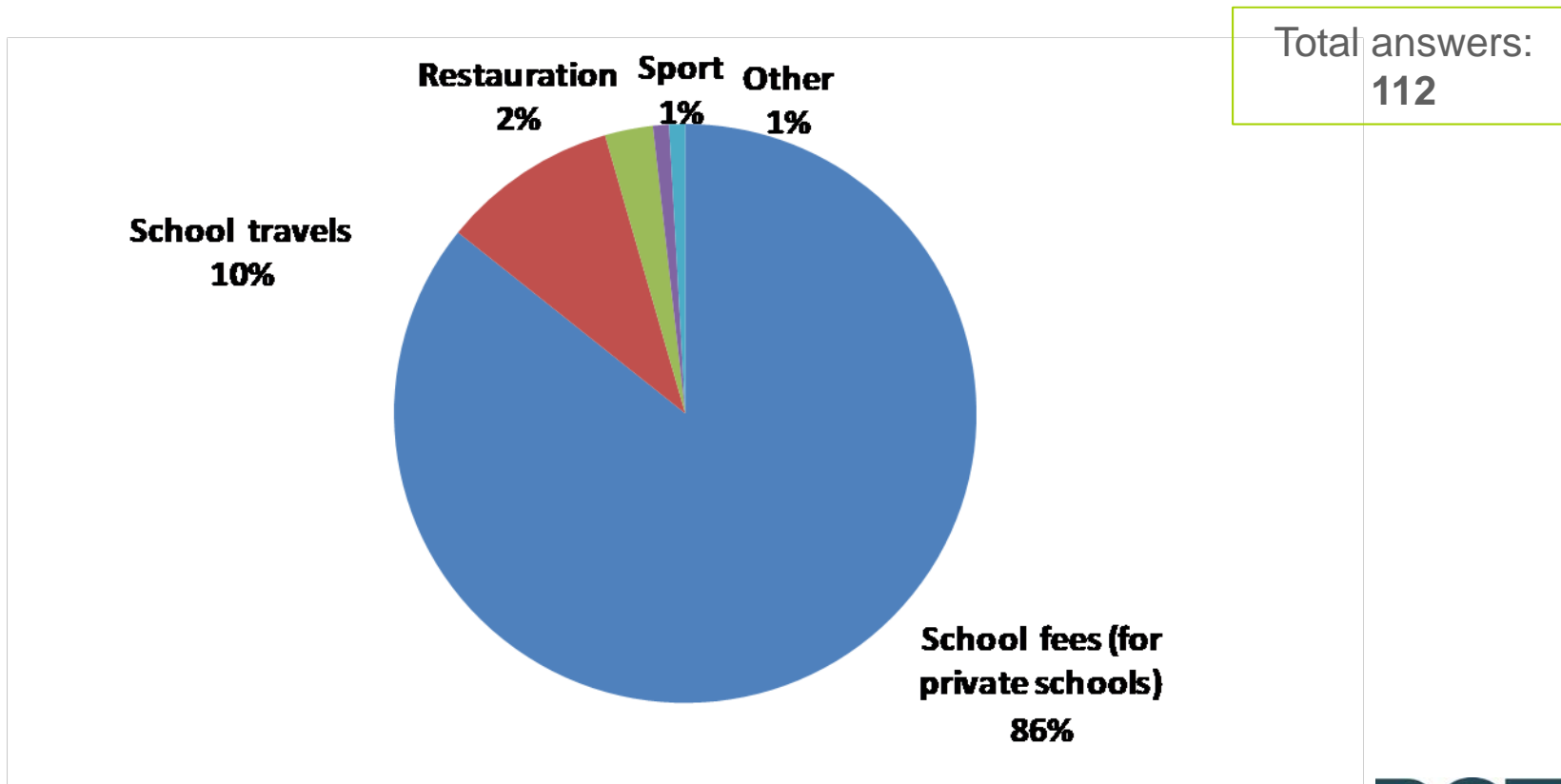
Type of affiliated services



Total answers:
337

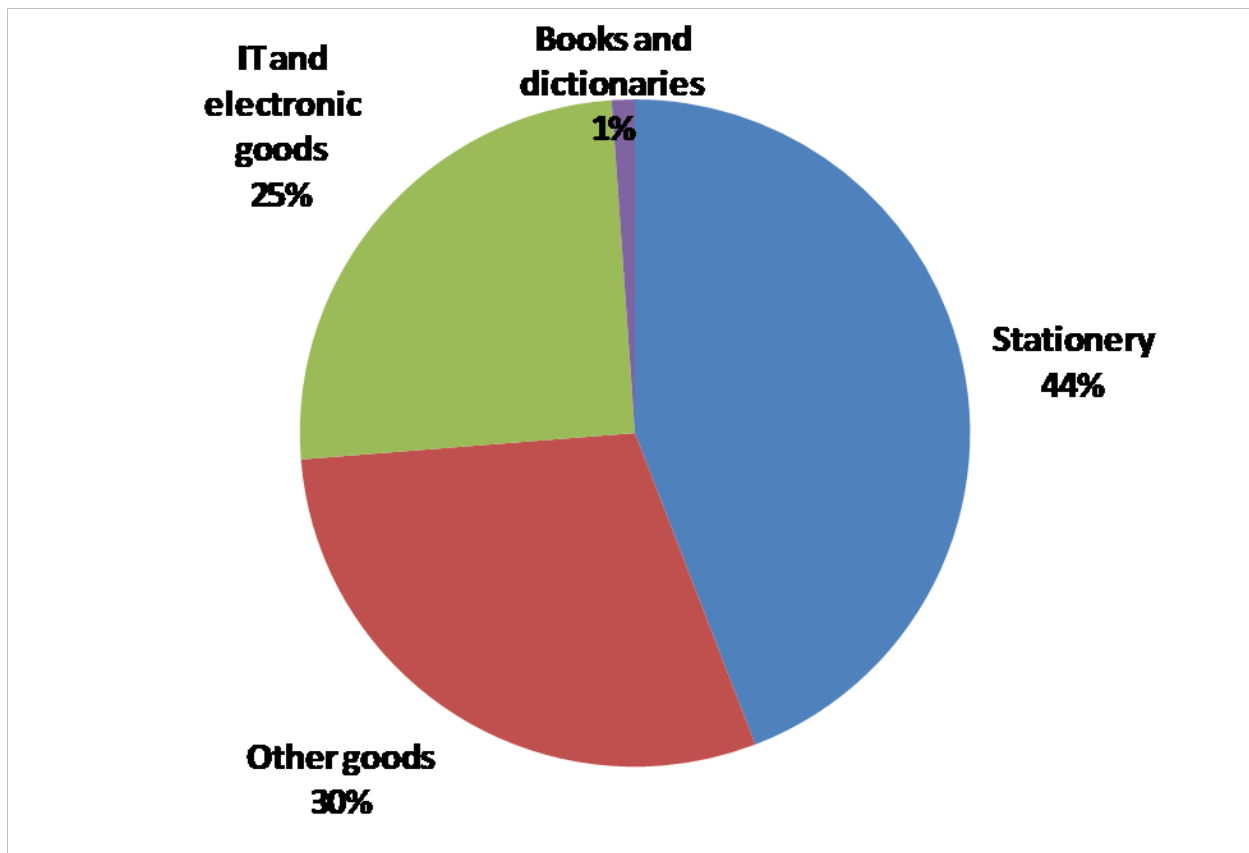
Target SCHOOLS

Tipologia di servizi convenzionati



Target AFFILIATED NETWORK

Type of purchased goods / services

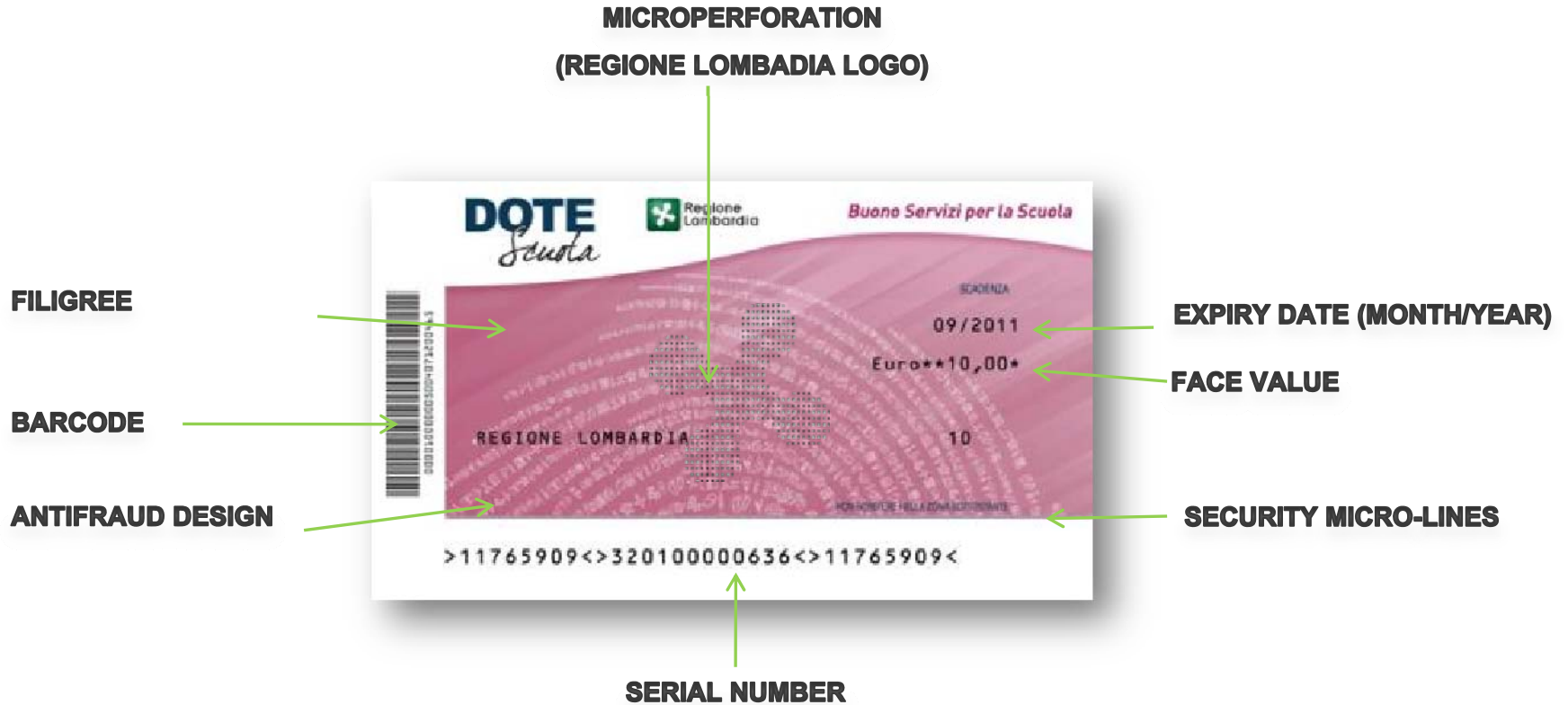


Total answers:
254

➔ School Dote 2010

SECURITY MEASURES ON PAPER VOUCHERS

Security Measures: Front



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Security Measures: Back



**FLUORESCENT INK
ANTI-FOTOCOPIA**

**SECURITY PROGRESSIVE
NUMBER**

AFFILIATED STAMP

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Edenred: Contacts

For any further questions you can contact:

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