

OUTPUT 3: Create Your Social Business Plan

MANUAL OF O3: Handbook 1:- GUIDEBOOK FOR CREATING SOCIAL BUSINESS PLAN

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1. Introduction

1.1. Social Entrepreneurship and Social Business Model

As famous quote of Dwight D. Eisenhower `plans are worthless, but planning is everything` (from a speech to the National Defense Executive Reserve Conference in Washington, D.C. (November 14, 1957) indicates, the business plan is the outcome of the planning capacity of an entrepreneur and can be updated continuously. This is more crucial for social entrepreneurs due to the infancy of the concept and high uncertainty level of the mission driven organizations.

Planning is a never ending story for businesses. Social business plan is a written document which contains the details of an established or to be established business. Business plan shows the present situation, discoverable needs and the possible consequences of the business for the risk evaluation and feasibility of action steps.

Business plan is the reflection of the idea into a framework from three different constituency namely, entrepreneur, market, and potential investors. Therefore it handles organizational strategies, industry and competitor analysis, marketing opportunities and strategies, production methodologies, financial details, management skills and abilities with indicated assumptions.

1.2. Overview and Structure of the Handbook

Thus the social business plan is the main topic of this handbook, that details business description -social business concept, mission/vision/strategy, products/services description ,social purpose and expected social impact-, market analysis -target market and trends, industry and competitors.-, organization - location and equipment, human resources and suppliers-, marketing -pricing strategy, distribution channels, promotion strategy, strategic alliances- and financial management -investment needs, operating costs, revenues, profit utilization and financial plan-

After this short introduction into the topic of this manual, next chapter gives information about the project YouSee, in which context this manual is provided. Afterword, there is a chapter about the conceptual framework and then about social entrepreneurship, i.e. its concept, and existing models.

After these parts the main topic of this manual is shown in chapter IV with an overview about the Social Business Plan. At the end of this chapter exercises are provided to fortify the crucial aspect learnt followed by last but not least references and links, which could be useful regarding the topic of this manual.

2. The Project YouSee

2.1. Purpose

The terms social entrepreneur and social entrepreneurship were used first in the literature on social change in the 1960s and 1970s. Even though there are few social enterprises throughout history, it is relatively new and popular concept. Social enterprises are important because they are nonprofit and they aim to have social impact on public, support economic development and improve wellbeing in general.

EU single market model is based on “highly competitive social market economy”. This means an open economy which creates space for pluralism of business models to develop and grow. Social economy in Europe engages over 14.5 million paid employees, equivalent to about 6.5% of the working population of EU-27 (EU Commission, Social Europe Guide Vol. 4, 2013).

EU also gives social entrepreneurship importance in parallel with Europe 2020 Strategy. The European Commission has adopted Social Business Initiative action plan as part of a package of measures entitled the Responsible Business Initiative on 25 October 2011. The Commission proposed several priority measures, split into 3 groups: Improving 1) the access to funding for social businesses 2) the visibility of social businesses 3) the legal environment of social businesses.

These measures were taken due to problems in sector of social businesses and social enterprises. Due to lack of access to additional fund mechanisms because of lack of knowledge, it is hard for new entrepreneurs to establish a new social business as well as increasing capacity of existing enterprises. A tailor made methodology will allow entrepreneurs to aware and make them competent to benefit from the opportunities EU and other sources provide.

Overall objective of the project is to contribute development of new social enterprises and increasing institutional and financial capacity of the existing social enterprises by analyzing the needs and raising awareness among different institutions at different levels.

2.2. Project purposes

This should be achieved by

- a) Giving support to new social enterprises by developing a self-learning and teaching/training materials for trainers/mentors.
- b) Increasing institutional & management capacity of existing social enterprises by providing access free materials via digital platforms.

c) Increasing financial capacity of existing social enterprises by facilitating access to external fund mechanisms via databases and learning/teaching/training materials.

d) Raising awareness on social entrepreneurship by various activities (dissemination, training, valorization, exploitation, multiplier events, promotion etc.) which will be implemented.

e) Increasing the number of competent young people and trainers/mentors in social business sector by enhancing their management, entrepreneurial skills and knowledge with non-formal methodology.

f) Building capacity and creating network among partners from different countries and organizations with different set of skills, capacity and cultures in the context of social entrepreneurship.

g) Enabling to free access to knowledge with Open Educational Resources (OER) and materials in this area which has scarce resources in terms of educational materials and intellectual outputs.

h) Increasing opportunities for e-learning/blended learning in this area via digital platform.

2.3. Expected Results

Expected results during the project and on its completion are listed below:

1. Project website and an e-learning platform for dissemination and self-learning opportunities.

2. Interactive disc for accessing to outputs without internet connection.

3. A database consists of 60 social entrepreneurship examples from Turkey, Germany, France and Czech Republic for creating a base for intellectual outputs and further projects and researches.

4. A training needs analysis for young entrepreneurs by preparing surveys in 4 languages (TR, DE, FR, CZ) and conducting them to minimum 600 young people and evaluating the results.

5. A learning/teaching material named “Create your Social Business Plan” to help to social entrepreneurs to plan their business to design an efficient system prior to establish an enterprise. Business plan allows entrepreneurs to facilitate to apply external funds and zero/low cost loan and increases success rate.

6. A learning/teaching material named “Manage and Improve your Social Business Model” to support young entrepreneurs and increase institutional & management capacity of existing social enterprises.

7. A learning/teaching material named “Guidebook for Capacity Building via External Mechanisms” to increase financial capacity of existing social enterprises by facilitating their access to external fund mechanisms.

8. Instructions for Trainers/Mentors for teaching purposes.

9. 90 young people and 90 trainers received pilot trainings in the context of project and gave feedback.

10. 26 young people participated and experienced an international training in Paris and rewarded with Youthpass certificates.

11. An international conference, multiplier event, held in Istanbul / Turkey with participation of young people, their trainers, academicians and other organizations.

2.4. Partners

Pendik Municipality (Coordinator) - Turkey

Okan University - Turkey

E-Juniors - France

Friedrich-Alexander-Universitat Erlangen Nurnberg - Germany

Glafka s.r.o. – Czech republic

Zirve Egitim LTD. - Turkey

3. Conceptual Framework

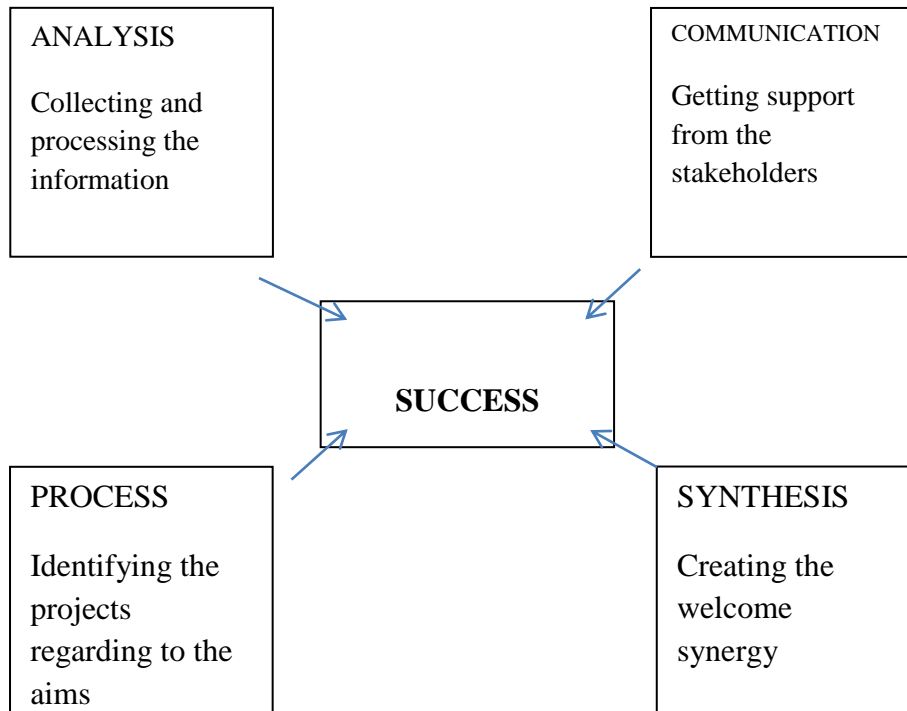
This manual is designed based on the actual needs of social entrepreneurs and social entrepreneurs to-be based on the preliminary user need analysis. User analysis indicated with the results of regression analysis, 68.2% of social enterprise willingness and intention can be explained with business model elements (finance, marketing, production, strategy, external environmental scan, and human resources) as well as social inclusion concepts (social awareness, self-efficacy) and entrepreneurial concepts (leadership, risk taking, opportunity recognition) With this material, learners/trainees will be able to get answers for each business plan aspects that will form a picture to be evaluated both for the social entrepreneur itself and the potential investors.

The target group of the project YouSee and the manuals are students, trainers, social entrepreneurs and all people interested in the topic social entrepreneurship and aspects connected to it.

Conceptual framework covers the advantages of business plan to provide:

- Objective and critical point of view for the entrepreneur.
- analytic frame of economic and financial conditions and the competition analysis inside the business plan
- Benchmarks for the evaluation of the targets in order to make the comparisons between the forecasts and the real results.
- Communication tool for the entrepreneur to meet with funders and investors and it's also a study guide for the business.
- Information to funders and investors about the market potentials and plans how to protect the market share.
- Possible scenes and “what/if” analyses, by defining critical risks and essential events for the success of the business.
- Point of view about the capacity of planning and management skills of the business plan writer/entrepreneurs
- Idea about the capital stock the funders expect from the investment.

Figure 1 - Conceptual Framework for Social Business Plan



4. Social Entrepreneurship

4.1. Social Entrepreneurship Concept

The concept of social entrepreneurship is mostly referred as a nonprofit business that shows itself from profits to supporting social initiatives or provides new job opportunities for poor side of the society (Appanah& Shrestha, 2007). It's not only welcomes a non-profit organization but also provides profits to run a social business. It also creates new decision makings for social issues and problems which are involved in society.

Joseph Schumpeter claims that, nations draw out entrepreneurs by the help of new technologies and innovative movements within the society. *By serving new markets or creating new ways of doing things, they are moving the economy forward.* With the other words, development of a country comes clear with the society and society's improvements (Kurz, 2009).

When we take a look at the beginning of social business concept; it's a must to mention Muhammed Yunus from Bangladesh and his project called Grameen Bank. Yunus's social business model can be defined as mission-driven business model, besides it has an efficient streak that creates a new condition: *"A social business is a non-loss, Non-dividend Company designed to address a social objective"* (Yunus, 2010). The most important project is the Grameen-Danone joint company case, which provides, highly nutritive yoghurt to exposed people at very low prices shows itself in Bangladesh. (Defourny, 2012)

In addition to this; entrepreneurs in the non-profit sector can be defined as change makers because; they try new opportunities in at least one of the following ways: New adjective of services, new methods of production, and new forms of organizations or new markets. So according to Defourny; social entrepreneurship do not ask questions for incomes; it may be a question of outcomes (Defourny, 2012).

Yunus created an idea that poor people are not credit worthy and he propounded a bank (Grameen) to improve it and this system started to lend money to the poor people of the society. Today this concept is called micro-finance. *"Dr. Kurien not only revived the local milk dairy in Gujarat but in the process revolutionized the whole milk industry and in a few years transformed India from milk deprived country to one of the top milk producers in the world."* (Appanah& Shrestha, 2007)

When transmitting from micro-finance to social business; the concept of social entrepreneurship began to spread through the whole world. With the foundation of Ashoka in 1981, innovative thinking and entrepreneurship within the social sector has started to promote enterprises. (Ashoka, 2007; Drayton&Budinich, 2010).

Social enterprise concept appeared in the 90's at Europe and started to activate the third sector movement. According to a European tradition (Evers& Laville 2004), the third sector brings together cooperatives, associations, mutual societies and, with increasing

frequency, foundations - or, in other words, all not-for-profit private organizations; such a third sector is labeled the social economy in some European countries.

There are several concepts which can be defined as a set of organizations and initiatives that are neither public nor private for-profit ones. First of all, two theoretical approaches can be aligned through third sector which have started to spread worldwide. This showed the economic importance of the work accompanied by statistical data. Social economy concept brings together co-operatives, mutual societies and associations, stresses the certainty of the mission of these organizations. This concept also points out the presence of a democratic decision-making process within the organizations and the prevalence of people and labor over capital in the distribution of incomes.

According to Evers; social enterprises have a complex mixture of goals generally (Evers 2001). For instance; as a part of a social enterprise; social goals try to improve the society. In behalf of doing this; related with the entrepreneurial structure of social enterprises economic targets can be used. In addition to this; referring to the fact that social enterprises are often rooted in a ‘sector’ traditionally involved in socio-political action; and socio-political targets shows themselves immediately.

Social enterprises mobilize different kinds of market and non-market resources to sustain their public benefit mission (Laville and Nyssens, 2001). To exemplify; as a part of a trade relationship; these enterprises sell goods and services to the market. As a part of a public profit; financial issues are discussed through public based policies. And for the last one; volunteer funds can be used as a part of an enterprise. All of these structures get together and provide a mobilization of social capital.

One of the other styles of social enterprises is the political concept. These are shaped by the transactions or by the mutual effects between the promoters of the second one and representatives of public structures.

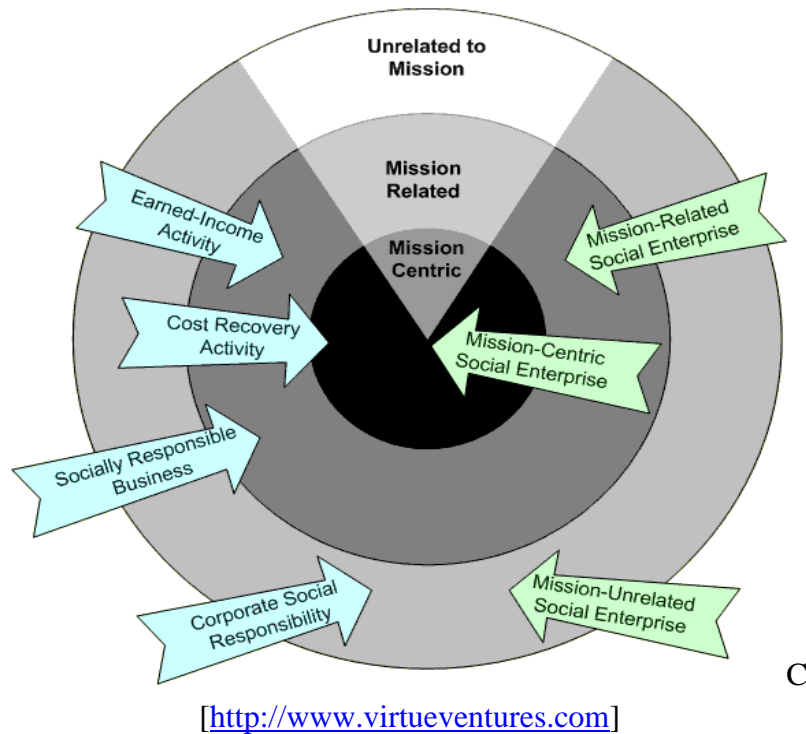
4.2. Models of Social Entrepreneurship

Social enterprises can be classified by several different ways. According to this, some of them can be based on their mission orientation as well as the level of integration between social programs and business activities. (Alter, 2007).

Figure 2 – Social Enterprise Motives



Figure 3 – Social Enterprise Motives



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1. Mission-Centric Social Enterprise: This model shows that; the enterprise is at the center of the organization's social post. These kind of social enterprises use self-financing models to serve a mission. Organizations created to employ disadvantaged areas of people (employment development) and micro financial structures. Mission-centric social enterprises often take the form of embedded social enterprises.

2. Mission-Related Social Enterprise: This kind of enterprise is in touch with the duties of the organization or social structures. These enterprises can be related to synergistic properties, because they provide social currency to give rice to economic dynamics. For that matter; the organization can create social programs or fix and balance the expenses. Mission-related social enterprises often take the form of integrated social enterprises.

3. Social Enterprise not related with the Mission: This kind of enterprise has nothing to do with the organizational duties. It doesn't try to create income for social issues. Social disposition or/and providing nonprofit business model can a part of it, but the main characteristic side of it is profit based structure. These kind of enterprises can be defined as external social interferences.

Social enterprises can also be classified based on the level of integration between social programs and business activities (Alter, 2007):

1. **Embedded Social Enterprises:** In this model; social programs and business activities act together as if they are same. Nonprofits create Embedded Social Enterprises expressly for programmatic purposes. The enterprise facilities are reserved within the organization's activities and social events. Social programs are self-financed through enterprise events, because of that; the privy social enterprise runs itself as a sustainable program also.

2. **Integrated Social Enterprises:** Social programs fit in one with business tasks, besides they have common policies for assets and costs. Integrated social enterprises are used to support the nonprofit's activities and duties by organizations as a fund operator. Integrated social enterprises upgrade the organization's mission in order to achieve more social value.

3. **External Social Enterprises:** These enterprises are different from business activities. They act like social programs. Social missions are the most important thing here and operating costs must be balanced through funds. This kind of enterprise doesn't use leveraging and cost sharing usually; so that profit is a must.

There are also fundamental models according to Alter (Alter, 2007):

1. **Entrepreneur Support Model:** Business based financial supporting is the main theme in this model. It sells these services to its main group or clients. This kind of model of social enterprise makes commerce with its target group or clients, by business support models and financial activities to self-employed presences. After all; the clients of this enterprise, starts to sell their products and services to the open markets.

Figure 4 – Social Enterprise Support Model



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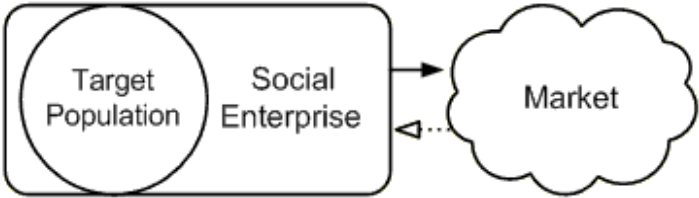
2. **Market Intermediary Model:** This type of model opens spaces for the main target group, especially for small presences like producers. The main purpose is to sell commerce within these characters at the market.

The social reasoning of this model is the business. It has a duty to re-enforce the market by making clients feel safe with this financial situation. This model provides these qualifications by selling products. The products are client-made usually. The operating costs are paid by the income.

3. **Employment Model:** This kind of enterprise creates new possibilities for the employees. It figures out training options for its target group or clients at the working field. The people they are working have high barriers such as disabled, homeless, at-risk youth, and

ex-offenders. The organizational enterprises launch its clients, its products or services in the open market.

Figure 5 – Social Enterprise Employment Model



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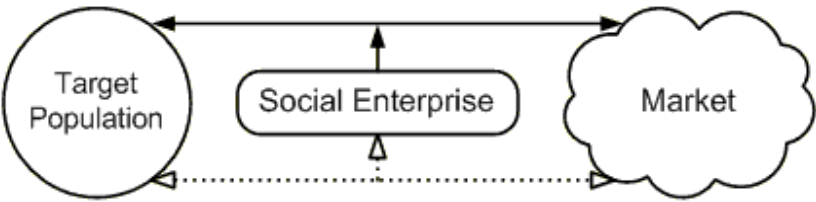
4. Fee-for-Service Model: This entrepreneurship model is a fee-for service model which has commerce with social areas. Target groups or presences buy the things they sell and third a party payer occurs.

5. Market Linkage Model: This kind of enterprise model makes opportunities between the clients and small producers and the external market. It behaves like a broker and charges fees for this service.

6. Cooperative Model: This kind of enterprise model makes its target presence or clients serviceable. Everybody in the community can get their needs. These can be listed like technology, bulk purchase or service and markets.

7. Low-Income Client as Market Model: This kind of social enterprise model sees its target group or clients as a market. Within this market fee-service model can be used by selling goods or services. The bar services may include: healthcare and health and products, utility services, etc. for which they pay.

Figure 6 – Social Enterprise Low-Income Client Model



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8. Service Subsidization Model: This kind of enterprise model uses external market to sell its products and services. The social facilities need funds and this commerce channels gets income for this funds by this model.

9. Organizational Support Model: This kind of model creates such an enterprise that business models and public areas makes commerce with the services by selling products within the market.

Figure 6 – Social Enterprise Organizational Support Model



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Some operational models have facilities both in commercial market and social spheres. These can be:

1. **Mixed Model:** A mixed model is a model that provides some structures all together. These are multi-tasking models that have social facilities and market based structures together. These entrepreneur models can also create their own funds. The age, the structure and the objectives and opportunities of the organization can act together in this mixed model.

2. **Complex Model:** This kind of enterprise model is complex because; it can have more than one operational structure. They can be also flexing because other enterprise models can be involved in this model.

The franchise models can be arranged like this:

1. **Private Nonprofit Partnership Model:** This kind of entrepreneurship model is defines itself as a partner model. In addition to this, it lays a bridge between the for profit company and the nonprofit structure. Two of them can also be defined as beneficial models. The main reason of this partnership provides itself as it is like a social enterprise or a new way of getting a profit structure.

2. **Franchise Model:** This kind of enterprise model works like a business model that makes commerce with non-profitable structures.

4.3. Summary of User Needs Analysis

Out of 626 collected questionnaires, 608 of them turned complete, therefore constituting the sample size. For the analysis, SPSS 21 is used.

Questionnaire is compromised of 4 sections. In the first part the demographics are gathered and the demographical analyses are presented below:

53.96 % of the participants were female, 46.04% of the participants were male. 55.43 percent of the participants were from Turkey, 15.95% of the participants were from Germany, 14.14% percent of the participants were from France and 14.47% of the participants were from Czech Republic.

27.29% of the participants were studying business and economics, 15.06% of the participants were studying engineering, 19.29% of the participants were studying social sciences, 14.82% of the participants were studying law, 5.88% of the participants were studying medical, 5.41% of the participants were studying educational sciences, 4.94% of the participants were studying media, 2.35% of the participants were studying fine arts and 4.94% of the participants were studying approprial sciences.

44.35% of the participants were university degree, 36.71% of the participants were from vocational school, 15.45% of the participants were from high school and 3.49% of the participants were primary degree. 47.85% of the participants had a full time job experience, 20.63% of the participants haven't worked before, 15.84% of the participants had apprenticeship and 15.68% of the participants had a part time job experience.

The second part of the questionnaire is for the analysis of social perspectives. As KMO shows $0.926 > 0.5$ and Bartlett's Test is Significant, factor analysis was conducted. With eigenvalues equal and bigger than 1, 6 factors were obtained explaining 77.484% of variance.

The third part of the questionnaire is for the analysis of business and entrepreneurial factors, including the business plan elements. As KMO shows $0.967 > 0.5$ and Bartlett's Test is Significant, factor analysis was conducted. With eigenvalues equal and bigger than 1, 6 factors were obtained explaining 68.846% of variance.

In the last part, open-ended questions were intended to spot the perception of participants concerning social entrepreneurship concepts' differences across different cultures. In depth, out of 133 opinions expressed, 79 of them thinks cultural elements are essential and make the difference both in social problems and awareness as well as their interpretation.

Based on the sample entpmindset is more significant in Turkish respondents than French and Czech respondents and no other significance was observed within other countries.

Based on the sample altruism-financial is more significant in French respondents than Turkish and Czech respondents where the significance also remains Turkish respondents over Czech ones and German respondents over Czech ones. No significance obtained for Germans and Frenchs. Concerning self efficacy, based on the sample it is found to be more significant for Turkish over Czech, and Germans over Check but no other significant variances has been detected.

For the leadership perception, German respondents are found to be more significant than Turkish, French and Czech respondents. No other significant differences were found among others.

Based on the sample, social entrepreneurial intention is more significant in Turkish respondents than German, French and Czech respondents and no other significance was observed within other countries.

For "marketing" dimension, Turkish respondents feel more comfortable in market related concepts than French respondents. Chech respondents and German respondents also

more comfortable than French respondents yet no significant variance has been found among Turkish, Czech and Germans.

For “human resource” dimension, Turkish respondents feel more comfortable in market related concepts than German and French respondents. Czech respondents also are more perceptive about HR dimensions than German and French respondents. Yet no significant variance has been found among Turkish and Czech respondents as well as among French and Germans.

For “production” dimension, Turkish respondents feel more comfortable in related concepts than German and Czech respondents. German and Czech respondents also are more perceptive about production dimensions than French respondents. Yet no significant variance has been found among German and Czech respondents.

For “finance” dimension, Turkish respondents feel more comfortable in financial concepts than French and Czech respondents. German and Czech respondents also are more perceptive about financing issues than French respondents. Yet no significant variance has been found among Turkish and German respondents as well as among Czech and Germans.

According to the results of regression analysis, it can be said that 68.2% of social enterprise willingness and intention can be explained with business model elements (finance, marketing, production, strategy, external environmental scan, and human resources) as well as social inclusion concepts (social awareness, self-efficacy) and entrepreneurial concepts (leadership, risk taking, opportunity recognition).

5. Country Comparison

5.1. Social Entrepreneurship in France:

Social economy has been defined in France formally by a law (law n°2014-856) dated the 31st of July 2014. It limits the scope of social economy to 4 distinguished kinds of structures that are by legal nature part of social economy (associations, foundations, cooperatives and mutual insurances). The innovation of this law is the creation of a special status “Enterprises of the social and solidarity economy”. These enterprises have specific criteria:

- Pursue a social aim other than the only sharing of benefits
- Have a framed lucrative activity
- Have a democratic and participative governance
- Be registered as an enterprise of the social and solidarity economy at the chamber of commerce.

Nowadays, social entrepreneurship can almost be found in all sectors of the economy; from the most innovative sectors until the most traditional ones (*L’entrepreneuriat social en France, Réflexions et bonnes pratiques*, La Documentation Française, Paris, 2013). It represents 10% of the GDP according to the ministry of Economy. With more than 2.3

millions of persons employed in social economy in more than 200 000 organizations, the sector represents 12.7% of employment in France (*Economie Sociale: Bilan de l'emploi en 2014*, Recherches & Solidarités, Paris, 2015). 11.6% of the persons employed in social economy are working in the agricultural area.

Table-1 Repartition of employment among sectors in 2013

Sector	Social economy	Total
Agriculture	11 519	255 179
Industry/construction	52 539	4 672 844
Commerce, transport, lodging, catering	92 460	5 374 157
Finances/ Insurance	260 661	847 025
Information, communication, real-estate, companies support	141 203	3 392 330
Public administration, teaching, health, social care	1 457 610	7 278 511
Other	354 309	832 772
TOTAL	2 370 301	22 652 818

Source: Insee, Clap

It is interesting to note that social economy represents a large proportion of women in France.

Table – 2 Repartition by gender in 2013 in %

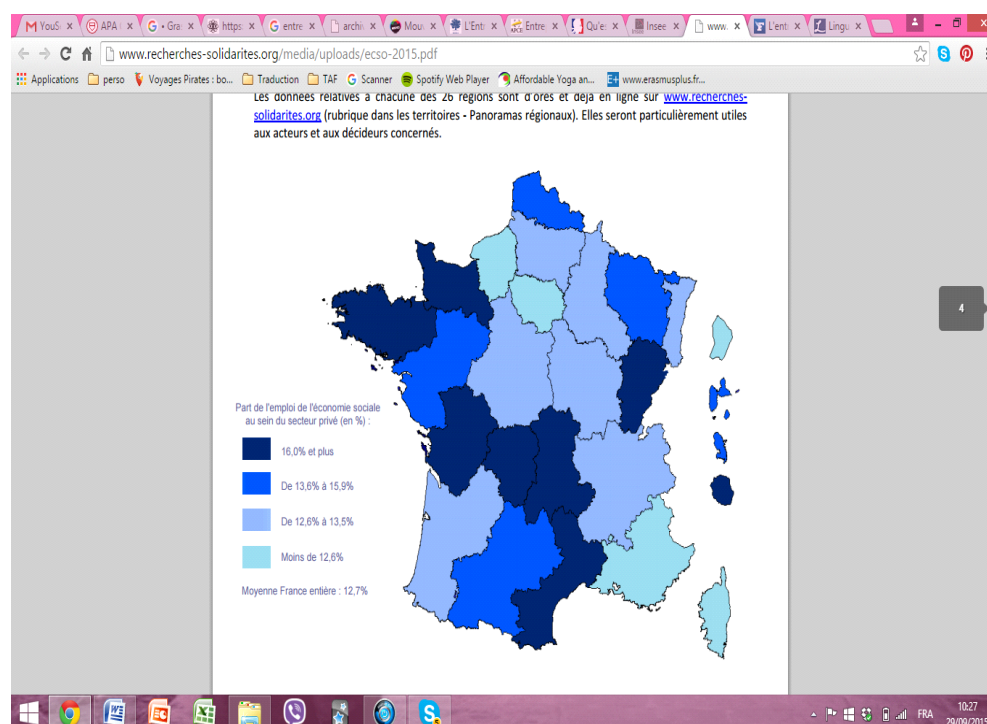
Sector	Social Economy		Total	
	Men	Women	Men	Women
Agriculture	69,6	30,4	73,7	26,3
Industry/construction	74,6	25,4	77,1	22,9
Commerce, transport, lodging, catering	57,3	42,7	58,4	41,6
Finances/ Insurance	37,9	62,1	41,0	59,0
Information, communication, real-estate, companies support	46,9	53,1	53,0	47,0
Public administration, teaching, health, social care	24,6	75,4	31,3	68,7
Other	39,7	60,3	38,7	61,3
TOTAL	32,2	67,8	51,5	48,5

Table – 3 Average size/salary of social organizations compared with private ones

	Average size of the structure (Number of employees)	Average annual salary (in Euro)
Total of social economy	11.9	23 053
Total of private economy	9.4	29 012

Source: *Economie Sociale: Bilan de l'emploi en 2014*, Recherches & Solidarités, Paris, 2015

Figure – 7 Proportion of social economy in the private economy across regions in France



Source: *Economie Sociale: Bilan de l'emploi en 2014*, Recherches & Solidarités, Paris, 2015

Social enterprises have different funding possibilities. Most of the time, entrepreneurs cumulate several of these financial tools:

- Capital
- Subventions
- Debt
- Foundations: ASFONDES for instance (created in 2003, it gathered all foundations from social and solidarity economy)
- Crowdfunding

Table – 4 Tab about crowdfunding platforms

Type of funding	Nature of the borrower	Nature of the project	Average contribution	Average funding	Contributor compensation	Platforms
Donation	Particular Enterprise or association	Solidarity/Arts	45€	1000€ to 10000€	Non financial compensation	Arizuka, Babeldoor, Micro-Don, Mailforgood KissKissBankBank, Ulule, Indiegogo, Octopousse
Loan	Enterprise or association	Solidarity	4000€	300000€	Annual interest and 18% discount on income tax or 50% on solidarity tax on wealth	SPEAR, Prêtdechezmoi, HelloMerci
Investment	Enterprise	Entrepreneurship	8000€	300000€	Potential gains and discount on taxes	WiSeed, Anaxago, Finance Utile

Source: <http://commentfinancermontprojetreponsable.fr/le-guide/les-financements/le-crowdfunding/tableau-recapitulatif-des-plateformes>

5.2. Social Entrepreneurship in the Czech Republic

Concerning the „Country comparison“ there are following data available in the Czech Republic. Survey* was carried out by P3 – People, Planet, Profit o.p.s. in between December 2014 and 7th July 2015. There were interviewed 151 representatives of social enterprises operating in the Czech Republic, however not all questions were replied by all interviewee.

- **Principles and definition of social entrepreneurship** (we realize that each country define and understand the social entrepreneurship with minor differences) was defined by TESSEA (Thematic Network for Social Economy) in 2011 in the Czech Republic, in 2014 principles of social enterprise and integrative social enterprise was adjusted.
 - o Social economy
 - o Social economy subject
 - o Social entrepreneurship
 - o Social enterprise
 - o Integrative social enterprise
- **Indicators** for general and integrative **social enterprises** are defined by Ministry of labour and social affairs. Indicators provide definition of social enterprises’ characteristics as social, public, economic, environmental and local utility.

- **Number of social enterprises** – currently (the end of 2015) there are registered to the Social Enterprises' Directory (<http://www.ceske-socialni-podnikani.cz/en/adresar-socialnich-podniku>) 223 social enterprises from all over the country and the number grows by the time passing. (for more information check <http://www.ceske-socialni-podnikani.cz/cz/adresar-socialnich-podniku>)
- **Legal forms of social enterprises** – Limited Liability Company (48%), Benevolent Society (25%), Alliance (9%), Self-employed (7%), Co-operative (6%), Other (like Institute, Church Corporation, Unincorporated, Association, Joint-stock Company, Social Co-operative).
- **Sectors/fields of activities*** – most interviewed institutions operates in a field of gardening services, landscaping, property maintenance and cleaning work (24%, 36 social enterprises), other services (20%, 30 social enterprises), general sales (18%, 27 social enterprises), gastronomy and accommodation, food production (both 15%, 23 social enterprises)
- **Profile of social enterprise's director***
Gender: 79 males (56%); 63 females (44%)
Age: <29 – 14 (10%); 30-39 – 48 (34%); 40-49 – 47 (33%); 50> - 33 (23%)
Education: High school – 39, 27%; University – 98, 68%; other – 7, 5%
- **Target groups employed by social enterprises*** – disabled - physical, psychical, deaf, ... (, 96, 64%), long term unemployed (57, 38%), other groups (26, 17%), ethnic minorities (22, 15%), youth and young people in difficult live situation (24, 16%), people taking care of family members (21, 14%), homeless and people after detention (14, 9%), addicted people (11, 7%)
- **Autonomy of Social Enterprise*** - social enterprise is part of bigger organization (19%), is social enterprise is autonomous legal body (81%).
- **Geographical allocation*:** most of social enterprises are located in following regions – the capital city Prague (22%, 33 social enterprises), Ústí nad Labem and South Moravian regions (both 11%, 17 social enterprises), Central Bohemian Region (10%, 15 social enterprises)
- No legislation applied yet - social enterprises are subject of several acts (based on their economic activity), however any of acts don't explicitly refer to the social enterprises' definition or regulations.
80% of survey respondents state that the legislation should exist*
58% of survey respondents think that there should exist an auditing body in order to control the social entrepreneurship*
32% are against auditing body*
- **Average turnover (and profit)*** - in last two years the average year turnover of social enterprises was a 4.514.541,00 CZK (approximately 170.000,00 EUR). In 2013 48% of social enterprises shown profit, 52% haven't shown the profit.

- **Grants from ESF*** - 65% of social enterprises received the ESF grant at the begging
- Q: How does your social enterprise succeed in?*
- 78 respondents (57%) – succeed in
- 51 respondents (38%) – average succeed in
- 7 respondents (5%) – don't succeed in
- Q: What do you feel as a main problem? (multiple choice question)*
- 39% - Employees
- 48% - Marketing
- 54% - Business and orders
- 74% - Absence of time
- 62% - Finance
-
- Q: What would help you?*
- 24% - loan
- 68% - grants
- 49% - consulting
- 64% - funding of employing disadvantaged people

Source: http://ceske-socialni-podnikani.cz/images/pdf/Socialni_podniky_setreni_2015.pdf

5.3. Social Entrepreneurship in Turkey

Social enterprises and entrepreneurship started to take place in the literature in parallel with the social changes in the period of 1960-1970. Social economy in Europe is still developing, it has 14,5 employees consisting nearly 6,5% of the total employment. (EU Commission, Social Europe Guide Vol. 4, 2013) In Europe there is an increase of 26,79% that have been observed between 2002-2003 compared to that between 2009-2010, since The EU aims to achieve a smart, sustainable and inclusive growth as stated in Europe 2020 Strategy.

When developed countries such as UK, Germany and France examined it can be seen that these countries host almost half of the social businesses and sector in EU. Social sector and entrepreneurship in Turkey, however, is at infancy step and still growing. It is a new concept and awareness level is low among citizens. Strong and weak points of social entrepreneurship are stated below:

Weak Points

Conceptual confusion: Because of the awareness level on social entrepreneurship and enterprises is low; there is confusion between these concepts and private enterprises, NGOs and foundations as well as social responsibility projects. Awareness raising projects, campaigns, public services ads can eliminate this confusion to support social enterprises in terms of image and numbers.

Problems in legal structure: Unfortunately, there is not a clear distinction between social and private enterprises. Therefore, some social enterprises were established under different

statuses such as NGO, foundation, private companies. This situation also creates confusion in terms of management of these social enterprises and makes impossible to track the number and activities of these enterprises.

Lack of fiscal support mechanisms: Since there is a lack of legal structure in social entrepreneurship, there is no special provision and fiscal support mechanisms foreseen. These enterprises can benefit the same grants/funds/tax exemption available for the other organizations. In order to increase the number of these organizations it is imperative to provide incentives.

Bureaucracy: It is a common problem for all organizations even though it is greatly eliminated in the past 15 years. Confusion and problems stated above contribute greatly to the bureaucratic work. Simpler legal provisions specially created for the social enterprises will facilitate the work and their business.

Strong Points

Technology and social media: Communication networks in the virtual world contribute and encourage new ideas which can be turned into social businesses. It also brings angel investors and entrepreneurs together or provides opportunity for crowd funding as initial capital and kickstarter.

Good examples and practices: Even though the numbers of social enterprises are low, there are several good examples which were stated elaborately in Social Entrepreneurship Database. These examples encourage people who would like to create their enterprises.

Number of Sponsorships/Benefactors from Private Sector: Private sector is eager to provide funds for well planned projects to improve their image in public opinion and their visibility. Even though public support and grants are insufficient and not specially devised for social entrepreneurs, private sector is open for collaboration.

5.4. Social Entrepreneurship in Germany

Social Entrepreneurship in Germany deals with different fields of activity beginning with education, labour market integration, alternative energy production, economic regional development and ending with classic welfare state fields such as health, care and youth welfare services (Scheuerle et al. 2013). Also environment protection, financial services, Fair Trade, and advocacy are often the topic of this activity (Scheuerle et al. 2013).

In such activity fields like care and youth welfare services the target groups are elderly and young people, but generally the target groups are people needing support from the state and society for example people with different kinds of education, people lacking skills needed in the job market or handicapped, retarded or older people.

In Germany there are a lot of young and very young social enterprises. However there are some older ones, too. The age of the organization is not an exact indicator for the level of the organization's development.

For example, according to the MEFOSE study 26,1% of the organizations are less than 5 years old and only 9,1 % are older than 30 years (Scheuerle et al. 2013).

In the majority of cases social enterprises have a small number of employees (Scheuerle et al. 2013).

The nature of the funding is based on the mixture of public and private funds. Performance based charges are only partially used (Scheuerle et al. 2013). Young and small organizations are based on donations and foundation funds (Then 2012).

Social entrepreneurship in Germany builds 5,7 %, that are roughly 2 million jobs.

The half of the social enterprises in Germany has an annual profit under 0,25 million €. However, there are some of them who get more than 5 million Euro a year (Scheuerle et al. 2013).

28% of social enterprises earn less than 50.000 € per year, 23% between 1.000.000 € and 5.000.000 €, 12% of social enterprises have an average turnover from 100.000 € to 250.000 €, 10% from 250.000 € to 500.000 €, 10% from 500.000 € to 1.000.000 €, 9% of the enterprises earn 50.000 € -100.000 € and the profit of only 8% of the enterprises is bigger than 5.000.000 € (Scheuerl et al. 2013; MEFOSE-Studie; Spiess-Knafl et al. 2013).

Only some certain forms of social enterprises may get their status as a social enterprise. It may be an association, a foundation as well as a capital company. Such partnerships in Germany like GbR (Gesellschaft bürgerlichen Rechts), OHG (offene Handelsgesellschaft) or KG (Kommanditgesellschaft) are excluded from entrepreneurship activities. Further and more detailed information can be found here:

<https://www.muenchen.ihk.de/de/recht/Anhaenge/merkblatt-social-entrepreneurship-und-rechtsformwahl2.pdf>

Since 1960s and 1970s with alternative, women's and environmental movements the numbers of social enterprises has increased. "These trends can be differentiated in three dimensions: social enterprises as practical social criticism, as a solution for mass unemployment and as an instrument for local development" (Birkhölzer, Kramer 2004, p. 133; Zimmer 2014, p.10).

6. Social Business Plan

6.1. Purpose of the Social Business Plan

Social Business Plan is the clarification of business idea with social motives within a frame of organizational and stakeholders analysis. The ultimate goal of the business plan is to act on the established strategic roadmap to obtain the social aim of the business to be started.

A detailed social business plan usually contains 8 chapters. An ideal business plan takes 50 pages long but sometimes it can change up to 40 to 80 pages. No matter how many pages it is made of, it is the context which is the most important.

The purpose of the social business plan is to portray the following parts in order to admit itself to the investment process.

6.2. Introduction

Bankers, fund holders, investors and everyone who sees the plan want to see an introduction which tells the main parts and the utilities of the plan. This part mustn't be long from three pages and it has to give overall idea about the steps which will be taken during the project. In this way, every chapter of the plan will be defined. Introduction part is important because it is the first entrance which shows the whole quality of the plan.

Name and the address of the business

- A short brief of the business
- The structure of the business and the industry
- Amount of the financial needs and the collapse of financial structure

6.3. Description of the Business

In this part, the objective of the business must be identified clearly. In accordance with the goals of the entrepreneur; every detail must be presented to the employees, clients and to the potential investors. First of all, the name of the business must be stated. Secondly, the conditions of the industry must be mentioned, behalf of the present condition and future condition. Then the future potential of the new business must be stated. And finally, the strong ways of the new business inside the competitive area must be mentioned widely.

This part must give answers to the questions below:

- What kind of a business you want to establish? Describe your business.
- What is the industrial structure regarding to services and products which will be turned up?
- What are the aims and main targets of the business you want to establish?
- Do you have an experience about the business you will create?
- Which products you will produce and which services you will serve?
- What is the quality of the business you want to establish? (New, Part-time, Seasonal, Franchise etc.)
- Why do you think your business will be successful?
- What are the development and the profitability potentials of your business?
- What are the distinctive points of your business? (Strong ways)

- What are the risky factors which will condemn your business to fail? (Weak ways)
- How will your business make a supplement to social improvement?

6.4. Marketing Plan

Marketing plan is made of details that contain the situation of the market and environment the business will be established, so that the reactions and possible impulses to the products and services can be seen directly. Evaluating the ideas about this process, gives answers to marketing capacity of the new business, so it is very essential.

Just like the agents or road routes help the people while travelling, marketing plan leads way to the entrepreneur. It's one of the tools that helps to reach the target points.

6.5. Production Plan

This chapter should start with describing establishment place of the business. The place chosen must be appropriate for the labor force opportunities, price rates and the society support for the producers and the consumers. Besides, it must be in touch with the local tax commitments and the supports which are coming from the region banks to new enterprises. All the production needs must be mentioned by detail like the buildings (factory, store, office) and equipment (special tools, machines, computers and vehicles). Transportation costs also must be stated in this part. In addition to that, labor force offer, price rates and the qualified labor force that is needed must be mentioned. And finally data about production costs must be mentioned. Financial information which is given in this part, will be used at financial estimations.

6.6. Management plan

This chapter is about property of the business. Tasks and responsibilities of the key personnel must be identified and knowledge and experience is needed to fill in this capacity. All the detailed CV's of the management team must be stated in this part.

Human resources are very important in the businesses, just like buildings and vehicles. Human resources are the most essential presence in the business. Because of that, it is very significant to realize what kind of abilities does the entrepreneur has and doesn't have.

6.7. Research and Development Part

Supremacy of all the research and development activities is up to the cost and time tests that will be stated in this part. Investors want to see the situation of the project in the meaning of first examples, lab tests and program delays. Detailed plans, sketches, drawings are so important in this phase. Identifying research and development studies and quarrelling the weak ways that will delay the business idea is so essential. Besides a budget of research and development must be organized and presented which contains labor force, counseling resources and research and design studies.

6.8. Important Risks Part

In case of going to wrong way; things that the entrepreneur can handle, must be stated earlier. Some of the risks that can be faced with are:

- Unwelcome evolvments in the industry
- Production costs that are higher than guesses
- Difficulties within getting necessary services and products
- New competitors
- Breakdowns within the management
- Lack of experience
- Uncertainness in economy
- Problems with suppliers
- Lost in key personnel

6.9. Timetable Part

Timetable approach shows the steps you will take within your plan. These periods in the chart can be designed as weekly, monthly or quarterly.

- How long will it take to activate your business?
- Did you plan time-divisions for your targets and goals?
- Did you decide the deadlines for your activities?

Coordinating time-divisions is important not just for the priorities; but also for developing new products, organizing management team, production adjustments and marketing plans. It must contain the steps below:

- Finishing research and development studies
- Making prototypes

- Employing sales delegates
- Exhibiting products in commercial fairs
- Agreeing with the distributors
- Giving orders for product materials
- Listing the orders
- First sales and deliveries (maximum spaces is good for the safety of the business and capital recruitment)
- First pays for the Business (in cash)

6.10. Use of Social Business Plan and Tips about Writing

- Write down your business plan by yourself.
- A good business plan must be fluent as a good story. All the chapters must be plentitude and has to give tips how your business can be successful.
- Take your plan short (It mustn't long from 50 pages including the appendixes)
- Prepare drafts for the key points that you want to mention in every chapter: Give the crucial points prominence, depending on to stated targets and goals.
- Organize the plan in a proper way and make it as a whole: Table of contents, business plan summary, appendix, graphics, grammar...
- Beware of overstatement: The worst and the evil scenarios must be developed inside the plan.
- Enlighten the important risks: Important risks chapter inside the plan is so important in order to analyze the possible problems in the enterprise and identifying the alternative movement capacity in some ways.
- State the activeness of the enterprise team.
- Mention the target market: by choosing significant consumer group, strengthen de marketing capacity of your business's product or service.
- Use third person language while writing your plan
- Keep your reader's interest alive.
- Evaluate the plan: It's hard to be critic to your own plan, so it is a must to take help from someone experienced in business plans. You have to re-consider the points about stability, activity, turn of phrase and presentation capacity.
- Think of the business plan as a story that comprehensively explains your social business idea.
- Make sure your business plan is clear, focused and informative.
- Remember that your business plan is a work in progress; it will change!

7. Social Business Plan Outline

7.1. Executive Summary

Executive Summary is a short overview of the social enterprise business plan with crucial underlying about the social business idea, the expected social impact, the entrepreneur and the process of his/her actualization of the plan.

Executive summary places first in the report form of the social plan, yet while writing it should be written last.

7.2. Business Description

Social business concept needs to be defined according to its applicability based on

- Its technical feasibility (Can it be realized with technical possibilities)
- Its customer base (will your business idea be sold and why)
- Its legal and ethical feasibility

The next step is the definition of mission/vision and strategy

Mission can be defined as “reason of existence” whereas vision is the envision of the future in the desired manner

Mission statement clarifies the present state or purpose of an enterprise that answer and includes three constituencies such as

- What to do;
- Who is involved in doing
- How to do to actually realize.

Vision statement, on the other hand describes the optimal desired future state - the mental picture - of what to achieve in a given time. The purpose is to

- Provide guidance and inspiration to focus on in five, ten, or more years;
- Provide a check and balance function while scaling up

A strategy is a broad-based recipe for how a business is going to compete, what its goal should be, and what plans and policies will be needed to bring out those goals. M. Porter’s strategic analyze method called “Generic competition strategies”, is a proper format for enterprises. Porter presents three essential strategies in his study. He suggests two topics to be held in every strategy. Target market’s size (narrow or wide) and regarding to it choosing the proper strategy are the essentials.

1. Cost leadership strategy

It's a strategy which aims to achieve the production and distribution with lowest cost within the competitors inside the competitive market. If the entrepreneur chooses this strategy, comparing with the competitive products, his/her product will be lower price and they can have enough shares in the market. In order to realize this, have to be efficient in production, purchasing, engineering and distribution networks. In this strategy the most important issue of the entrepreneur is, controlling and reducing the costs.

2. Differentiation strategy

Entrepreneur chooses this strategy because she/he wants to be different from the competitors. This differentiation is up to create higher performance especially about the important issues for the customer. It's a strategy when used for making different and better products and services than the other competitors. For example the business can try to be different in product features and benefits, brand image, quality, technology, customer relations and service efforts. For providing competitive advantage in the area or the areas that the customer's target market embraces, all the attempts are done. Biggest part of the investment is moved to different marketing functions such as advertisement or "brand loyalty" and distribution. The result which is expected from this strategy is creating "loyal customer" and making "brand loyalty" so that it will be free to escape from price competition.

3. Focusing strategy:

Entrepreneur chooses to focus only specific market segment in order to address to whole market. It is thought that focusing on one or several small markets makes the competition better. For a new entrepreneur in the business, who's resources are limited; working with low costs and serving to a small market's needs is only possible with this strategy.

Then the product/service has to be clarified: The idea "Consumers don't buy the product; what they buy is the benefit of the product", explains very well what the product concept is today. Product must be evaluated with its physical, functional, aesthetic features besides its design, service and intangible features like image, still, prestige and quality as a whole. Usually we can classify them like this:

- Consumption Products: Products which are bought by the consumers to be used in personal or family needs.

- Industrial Products: Products which are bought by the consumers to be used in different production stages in the other products and services.

Life curve of the product is a model that shows the development of the product sales in a time period. This model is made of four stages.

- Introduction: The sales are minimum at the beginning of the market. The costs are high and the incomes are low. Prices are usually high.

- **Development:** Request for product increases in this period. Sale incomes show rapid increases and there is significant profit. Because of the profitability new businesses appear in the market so the competition begins.

- **Maturity:** Sale rates starts to decrease, demands convert to substitutable demands. Sales and profits became top levels and then start to decrease. In this period, there are lots of competitors in the market. Although the sales are high, because of the increment of the costs; profit slows down.

- **Regression:** In this final part, downfall in sales fastens. Profit decreases, which began in the maturity part, gets bigger. Product starts to lose its profitability. New products take part instead of old products.

Table – 5 Factor and Explanations

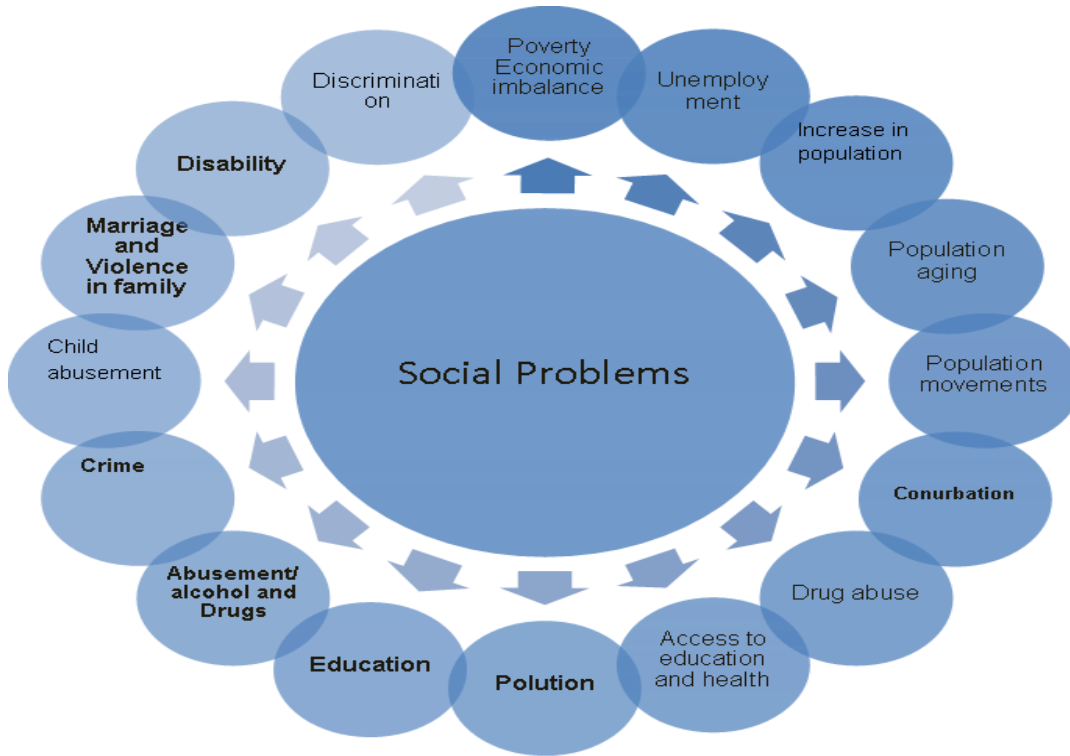
FACTOR	EXPLANATION AND EXAMPLES
Services are untouchable	Insurance policy is much more than a written document. But it is impossible to get in touch with the benefit.
Production and consumption happens nearly at the same time	While watching a theatre play, consumer also gets pleasure.
Services can't be saved for	An airplane seat is a nice example. After takeoff, seats can't be sold. Services can't be produced before and so can't be stocked.
Services can't be controlled	You can't get your hair cut before you go to hairdresser. Similar to that, you can't try the food before you go to the restaurant.
Services are variable	Sometimes the cook can be in a bad mood or is unhappy at that day. Opposite to that for example the hairdresser can be in a good mood and your hair looks great at that day.

Social Issue and Social Impact need to emphasize next to get an answer for the questions:

- What social need will your social enterprise focus on?
- How will your social enterprise answer this need?
- Who will benefit from your social enterprise?
- What are the short and long term goals of your social enterprise?
- How will you measure your social enterprise's social impact?
- What will be your social enterprise's Key Performance Indicators?

In answering above stated questions a checklist of general social problems addressed can be used as shown in the below picture:

Figure – 8 Social Problems

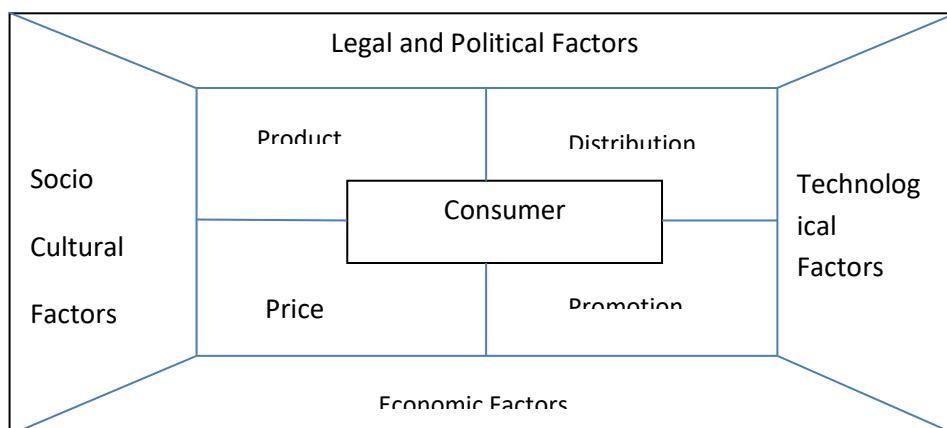


7.3. Market Analysis

Market analysis consists of all environmental scan, industry analysis and competitor analysis. Analysis should also contain systematic, overall study which is up to data. Usually it has two issues. First one is about the evaluation of the threats and opportunities around the business. Second one contains evaluations inside the business and it re-considers the business’s weak and strong ways in an objective way

Environmental Scan and Competitor Analysis

Figure – 9 Environment and Competition



Recycling the competition:

These questions below can be asked in order to understand and estimate the competitors:

1. Which are the five businesses that can compete with you?
2. How is your competitors' working situation? Stable? Better? Worse?
3. What is the level of competition? Where can you locate within the competition?
4. What is the difference of your competitors' product and service?
5. What are the strong and weak ways of your competitors?
6. What are the possible actions of your competitors in the future?
7. What can you do now in order to provide competitive advantage?

Recognizing the competitors:

Present competitors can be embraced in two groups. First group of competitors carries out similar actions. It serves the same customer group; it works for facing the same customer functions, uses similar technologies.

Second group of competitors is made of different activists. These differences can occur in customer groups or functions that are served, technologies which are used for functioning, vertical integration levels and any other combinations. For instance, metal or plastic producers.

Customer analysis

Customers are the group of possible authorized buyers who shares specific needs and realize those needs." Regarding to this definition; marketing functions are below:

- There must be needs and desire,
- There must be purchasing ability this is to say purchasing power,
- Besides the purchasing power; there also must be desire to use it.

These are the questions to be answered:

- Who will benefit from the products and the services and what are the points of them?
- Are the buyers, users and decision makers the same with each other? Who are efficient about buying?
- How often people get the products and services being talked about? Seasonal? Annual? Or constantly and regularly?
- What are the reasons that make people to buy? Which motions are dominant? Is it possible to specify them?

Customer	Needs	Marketing practices
Who is it?	What are they?	Product kinds
Where is it?	How to identify?	Price and payment
Needs and desires?	Complains?	Quality?
How to take decisions?	Suggestions?	Where?
Functions?	Regional points?	Who is it for?
When do they buy?	Research?	Communication?
How do they buy?		

Market segmentation

The market which the business decides to serve, called “Target market”. While choosing the target market, two approaches are essential. “Whole market approach” that wants to serve to whole market and “Market section approach”.

Market for one product or service is a karma that is made from different small markets. Market segmentation means, dividing the market to small markets within itself.

There are several methods for segmentation. These are geographic, demographic methods with using products and product benefits.

1. *Geographic and demographic segmentation*: The most efficient variances in market segmentation are geographic and demographic variances. Geographic segmentation method contains the population census of country, region and city. For instance, snow tires are merchantable only in snowy lands and air conditions are merchantable in hot climates. In demographic segmentation, variances like gender, age, income and expense data is being used.
2. *Segmentation regarding to product usage*: In this method, consumers are divided to two groups that are using the product and not using the product. Also the group of using the product is divided into itself as less using and more using.
3. *Segmentation regarding to benefits*: Consumers can be classified by their benefits from the product. What the consumer wants in real meaning is what they will get from the product. In a research at the tooth paste market, the market segmentation is up to the appearance, taste, smell, shining capacity, price and antifouling functions of the tooth paste. Every one of these variances shows the essential benefits that the consumers want from the product. Every single of these benefits

come from different demographic features, different people and lifestyles. This means all of them is up to one and another market segment.

SWOT Analysis

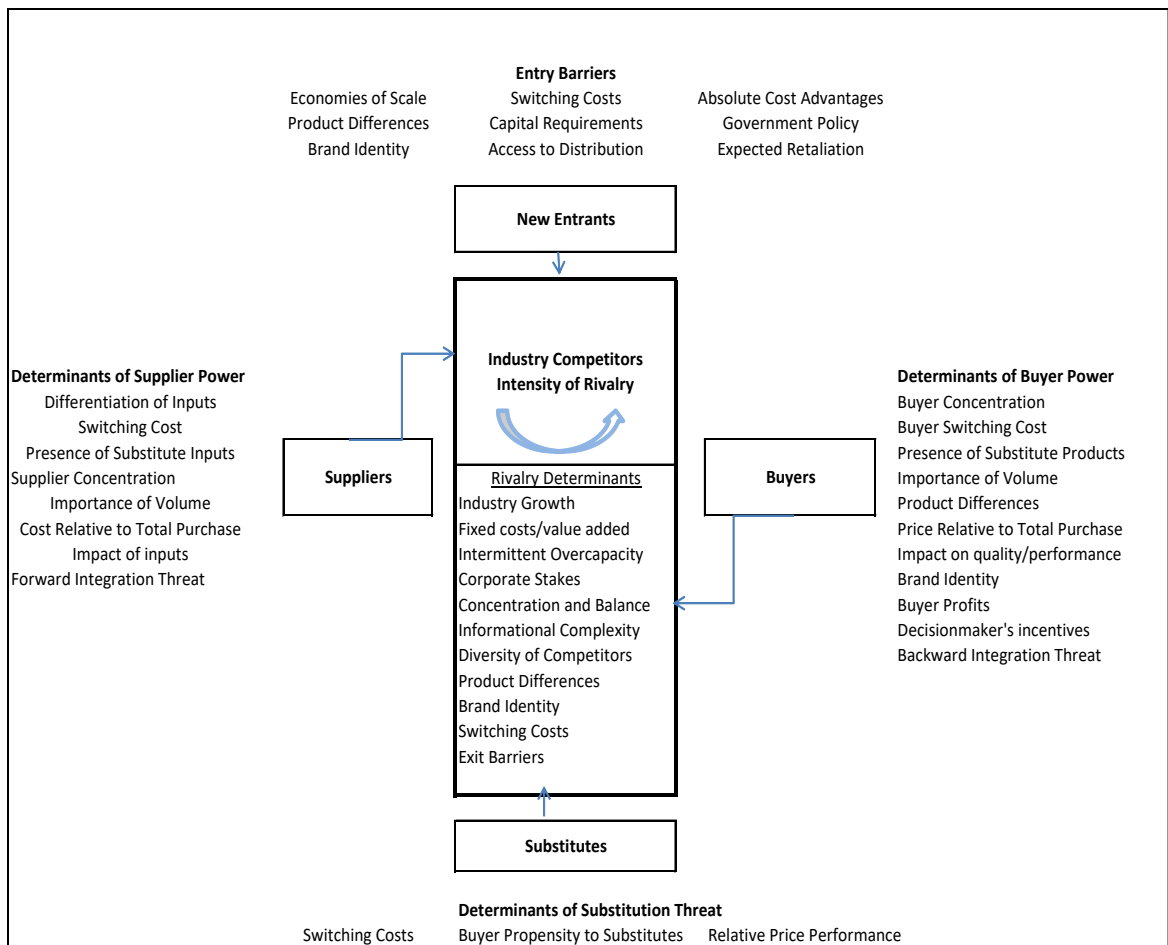
This is kind of a technic which analyzing the inner and outer parts of the business. Both “present tense” and “future tense” are used in this analyze. SWOT refers to four words’ initials.

- Strengths (Specifying strong ways)
- Weaknesses (Specifying weak or powerless ways)
- Opportunities (Finding out the opportunities)
- Threats (Specifying the dangerous risks and threats)

Industry Analysis

Harvard Professor Michael Porter, in 1980, has suggested to investigate industry related elements that shape the competition and since then it becomes one of the most know strategic tool of assessment called “Five Force Analysis”. According to Porter, competitive advantage can be the eventual outcome of positioning in the industry. Porter (1985) asserts that "the ultimate aim of competitive strategy is to cope with and, ideally, to change those rules in the firm's behavior and competitive strategy must grow out of a sophisticated understanding of the rules of competition that determine an industry's attractiveness. " (p. 4).

Figure – 10 Industry Analysis



Source: Porter, 1985, p.6

Intensity of Rivalry covers the magnitude and degree of being fierce among the existing competitors in respect to market size and potential of growth, product and related features, differentiation, cost structure, informational complexity

Threat of New Entrants refers the potentiality and easiness of new competitors in respect to government policy, economies of scale, and capital requisites for investment, product/service features and brand identity.

Threat of Substitutes is majorly determined through the existence of different product/service satisfying the same need as the industry offers and relative price/quality performance perception of users.

Bargaining Power of Suppliers and Bargaining Power of Customers are the flipside of the same coin indicating the relative determinants of price/cost issues in favor of one another. Factors shifting the bargaining margin include, but not limited to, abundance of service/product provider, differentiation and lock-in of customer, cost relative to total budget (for organization in case of suppliers and for customers in case of buyer), supplier concentration, buyer volume, switching cost and options of forward integration for suppliers and backward integration for buyers

7.4. Marketing Plan

“Marketing is total of actions which provide the movement capacity of the products and services affectively by using proper distribution, proper price and correct communication (promotion) channels in order to compensate the needs of the consumers.”

Stages in marketing concept:

Product based approach: In this kind of approach, qualified, efficient production and the channels in order to reach it, are necessary.

Sale based approach: The plans are short termed here and the needs of the seller is the key point. The case is high sales is possible with high profits. It used within the market situations where the sale is dominant.

Customer based approach: Satisfaction of the consumers’ needs and embedded actions within them are the point in question.

Attributes of marketing can be lined like this:

- Consumer oriented
- Embedded actions. (Marketing actions must be embedded within itself, it is also related with service/product, finance, personnel, engineering and management functions)
- Open to alteration.
- Profit based. (It is more efficient to think about long term profits than short term profits.)

Marketing Mix:

All the controllable marketing efforts like proposal and the presentation of business which will be used in order to satisfy the consumer, can be ranged in four groups. These are called marketing mix elements: Product, Price, Place and Promotion

Product: Involves all the factors which are related with the service or physical product.

Price: While specifying the price, costs, competitiveness and consumer demands are bearing in mind.

Place: Movements while conveying the product from producer to consumer.

Promotion: Involves the activities of knowledge and mentioning regarding to reach the consumer. Briefly it is up to communication techniques and applications.

Pricing Strategies

Business can apply different pricing strategies then before, according to temporary or stable price factors.

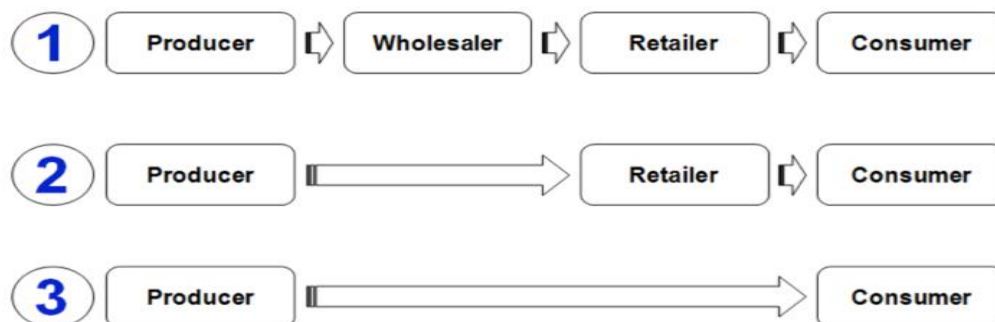
Creaming the market: Product is being served to the market with a top price. Product is up to the people who are desired to buy and as the market enlarges, the price starts to decrease according to first high numbers.

Invasiveness to the market: While getting invasiveness in the market, the prices must be low. A rapid market share is desired so that business can have a good place in the market. The entrance of the competitors' n to the market is being prevented.

Distribution Decisions

Distribution is the total of the activities which reach the products and the services from producers to consumers. These activities create place and time benefits. Time benefit means, products being ready at the right time when the customer wants. Place benefit means, products being ready at the same place.

Figure – 10 Distribution channel types at consumption products



Promotion decisions

Promotion is a member of marketing which transmits the messages about the product and the services by detail, from the business to target market. The most creative actions are needed in this part.

Advertisement

It is the announcement of the products, services or the ideas to the target market by mass media for a fee. It has several aims below:

- Informing,
- Persuading,
- Reminding.

Personal Selling

Personal selling is a face to face meeting in order to provide sale with the potential or existing customers.

- Finding possible customers and meet with them
- Specifying customer needs and attitudes
- Offering proper products and packages according to customer needs
- Meeting the customers to inform them about the product, persuade them for buying
- Completing the turnover
- Following the customers after the sales and being sure that they are satisfied.

Promotion sales

Promotion sales are engaged with the other promotion actions. The main goal is getting the possible customers in to the sale circles. Behalf of that, several things can be used:

- Shop windows and shelves, • Giving prim to sellers,
- Educational movies (about the product) • Promotion products next to product
- Giving presents, • Discounted and lottery sales,
- Fairs, exhibition areas • Drawing lots

Public Relations and Announcements

Public relations is the usage of knowledge in order to impulse the ideas and opinions of the public. Announcement means, giving information about the business/entrepreneur or the product by using mass media. It's not for fee. It's similar to giving news so that it's more efficient than promotion activities. According to advertisement, precision level is higher and it can take attention easily. Announcements can be "commercial", "personal" or "social".

- Meetings, seminars • News
- Press meetings • Dialogues
- Special news • Booklets and leaflets
- Magazines and newspapers • Direct posting and mailing
- Firm visiting • Sponsorships

Marketing Plan:

Marketing plan is developed for answering three questions:

1. Where are we? Data about business, strong and weak points, competition situation, threats and opportunities within the market.
2. Where are we up to? It is a question that comprises the answers of entrepreneur's targets within a year period.
3. How can we reach? This question embraces the predictions about marketing strategy, expense guesses and who will apply these strategies and when?

Features of marketing plan:

- It has to contain a strategy that provides to realize the targets and missions of the business.
- It has to be talking about right presumes and true knowledge.
- It has to provide the usage of present resources (human resources, physical resources, financial resources).
- Proper cultural and organizational identifications must be done in order to carry out the marketing plan.
- It mustn't be used for just one time. A sustainable and annual based marketing plan can reach us to long time period targets successfully.
- It must be short and simple.
- Plan's success is up to its flexibility. Variations must be considered inside the plan and it has to be about the possible applications related with them.
- It has to contain performance indications. If not reached to the targets, a new strategy and performance standardization must be carved out.

Inputs needed in this period:

- Who are our customers? Where are they? How much do they buy? From whom they buy?
- Why they buy?
- Who are our competitors? Where are they? What are their strong and weak points?
- What is the most efficient marketing strategy and the techniques of your biggest competitor?
- What is our business's major target?
- What are the strong and weak points of our business?
- What are the price shifts in the market? Who mentioned these shifts, where and when?
- What's the attitude of the market about the competitive products?
- What are the advantages of our products and services behalf of our customers?
- What are our activities about promotion and advertisement? Which is the most efficient approach?
- What are our weak and strong ways in distribution? Which distribution topics do we have to focus in order to have an efficient customer service?

Market Research Sources

Published (secondary) or firsthand (primary) resources can be used together. Knowledge resources can differ. These information types can be made of different attitudes like annual reports, sector-based analyzes, publishing of public and special corporations, suppliers and customers

Registered Data

Marketing research
Professional publications
Commercial publications
Technical magazines
Public sectorial reports
Stock market reports
Credit reports
Annual reports
Etc.

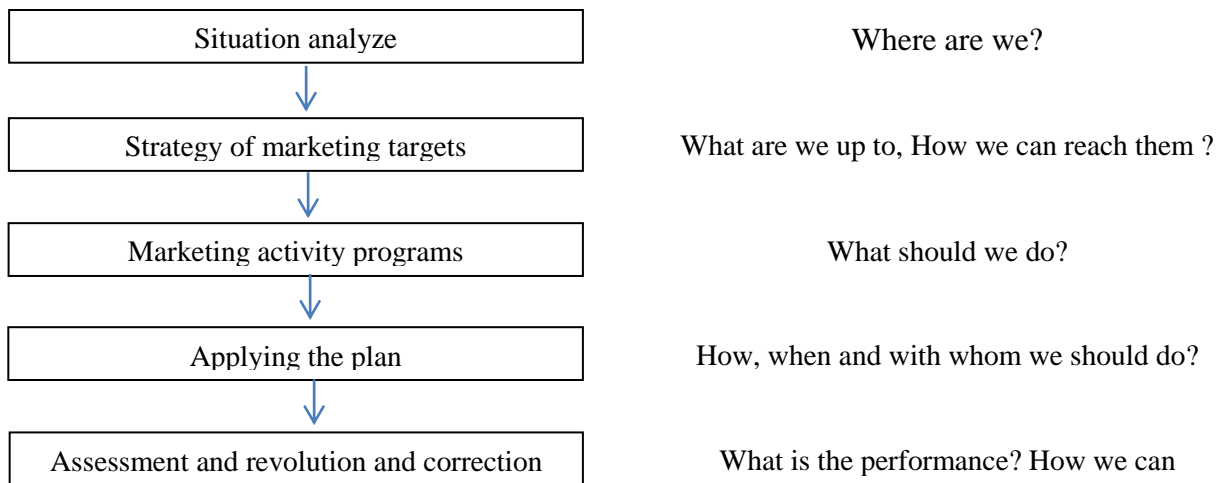
Observable Data

Prices from competitors
Promotion activities
Patent applies
Competitive adverts
Sale force feedback
Buying the products of competitors, identifying their production methods and costs.

Opportunist Data

Raw material suppliers
Equipment suppliers
Commercial shows, fairs
Customers (by phone, by writing, face to face)
Packaging suppliers
Distribution channel members
Subcontractors
News
Personnel of competitors
Conferences

Marketing plan process:



Timeline of the activities

Timeline contains the activities which look answers for “what?” and “when?” in the plan. While preparing marketing action program, it is essential to underline to specify the starting and ending dates of the activities. First thing to do is, arranging the actions line by line.

Table – 6 Time Chart

Marketing activities	1	2	3	4	5	6	7	8	9	10	11	12	Responsible	Cost
Arranging presentation desks	x	x												1000
Delivery of the sample products		x	x											500
Printing of booklets, letterheads, cataloges and business cards	x	x												1500
Sending catalogues to architectures and interior architectures				x										350
Instance decoration with the architectures				x	x	x								1000
Catalogues and instance decoration							x							2000
Fair attendance										x				2000
Visitings for possible customers							x	x						500
Visitings to distribution points								x	x	x	x	x		250

7.5. Production Plan

Production managers must plan “When” and “How much” a product will be demanded in the future, besides according to this, the production factors which are needed also must be planned regarding to Time/Quantity/Features.

There must be balance between the market demands and the long term production planning in order to compete. Planning in long and midterms, efficient usage of the stocks, assignment of labor power and a good capacity plan decrease the variances at the demand.

Short-term plans: From now till 3 months (Responsible: Production managers, supervisor, headworker)

- Duty assignments
- Giving purchase
- Duty programming and deliveries

Mid-term plans: From 3 months to 1 year (Responsible: Production managers)

- Sale planning
- Production planning and budgeting
- Specifying labor power, stocks and the subcontractor levels
- Analyzing the production and function plans

Long-term plans: From 1 year to 5 years (Responsible: senior management)

- Research and development
- Planning the new products
- Capital expenses
- Place for the establishment and evolvement

Production planning

It is the attempt of specifying production levels for a future period. It contains the issues about how much and when will be the production take place, usage of production capacity and the balance between the capacity and the outputs. It is not a detailed plan, it is not certain; it can be vary if necessary. On the other side, Integrated Production planning is usually the attempt of providing production of the desired demands in a mid-term period such as one year.

- It's all the attempts in order to convert the supplies into demands.
- Integrated or total planning concept is used because; adapting the projected demands to production is done usually which is related to one or several integrated product group. (at shoe production, it doesn't matter what color or type is the shoe; it is essential to know the number of the shoes which are produced, how much color or steel and how many meters fabric will be used.) In this case these questions are asked below:
 - How much must business produce next year?
 - What is the resource capacity?
 - How big does the production must change monthly in order to welcome the demands?
How much should purchase from which products and services?

Production Planning Process

Figure – 11 Production Planning Process

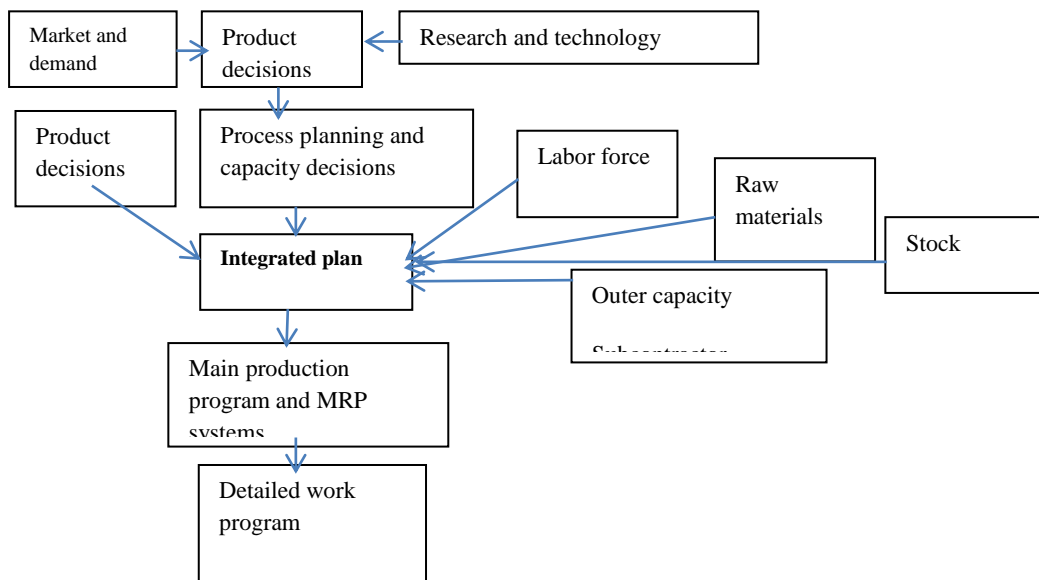
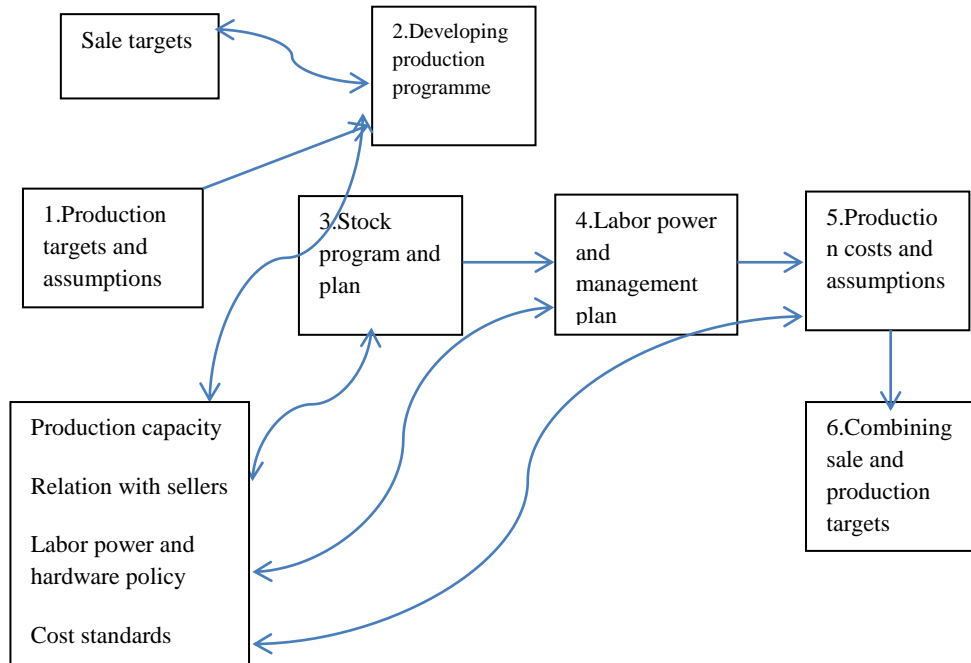


Figure 12- Production Plan



In the research of main production processes of the products and services:

- production work flow, machine and hardware usage,
- raw material and business inputs usage,
- need of labor force,
- business features must be answered.

In this process the questions below must be answered:

- ✓ Is high automation necessary?
- ✓ Are huge capacity benches are necessary?
- ✓ How big are the outdoor and indoor areas?
- ✓ How big must be the stock areas?
- ✓ What must be the machine functions?
- ✓ Will be any switches?

Necessary inputs for production:

While making profitability analyze of a business, beside the stabil investment expenses of the entrepreneur; business inputs and their costs in the unit product must be calculated. So that it will be understood that how possible is to compete with the prices in the market or how much profit is possible.

Inputs are generally; raw materials, adjunct materials and business materials.

Beside the storage ability of the raw materials; especially general benefit-loss rates must be known. Loss, waste and trash levels must be compared with the sectorial averages and so necessary precautions must be in charge.

- What are the raw materials and materials will be used in production?
- What are the quantities of raw materials and materials that are needed for the unit product?
- What is the storage and purchase plan according to production plan?
- What are the stages of the raw materials and materials from market to product?
- In this process what must be done during the storage and usage of raw materials and materials?
- How do the raw materials and materials reach to the business?
- Where are the places that raw materials and materials will be supplied?

Placement and Substructure

- What are sizes of the areas that will be booked for machine hardware, storage, executive etc. ?
- How is the placement inside the building?
- How will the outside of the building design according to the goals?
- How is the placement outside of the building?
- Which features are necessary for the Business building according to the Business idea and the Business scale?
 - o Electricity system
 - o Water system
 - o Heating system,
 - o Air condition system,
 - o Other technic systems.

Labor force

Entrepreneur must do labor force analyzes during production. The first step to specify the labor force is, identifying which main working groups are in the work fluent table and what are the duties they have to do.

Requirement number of skilled or unskilled workers is specified regarding to production plan and the service levels. While mentioning the labor force, machine and hardware numbers and their qualifications, number of shifts and the needs must be considered.

During the calculations of the labor force; hourly capacity and daily usage levels of the machine and hardware must be considered according to production capacities. The labor force hours are defined by these working hours.

While identifying the labor force requirement, working groups, the duties under the working groups, machine-hardware types and numbers that are used, the capacity which is planned by business and the responses of the capacity regarding to duty groups. After getting the results of these; requirement labor force features and the working hours can be told.

These questions must be asked in order to know the labor force for product and service production:

1. What are the possible working groups that the entrepreneur plans to establish according to production activities of work fluent?
2. What are numbers and the features of the required labor force by the working groups?
3. Where will the labor force be provided?
4. What is the plan of the entrepreneur to provide the labor force that the Business needs?
5. Is education required for getting labor force features? If necessary; how will it be provided?

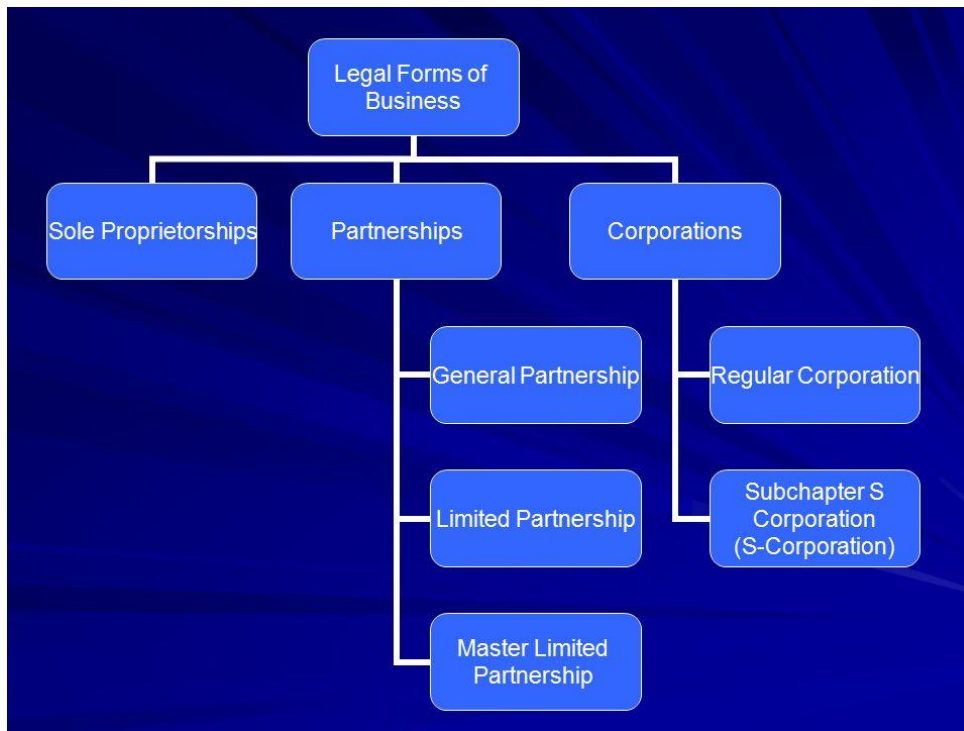
7.6. Organisational Plan

7.6.1. Organizational Legal Form

Company is a partnership that is provided by two or more entrepreneur in order to reach an economic goal by the mixture of their money, assets and labor. Companies are divided into two groups regarding to their responsibilities:

1. Capital companies (responsible companies with limited partners; commanded company divided by shared capital, corporation and limited company). Capital is essential in these kinds of companies.
2. Private companies (responsible companies with unlimited partners: ordinary, collective, ordinary commanded companies). Behalf of the establishment and the endurance of these companies; the partners must know and trust each other.

Figure – 13 Legal Business Forms



Sole proprietorship:

A sole proprietorship is an enterprise that is owned and operated by only one person. This person is often called a “self-employed person”. Such an enterprise has no legal existence, juridical personality or patrimony separate from that of its owner.

A natural person who operates a sole proprietorship is often said to “work for him or herself.” Moreover, since the person is the sole proprietor of the enterprise, all profits made and, where applicable, all losses incurred are that person's alone.

Partnerships:

1. General partnership:

A general partnership is a group of people, called "partners," who, in a spirit of cooperation, agree to carry on a common activity. The partners of a general partnership operate an enterprise, contribute to it by sharing property, knowledge or activities and share any resulting pecuniary profits or losses.

Such a partnership is created through a partnership agreement and must be designated by a single name for all the partners, who are liable for the enterprise’s obligations and certain of its debts, independently of the respective shares of each partner in the partnership. Professional offices of lawyers, notaries, dentists can be examples of this.

2. Limited partnership:

A limited partnership is a partnership consisting of one or more general partners and one or more limited partners. It is created through a partnership agreement and must be designated by a single name for all the partners.

Limited partners must furnish a contribution to the common stock of the partnership. They supply money or property to the partnership and their liability with regard to the debts of the partnership is up to the amount of their contribution to the latter.

3. Corporations:

A business corporation is a separate legal entity, and, accordingly, has its own specific rights and obligations. It operates an enterprise for the purpose of generating profit that will be distributed, as applicable, among its shareholders. A business corporation:

- has an existence separate from that of its shareholders;
- owns property in its own name;
- acquires rights and assumes obligations and liabilities;
- signs contracts through its directors;
- may sue or be sued in the same way as a natural person.

Identifying the Organization Form and Preparing Management Plan

First of all the entrepreneur must know that; his/her duty is not only managing, designing or coping with production and sale but also managing the detailed activities in daily life. Such as: “profit-loss control, tax treatment, insurance registrations, employing people, specifying salaries, authorization, following work process and realities, providing project groups, planning, calculating service costs, control and coordination.”

During the research of management activities, the entrepreneur must prepare work flow tables showing how will the main activities except the production group provided such as purchasing, sale and marketing.

Besides the main activities; the entrepreneur must also decide how to manage the activities like business management, follow and control activities and personnel management, formal occasions and accounting with whom; so that the organization schema of the business can appear.

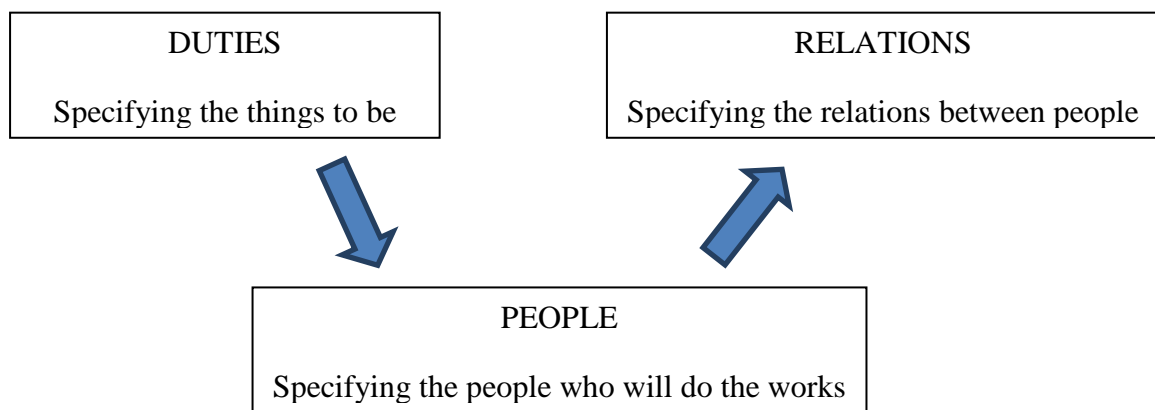
In order to establish a “regular and sustainable system”; there are several activities which are obligated during business management like following and controlling activities, personnel management, accounting and formal occasions:

Production labor force: Counting on the working groups in the production work fluent; labor force necessary for the production and the features of it, must be determined.

Main processes out of production and necessary labor force: Working groups and the labor force and its features out of production must be determined. The entrepreneur must prepare the work flow schemas about the management activities which show how the activities except the production group like sale and marketing will provided.

Labor force supply and salary policy: You must indicate where and how you will supply the labor force required in production and out of production (newspaper adverts, transfers from competitors, get a newly graduate, demands from labor offices). You must also determine how to set a price for these labor force groups (minimum wage, competitive company policies, and standard salary hours according to laws).

- What are the things to do?
- Who will do them?
- Organization schema?



Departmentalization: It depends on the aims and management policies of the corporations. Departmentalization or classification approaches are like this:

1. Departmentalization through functions: It expresses departmentalizations regarding to the significant running functions of the activities and it is the most famous approach to apply. When the activities are classified like this, production, marketing, finance, distribution or purchasing segments are provided in the businesses. This approach is smaller than others, so it is proper for the businesses which activate in narrow spaces and focus on only one product.

2. Departmentalization through product based: It is proper for the businesses which have several products and different from each other. With this approach, it is possible to have monetary and human resources in every level for every product type. Large scaled and multinational corporations are proper for this approach.

3. Departmentalization through geographic based: This can be provided for the businesses which are spread in different regions. It is hard to control these businesses only from one center because production and marketing activities happen in different environments. Production and marketing activities in different regions must be controlled by

enough resource according to regional features. This type is usually used in international companies.

4. Departmentalization through customer based: This departmentalization is used when the businesses serve to several different types of customer groups. While applying, the essential aim is being efficient in sale activities.

5. Mix departmentalization: Except the businesses that have only one product type; usually all businesses have no choice but applying all the models together. For example in a company which has several product types, different customer groups and serves production and marketing in more than one region; there are departmentalizations through product, region and customer.

Organizational Principles:

Efficiency of the organizational process or in other words, convenience for the aims; is up to completing significant principles. An organizational form done by this way, can provide a strong substructure. Features of these principles are:

- Goal Congruence: All the units in the organization form must work regarding to main goals. There must be integrity between the units and it must create synergy in order to improve the goals of the business.
- Management Domain (Supervision): It is about the number of subordinates directly related to the manager. This mustn't be determined by chance. Knowledge, ability and capacity of the manager, qualifications of the subordinates and the features of the work being done is essential during defining the Management domain.
- Authority and Responsibilities (Clarity): All the authority and responsibilities which the personnel have in the organization must be clarified briefly. This clarity must be underlined by oral and written.
- Unit of Command: Every subordinate must be related to only one superior and must get orders only from them. This principle is important in order to move forward the actions in a regular way, and so misuse of powers is no more acceptable.
- Unit of Management: It means collecting all the similar Works together in businesses so that this activity group can handle the authority and responsibilities to only one manager. The aim is providing order and efficiency in the activities and getting help from all the expertness of the employees.
- Balance of Authority and Responsibilities: Every space of authority and responsibilities between the workers must be balanced. The person, who uses authority, must have the responsibility about the conclusions regarding to usage of

authority. Bringing this person to book is acceptable in these cases. Besides employees can give orders and use authorities about the issues they are responsible.

7.6.2. Financial Management

When the entrepreneur maintains the targets and goals in a long term period, identifying where and how will the funds that are necessary for reaching these targets and goals, a financial plan must be done.

The activities for financial planning contains, the total of decisions about which risks should be taken or not taken. Financial planning is done in order to specify the timing of cash input-outputs, finding proper fund resources and the usage of these funds rightfully in a time period for the business. The most important factor during this definition is the funds that will be required.

Financial plans are done according to production costs, purchasing and inevitable sale numbers for the specified period. Financial plans are mainly provided to give the answers of the important questions below:

- How much are the funds that the business will need in next future?
- How will them provided and from which resources?
- Is there a need for extra funds?

Resources of the Entrepreneur

There are two types of finance for the entrepreneur:

- Financing with debts or/and
- Financing with owner's equity

Debt financing is done with the tools that are necessary for usury and capital expenses. The credit which is taken is paid back with the profit by the sales of the entrepreneur. Debt financing is called asset pricing usually. Some fixed assets like buildings, machines and lands are registered for assurance.

1. Personal Funds:

During establishing new enterprises, sometimes personal funds are used. Using these kinds of funds within the new enterprise's finance; business angels, commercial banks and risk investors can provide funds because this method contains assurance in itself. While these investors provide funds; entrepreneur's own fund investment is an example of his/her success.

2. Family and Friends:

Besides personal funds, getting funds from family and friends is also a way for the new enterprise's finance. These funds show the level of relationship of the entrepreneur. This kind of fund system is easier than the others but; during reshaping the enterprise its success is not that easy. It can create some problems such as they can get in touch with the management too much or inducement with the activities.

3. Commercial Banks:

The funds required in enterprise financing; can be provided from short term bank credits. Usage of bank credits in business activities can vary due to money marketing developments, functions of banking system and the capacity of banking system's creativity part for the funds.

4. Bank credits:

Various bank offered credits can vary from country to country. Most known types are:

- | | |
|-----------------------------------|------------------------------------|
| - open credits | documentary credit |
| - discount facility / negotiation | - advance credits due to overnight |
| - credits with bank overdraft | interest rate revolving bill |
| - advance against bill | - credits due to gilt edged |
| - commodity loan | securities |
| - exchange credits | - credit on guaranty |
| - spot credits | - credit on mortgage |
| - foreign exchange loan | - pledge of commercial enterprise |
| | - assignment of claims |

5. Financial Renting (Leasing)

When the property of a capital good is passed to a leasing business due to a specified rent; in order to give it to a renter; this process is called leasing financing method with a title of ownership. This method is very common in the world.

6. Sale Credits

It is very important in the finances both in new enterprises and existing businesses. Without any payment, seller provides the product for a specific while; so that the commercial relationship between the corporates strengthens. The businesses benefit from these credits during financing the assets which they purchase for production and sale. Especially, for the small businesses which are limited for getting funds; benefit from these credits 50% of the other total resources.

7. Risk Capital:

For the entrepreneurs which have funds more than they need; this is a good investment model because they invest to the small or medium businesses which are getting developed or

getting established. Risk capital businesses give management support and make decisions in strategic issues besides providing financial support to the business they invest. Features are:

- technologic innovation,
- attendance to the capital,
- take part in management,
- small businesses,
- rapid development,
- investment in long terms.

The risk in this kind of capitals is; when creating a new product it is hard do promote it in the market. But in this financial model; it mustn't be forgotten that high risk come with high returns. When risk brings success in this method; high profits and huge sale volumes can bring productivity. So finance providers as investors, can be partners to these businesses and get benefits.

8. Business Angels

A business angel connects the person or the group who has money and the entrepreneurs who have business ideas with profit potentials but requirements about money.

Graham Bell established Bell corporation in 1874 and also Henry Ford established Ford factory, and the process of making the Golden Gate bridge is done with this style.

A good financial plan also contains financial control. Financial control is a process that helps to compare the possible periodic values (incomes, costs and other expenses) and the real values.

Financial plans are done to identify the money based requirements of the entrepreneur in short, mid and long terms. Financial plans must forecast the cash flows in other words input-output of the business in short or long terms close to real numbers.

Making financial strategies, finding best financial resources, evaluating alternative debt-own capital structures and according to that maximizing financial structure are the goals. In order to that several strategies are developed to minimize capital costs and financial risks:

- extending maturity in debts,
- creating debts as possible as stabile usury,
- minimizing the risk of not renewing the debts,
- protecting from exchange rates.

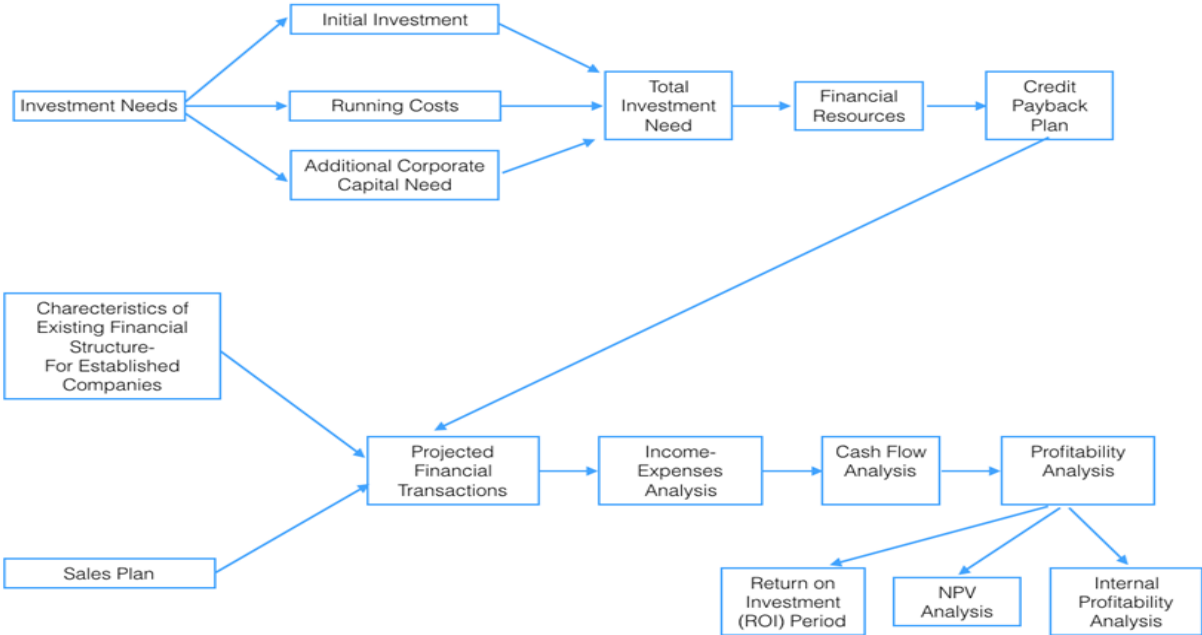
Financial Plan

Financial plan combines all the information such as marketing, distribution, production and management in the other parts of the business.

In this part, all the financial calculations regarding to possibility is done again and again. But in addition to that;

- The business draft which can be provided is converted to a business model described as in the business plan. (Production plan, raw materials, labor force plan, production system development plan, sales plan, machine-equipment etc.)
- On order to run the business model in a healthy situation, profits and loss accounts and cash flow calculations must be provided monthly.
- Breakeven point, present value, internal rate of return and feedback time of the investment are calculated as an figure below:

Figure 14 – Financial Plan



Budget is an important management tool in order to reflect the costs which are necessary for applying the plan. Budget is directly related with the distribution of the future resources specifically. Imaginary numbers provide the standards at the same time and performance evaluation options are possible only like this. Real costs, sales and costs are compared with the imaginary numbers. So that, budgets are not only the tools of action programs but also the tools of controlling the actions.

Methods can be used in draft budget:

Table 7 – Draft Budget Table

METHOD	EXPLANATION	SUPREMACIES	WEAKNESSES
Percentage of Sales Method	Most famous method. It is calculated by multiplying total sales and the specific percentage. If a new business is around and sector average is up to existing business, last year's sales are calculated.	Calculation is simple. If the sales are down, costs are also decreased.	There's a wrong approach as if the sales are up to promotion. However the opposite is true. If the sales decrease, marketing costs must be used to get back the customers.
Competition indicator Method	It is related to preparing budgets like similar businesses and similar competitors.	Keeps on fighting with the competitors and doesn't like expenses.	Doesn't care about the variances in the market and the opportunities, not focused on customers.
Marginal Method	This method makes expense up to significant value. After this point, can't handle enough turnover.	Maximizes the profits because there will not be much expense.	It's hard to calculate because markets vary as this is their nature.
Maximum expense method	Entrepreneur can make expenses only if what comes after spending to the other activities. It used by especially new small businesses.	Business can't have any problems about the sales that are not converted into cash money.	It is not related with the market conditions. Besides, it claims that marketing managers must not insist on spending money to their own projects.
Target and duties Method	It is up to specifying the targets and making necessary marketing actions in order to reach them, so that imaginary numbers can be guessed.	It has a logical basis. If done right; firm gets to its goals.	It is hard to calculate the compulsory expense in order to reach the target. It takes time and it is expensive regarding to market research.

Initial investment costs:

After researching production and service processes, with the help of the information that is provided; the features of all the required investment items are defined.

Monetary values of the investments coming from domestic and abroad and supply costs are researched so the total investment capital is found.

Identifying Business Costs and Business Capital

If the entrepreneur wants to analyze the total finance requirement and profitability of the business while establishing; first of all business costs and business capital must be provided.

- Business costs means, all the expenses while presenting the product or the service planned to the customer. "Annual business costs schema" can show all the business costs.

- Business capital means; the financial resource that provides the business costs from production to collecting revenue after establishing the business. In the other processes of the business, it identifies the required funds in order to run the business in a regular form.

Research of the financial resources:

It is the first step for applicability of the investment. For providing first investment and business capital, all the potential finance resources such as credits, own capital and loans are investigated.

Limits of the resources, financial costs, insurance and the own resource requirement factors are identified and evaluated.

Calculating the Payback of the Credits

The entrepreneur must show the credit real money and the usury in the cash flow and the profitability schemas. While making these calculations, credit amount, the time for payback and annual usury data is calculated.

Income Statement

It's a financial document provided monthly and/or annually that reports the earnings of a company by stating all relevant revenues (or gross income) and expenses in order to calculate net income. It is also referred to as a profit and loss statement.

The income statement is one of the major financial statements used by accountants and business owners. It is important because it shows the profitability of a company during the time interval specified in its heading.

The format of the income statement or the profit and loss statement will vary according to the complexity of the business activities. However, most companies will have the following elements in their income statements:

- Revenues and Gains
 - o Revenues from primary activities
 - o Revenues or income from secondary activities
 - o Gains (e.g., gain on the sale of long-term assets, gain on lawsuits)
- Expenses and Losses
 - o Expenses involved in primary activities
 - o Expenses from secondary activities
 - o Losses (e.g., loss on the sale of long-term assets, loss on lawsuits)

Table 8 – Income Statement

[Company Name]

Income Statement

For the Years Ending [Dec 31, 2016 and Dec 31, 2017]

Revenue	2016	2017
Sales revenue	110,000	95,000
(Less sales returns and allowances)		
Service revenue	70,000	62,000
Interest revenue		
Other revenue		
Total Revenues	180,000	157,000
Expenses		
Advertising	1,000	1,000
Bad debt		
Commissions		
Cost of goods sold	65,000	63,000
Depreciation		
Employee benefits		
Furniture and equipment		8,000
Insurance		
Interest expense	4,200	5,200
Maintenance and repairs		
Office supplies		
Payroll taxes		
Rent		
Research and development		
Salaries and wages	55,000	55,000
Software		
Travel		
Utilities		
Web hosting and domains		
Other	17,460	
Total Expenses	142,660	132,200
Net Income Before Taxes	37,340	24,800
Income tax expense	14,936	9,920
Income from Continuing Operations	22,404	14,880
Below-the-Line Items		
Income from discontinued operations		
Effect of accounting changes		
Extraordinary items		
Net Income	22,404	14,880

Cash flow Calculation

It is table that shows all the cash incomes and costs from the beginning of the business. Beyond the income-cost structure of the business, after the calculation of cash flow, impulse of the credit payments and tax payments are also calculated. This table is nothing to do with the profitability of the business.

At the end of the year in this table, the values of cash line mustn't be minus. Because this means there is a problem about cash requirement in the business process.

Different from possibility stage; cash flow calculations must be done monthly just for the first year.

Table 9 – Monthly Cash Flow Projection

Monthly Cash Flow Projection

Enter Company Name Here

Enter Date Here

	Pre-Startup	Month 1	Month 2	Month 3
1. CASH ON HAND [Beginning of month]		-	-	-
2. CASH RECEIPTS				
(a) Cash Sales				
(b) Collections from Credit Accounts				
(c) Loan or Other Cash Injection				
3. TOTAL CASH RECEIPTS [2a + 2b + 2c=3]	-	-	-	-
4. TOTAL CASH AVAILABLE [Before cash out] (1 + 3)	-	-	-	-
5. CASH PAID OUT				
(a) Purchases (Merchandise)				
(b) Gross Wages (excludes withdrawals)				
(c) Payroll Expenses (Taxes, etc.)				
(d) Outside Services				
(e) Supplies (Office and operating)				
(f) Repairs and Maintenance				
(g) Advertising				
(h) Auto, Delivery, and Travel				
(i) Accounting and Legal				
(j) Rent				
(k) Telephone				
(l) Utilities				
(m) Insurance				
(n) Taxes (Real Estate, etc.)				
(o) Interest				
(p) Other Expenses [Specify each]				
(q) Miscellaneous [Unspecified]				
(r) Subtotal	-	-	-	-
(s) Loan Principal Payment				
(t) Capital Purchases [Specify]				
(u) Other Start-up Costs				
(v) Reserve and/or Escrow [Specify]				
(w) Owner's Withdrawal				
6. TOTAL CASH PAID OUT [Total 5a thru 5w]	-	-	-	-
7. CASH POSITION [End of month] (4 minus 6)	-	-	-	-

Breakeven point calculation:

This calculation is for finding out the sale level when the business income and the business costs are at the same point.

Breakeven point calculation also shows the production number of the business that has a share at the profit which expense the stable costs. This point is called getting to profit point.

Table 10 – Break Even Analysis

Break-Even Analysis
[Proposed Product]

[Company Name]
 [Date]

For the Period: Jan 1, 2016 - Jun 30, 2017
 Selling Price (P): \$ 12.00
 Break-Even Units (X): 100 units
 Break-Even Sales (S): \$ 1,188.12

Fixed Costs	
Advertising	\$ 1,000.00
Accounting, Legal	
Depreciation	
Interest Expense	
Insurance	
Manufacturing	
Payroll	
Rent	
Supplies	
Taxes (real estate, etc.)	
Utilities	
Other (specify)	
Total Fixed Costs (TFC)	\$ 1,000.00

Variable Costs	
<i>Variables Costs based on Dollar Amount per Unit</i>	
Cost of Goods Sold	\$ 1.00 per unit
Direct Labor	per unit
Overhead	per unit
Other (specify)	per unit
Sum:	\$ 1.00
<i>Variables Costs based on Percentage</i>	
Commissions	7.50% per unit
Other (specify)	per unit
Sum:	7.50%
Total Variable Cost per Unit (V)	\$ 1.90
Contribution Margin per unit (CM) = P - V	\$ 10.10
Contribution Margin Ratio (CMR) = 1 - V / P = CM / P	84.2%

Break-Even Point	
Break-Even Units (X)	X = TFC / (P - V) 100 units
Break-Even Sales (S)	S = X * P = TFC / CMR \$ 1,188.12

Profitability Calculation

According to all the income and cost items of the business, this calculation shows the total profit/risk of the business idea.

Balance Sheet

It is a table that shows the asset and the resources in any moment of the business. Balance sheet is required for the usage of all the resources and where they come from in the business.

There are two sides in the balance. At one side, "active-assets", at the other side "passive-resources" and "capital shares".

Table 11 - Balance Sheet

Balance Sheet

[Date]
(all numbers in \$000)

ASSETS		LIABILITIES	
Current Assets		Current Liabilities	
Cash		Accounts payable	
Accounts receivable		Short-term notes	
(less doubtful accounts)		Current portion of long-term notes	
Inventory		Interest payable	
Temporary investment		Taxes payable	
Prepaid expenses		Accrued payroll	
Total Current Assets		Total Current Liabilities	
Fixed Assets		Long-term Liabilities	
Long-term investments		Mortgage	
Land		Other long-term liabilities	
Buildings		Total Long-Term Liabilities	
(less accumulated depreciation)		Shareholders' Equity	
Plant and equipment		Capital stock	
(less accumulated depreciation)		Retained earnings	
Furniture and fixtures		Total Shareholders' Equity	
(less accumulated depreciation)			
Total Net Fixed Assets			
TOTAL ASSETS		TOTAL LIABILITIES & EQUITY	

Liquidity

The assets and resources at the sides of the balance sheet, are ordered due to decreasing liquidity.

Liquidity means the easiness of converting the present assets into cash (money). The most liquidity capacity of the assets (the most liquid asset) is cash. After comes the Bad debt. Stocks follow them. And the final item of the list is stabile assets.

Assets

Cash: Money - bank account- state bond - stock certificate

Debts: The items that are sold and haven't paid by the customers yet in short, mid and long terms

Bad debts (doubtful): The share against the situation of unpaid part of the credits sale.

Stocks: The products that are waiting to be selling: Raw materials, products that are being made already, products ready to be sold.

Floating assets: is the first item of the balance sheet. Floating means, the possibility of converting of these assets to cash. Floating assets are the measurements of the capacity that pays the loans in short term.

Long term materials and goods (building, equipment, automobile etc.) are listed at the bottom of the list.

Stabile assets support the business in life time.

Stabile assets that have specified capacity are due to amortization while being used.

Assets

Total assets are made of the total of floating assets and stabile assets. They are shown at the le side of the balance sheet.

Resources

Short term debts: Debts which are provided by finance corporations or people in order to purchase products or services with credits in short terms (6 months-1 year).

Long term debts: Business can use long term credit (bank credit) if any need. Usually these credits are used for one year and more.

Business Capital

Business capital is the money that is required for the activities in daily and short term periods.

Capital concept is the total of the investment capital and the business capital.

Investment capital contains the required investments in order to establish the business and make it ready for production.

8. Exercises

8.1. 20 Questions about Social Entrepreneurship

- 1) Social entrepreneurship in large, is about
 - A) Being concerned with environment
 - B) Implement a mission to create and sustain social value
 - C) Not being concerned with profit
 - D) Philanthropy

- 2) What factor should be considered in environmental scan for a social entrepreneur?
 - A) Technological
 - B) Socio-economical
 - C) Political
 - D) All of the above

- 3) What can be usually said about social-enterprises?
 - A) Usually are microenterprises at the start-up stage.
 - B) Depends on largely outside financial support
 - D) Annual growth rate are over 20%
 - E) They are nonprofit organizations

- 4) Which of the following is within a product differentiation strategy?
 - A) Employing low-cost resources
 - B) Offering the best price to the customer
 - C) Offering a one-of-a-kind product or service
 - D) Cutting operations costs

- 5) A _____ is a social entrepreneurs' plan to generate revenue and make a profit from operations to sustain it social cause..
 - A) Social business model
 - B) Social business plan
 - C) Feasibility plan
 - D) None of the above

- 6) Marketing mix is
 - A) Product, place, politics, and price
 - B) Product, place, people, and price
 - C) Product, price, promotion, and place
 - D) Product, packaging, promotion, and price

- 7) The _____ addresses the changes and trends within communities, geographies and world in a business.
 - A) Environmental analysis
 - B) Business analysis
 - C) Industry analysis
 - D) Financial analysis

- 8) Which of the following part of the business plan should be written last.
- A) Financial Statements
 - B) Marketing Plan
 - C) Business Description
 - D) **Executive Summary**
- 9) Social business plan should be
- A) Mission oriented only
 - B) **Realistic and attainable**
 - C) Optimistic
 - D) Definite
- 10) A social entrepreneur's target market consists of
- A) The group of people who are current and possible future customers
 - B) Investors
 - C) Part-time and full –time volunteers, workers and activists.
 - D) **All of the above**
- 11) Consumers who can be grouped under the same category based on their buying responses is
- A) **Market segment**
 - B) Market division
 - C) Market section
 - D) Market part
- 12) _____ is the statement that defines “reason of existence”
- A) Vision
 - B) **Mission**
 - C) Strategic plan
 - D) Tactics
- 13) For social entrepreneurs, performance indication is
- A) Profit
 - B) Social impact
 - C) **Sustainable social impact**
 - D) Funds collected
- 14) A product is about its
- A) Price
 - B) Features
 - C) Quality
 - D) **All of the above**
- 15) On the balance sheet what must balance assets with?
- A) **Liabilities and owner's equity**
 - B) Revenues and expenses
 - C) Owner's equity
 - D) Net profit

- 16) Social entrepreneurs need to use a(n) _____ to track assets and liabilities. 21)
- A) Business model
 - B) Income statement
 - C) Cash flow statement
 - D) Balance sheet
- 17) Production strategy has critical impacts on which of the following factors
- A) Location and facilities
 - B) Raw materials
 - C) Human resources
 - D) All of the above
- 18) For labor productivity concern, location of the business must be
- A) Located in a friendly city
 - B) Located in a tax-exempt city
 - C) Located with skilled labor supply
 - D) None of the above
- 19) As a social entrepreneur, to get the most from your employees and team, you should
- A) Find volunteers who will work at low cost or free
 - B) Hire mission driven individuals with market wage salary
 - C) Hire friends and family-members who will work for free
 - D) All of the above
- 20) _____ plans provide the short-term implementation of social strategic plans
- A) Tactical
 - B) Business
 - C) Organizational
 - D) Strategic

8.2. Essay with examples

- 1) What is social entrepreneurship?

The concept of social entrepreneurship is mostly referred as a nonprofit business that shows itself from profits to supporting social initiatives or provides new job opportunities for poor side of the society (Appanah& Shrestha, 2007). It's not only welcomes a non-profit organization but also provides profits to run a social business. It also creates new decision makings for social issues and problems which are involved in society.

- 2) What is a social business plan?

Social Business Plan is the clarification of business idea with social motives within a frame of organizational and stakeholders analysis. The ultimate goal of the business plan is to act on the established strategic roadmap to obtain the social aim of the business to be started.

3) What are the parts of the social business plan?

A detailed social business plan usually contains 8 chapters. An ideal business plan takes 50 pages long but sometimes it can change up to 40 to 80 pages. No matter how many pages it is made of, it is the context which is the most important.

The purpose of the social business plan is to portray the following parts in order to admit itself to the investment process.

1. Introduction:

- Name and the address of the business
- A short brief of the business
- The structure of the business and the industry
- Amount of the financial needs and the collapse of financial structure

2. Description of the business:

- What kind of a business you want to establish? Describe your business.
- What is the industrial structure regarding to services and products which will be turned up?
- What are the aims and main targets of the business you want to establish?
- Do you have an experience about the business you will create?
- Which products you will produce and which services you will serve?
- What is the quality of the business you want to establish? (New, Part-time, Seasonal, Franchise etc.)

3. Marketing plan:

Marketing plan is made of details that contain the situation of the market and environment the business will be established, so that the reactions and possible impulses to the products and services can be seen directly. Evaluating the ideas about this process, gives answers to marketing capacity of the new business, so it is very essential.

4. Production plan:

This chapter should start with describing establishment place of the business. The place chosen must be appropriate for the labor force opportunities, price rates and the society support for the producers and the consumers. Besides, it must be in touch with the local tax commitments and the supports which are coming from the region banks to new enterprises. All the production needs must be mentioned by detail like the buildings (factory, store, office) and equipment (special tools, machines, computers and vehicles). Transportation costs also must be stated in this part. In addition to that, labor force offer, price rates and the qualified labor force that is needed must be

mentioned. And finally data about production costs must be mentioned. Financial information which is given in this part, will be used at financial estimations.

5. Management plan:

This chapter is about property of the business. Tasks and responsibilities of the key personnel must be identified and knowledge and experience is needed to fill in this capacity. All the detailed CV's of the management team must be stated in this part. Human resources are very important in the businesses, just like buildings and vehicles. Human resources are the most essential presence in the business. Because of that, it is very significant to realize what kind of abilities does the entrepreneur has and doesn't have.

6. Research and development part:

Supremacy of all the research and development activities is up to the cost and time tests that will be stated in this part. Investors want to see the situation of the project in the meaning of first examples, lab tests and program delays. Detailed plans, sketches, drawings are so important in this phase. Identifying research and development studies and quarrelling the weak ways that will delay the business idea is so essential. Besides a budget of research and development must be organized and presented which contains labor force, counseling resources and research and design studies.

7. Important risks part:

In case of going to wrong way; things that the entrepreneur can handle, must be stated earlier.

8. Timetable part:

Timetable approach shows the steps you will take within your plan. These periods in the chart can be designed as weekly, monthly or quarterly.

4) What is marketing plan?

Marketing plan is developed for answering three questions:

1. Where are we? Data about business, strong and weak points, competition situation, threats and opportunities within the market.
2. Where are we up to? It is a question that comprises the answers of entrepreneur's targets within a year period.
3. How can we reach? This question embraces the predictions about marketing strategy, expense guesses and who will apply these strategies and when?

Features of marketing plan:


- It has to contain a strategy that provides to realize the targets and missions of the business.
- It has to be talking about right presumes and true knowledge.
- It has to provide the usage of present resources (human resources, physical resources, financial resources).
- Proper cultural and organizational identifications must be done in order to carry out the marketing plan.
- It mustn't be used for just one time. A sustainable and annual based marketing plan can reach us to long time period targets successfully.
- It must be short and simple.
- Plan's success is up to its flexibility. Variations must be considered inside the plan and it has to be about the possible applications related with them.
- It has to contain performance indications. If not reached to the targets, a new strategy and performance standardization must be carved out.

5) What is production plan?


This chapter should start with describing establishment place of the business. The place chosen must be appropriate for the labor force opportunities, price rates and the society support for the producers and the consumers. Besides, it must be in touch with the local tax commitments and the supports which are coming from the region banks to new enterprises. All the production needs must be mentioned by detail like the buildings (factory, store, office) and equipment (special tools, machines, computers and vehicles). Transportation costs also must be stated in this part. In addition to that, labor force offer, price rates and the qualified labor force that is needed must be mentioned. And finally data about production costs must be mentioned. Financial information which is given in this part, will be used at financial estimations.

9. Good Practices


Best Practices - Turkey

Name of the BP	AKUT
Logo	
Legal form	Association
Date of formation	March 14, 1996
Mission & Vision	Involved in searching, assisting and rescuing all who require aid within its authority and means, in mountain or other nature-related accidents, natural disasters and all other emergency conditions by means of well-trained, disciplined, high-standard personnel and equipment, passing on knowledge to society with no political affiliation.
Target group	Lost or hurt people in natural disasters
Sector and description	NGO. It's a non-profit and full employee organization and association.
Location	İstanbul
Main activities	Educations and trainings to help people about surviving in natural disasters. Giving briefs about global warming and protecting the environment. Making classes, activities, camps for children and young volunteer people.
Stakeholders	Agency Press, MNG Cargo
Organizational aspects (optional)	
No of employees	Employees are all volunteers.
No of volunteers	1300 volunteer members


Financing aspects	Donation
Contact Info	<p>AKUT Headquarters</p> <p>Esentepe Büyükdere Cad. No: 120 34394 Istanbul – TURKEY</p> <p>Phone : +90 (212) 217 04 10 (Pbx)</p> <p>Fax : +90 (212) 217 04 22</p>

Name of the BP	SOGLA
Logo	
Legal form	Institution
Date of formation	2009
Mission & Vision	Creating environments among young people to produce social values and spreading social entrepreneurship.
Target group	Young people
Sector and description	Social entrepreneurship: They are open to new ideas and they want new people to create new entrepreneurships.
Location	İstanbul
Main activities	Giving educations, trainings, conferences and campaigns about social entrepreneurship. By organizing training camps they aim to get the whole entrepreneurs together.
Stakeholders	World Bank and United Nations Development Program (UNDP)
Organizational aspects (optional)	


No of employees	9
No of volunteers	9
Financing aspects	Donation
Contact Info	info@sogla.org

Name of the BP	Mikado Consulting
Logo	
Legal form	Company
Date of formation	2007
Mission & Vision	To serve sustainable development and to yield social impact through crafting innovative models and solutions by creating advisory for civil society.
Target group	Private sector, civil society, academic, public and international organizations
Sector and description	Social entrepreneurship: Mikado is a social enterprise that crafts innovative solutions for sustainable development. Mikado mobilizes existing sources and develops partnerships to maximize social impact and to serve sustainable development.
Location	İstanbul
Main activities	Projects, trainings and publications about responsible private sector, sustainable society and social changes: 1) Sustainable Development 2) Sustainability and Corporate Responsibility Advisory 3) Civil Society Capacity Building 4) Social Innovation 4) Innovative Solutions for Sustainability
Stakeholders	


Organizational aspects (optional)	
No of employees	10
No of volunteers	10
Financing aspects	
Contact Info	Valikonađı Cad. Modül Apt. No:11 K:7 34371, Niřantaşı, İstanbul 0212 2345151 0532 6062845 - 0541 6062844 0212 2345150 info@mikadoconsulting.com

Name of the BP	Geri Örüřüm (Back Knitting)
Logo	
Legal form	Company
Date of formation	
Mission & Vision	Re-shaping rug weaving and making women earn their own money. When you send your old clothes to this project a rug or any traditional weaving material will be made of those clothes, so that this tradition will be alive again.
Target group	Women
Sector and description	Social entrepreneurship: By using old and less used clothes and waste material their aim is to make new products. It also helps the traditional “kilim” (rug) to be alive because women make new rugs from old material and sell them.
Location	İstanbul
Main activities	Manufacturing the old clothes with material and making new rugs and sell them. So that women can earn their own money.
Stakeholders	Tübitak, Buđday, Sogla


Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	iletisim@geriorusum.com

Name of the BP	Sinemasal (Cine-tale)
Logo	
Legal form	Community
Date of formation	
Mission & Vision	It is a social venture that enables children in rural areas to experience cinema and all colors of art. Until now, more than 17 thousand children met movies.
Target group	Children
Sector and description	Social entrepreneurship: It aims to get the children who need new paradigms and arts together.
Location	İstanbul
Main activities	Sinemasal Festival carries out the 3-day program for children in each province visited. Workshop and cultural tours are being organized. Social meetings and historical documentaries can be done following the city which is in the project.
Stakeholders	Global Shapers Community İstanbul, Ministry of Cultural Affairs


Organizational aspects (optional)	
No of employees	5
No of volunteers	
Financing aspects	Donation and sponsors
Contact Info	Mecidiyeköy Mah. Güvnevler Sok. No:13 D:8 34387 Şişli / İstanbul E-mail: info@SineMASAL.org Basın basin@SineMASAL.org

Name of the BP	Çöp(m)adam (Garbage (wo)man)
Logo	
Legal form	Company
Date of formation	2008
Mission & Vision	To benefit from recycling using women labor. It aims to protect natural life and have a role in sustainable life naturally using woman labor. So that woman can also earn their own money while protecting waste material.
Target group	Women
Sector and description	Social business: It's a social business because by using waste material the company aims to protect the environment. Women earn money with their own labor.
Location	Ayvalık, Balıkesir


Main activities	It designs, manufactures and sells original lifestyle products for good people. Many of the products are made of waste material to protect the environment.
Stakeholders	Unilever Turkey, BETA, YünSA
Organizational aspects (optional)	
No of employees	2
No of volunteers	200
Financing aspects	Profit based
Contact Info	Çöp(m)adam, Ayvalık Address: Zekibey Mah, 13 Nisan Caddesi, 14. sok No. 2 Ayvalık Balıkesir TURKEY Tel: 0266 312 1360 Email: info@copmadam.com

Name of the BP	Düşler Akademisi (Dreams Academy)
Logo	
Legal form	Project of AYDER (Alternative Life Association)
Date of formation	November 15, 2008
Mission & Vision	To produce urgent solutions for the disabled people who constitute approximately 15 % of Turkey's population. They also want to change the common idea about disabled people, so they try to open a space for them in society.
Target group	Disabled people
Sector and description	Education and arts: Dreams Academy is a kind of Academy that makes disabled people happy and productive by making music, drama and arts.
Location	İstanbul / Kaş


Main activities	The Dreams Academy, where cultural and artistic training is provided free of charge for the disabled and socially disadvantaged young people, has turned into an permanent alternative academy of arts which prepares you to life and provides basic training.
Stakeholders	AYDER (Alternative Life Association), UNDP (United Nations Development Program), Ministry of Development and Turkey Vodafone Foundation.
Organizational aspects (optional)	
No of employees	All of the employers are volunteers.
No of volunteers	2000-2200 (1000 of them are studying at universities, 300 of them are high school students)
Financing aspects	Public relief
Contact Info	Dreams Academy Main Building Barbaros District Fesleğen Street. No:10 Western Ataşehir/İstanbul/Turkey Telephone: 0(216) 688 3153 Email: info@duslerakademisi.org Web: www.duslerakedemisi.org

Name of the BP	Bedesten
Logo	
Legal form	e-commerce
Date of formation	
Mission & Vision	To produce a platform to ease the reach of high quality, rare and hard to reach handicrafts on both side of buyers and producers.
Target group	Antique lovers
Sector and description	Social entrepreneurship: It's an e-commerce website which sells high-quality handicrafts, precious works of art, local products and souvenirs.
Location	Gaziantep


Main activities	Manufacturing handicrafts, precious works of art and selling them online to the customers.
Stakeholders	
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	0850 302 73 93 bilgi@bedesten.co

Name of the BP	e-hastam (e-patient)
Logo	
Legal form	Company
Date of formation	
Mission & Vision	Connecting the doctors and the patients so that illnesses will recover sooner and the communication breakdown problem between the patient and the doctors will be solved easily because by online chats and e-appointments more time will be created. Every part will become affective to each other.
Target group	Patients and doctors
Sector and description	Social entrepreneurship: It is an online database for the doctors to answers the questions of patients. And it is also for patients to take appointments.
Location	Online
Main activities	Settling appointments for patients, answering the questions about health problems.


Stakeholders	Governments
Organizational aspects (optional)	
No of employees	At least 2
No of volunteers	2
Financing aspects	Donation
Contact Info	Sanayi Mah. Eski Büyükdere Cad. Tacirler İş Merkezi No:61 Kat:2 Kağıthane İstanbul 0505 566 55 54

Name of the BP	b-fit
Logo	
Legal form	Company
Date of formation	2006
Mission & Vision	Mission is to make women at every age group and income level get in the habit of doing sports and make them increase their physical and mental power. Vision is to create a platform where women can freely use their power to create a better world for herself and her community.
Target group	Women
Sector and description	Social entrepreneurship: It aims to create interesting spaces for women to attempt active life.
Location	İstanbul
Main activities	Promoting women's entrepreneurship and creating employment for women. Creating social activities and projects and increase their awareness in relation to their own lives and environment.


Stakeholders	
Organizational aspects (optional)	
No of employees	200
No of volunteers	200
Financing aspects	Training activities
Contact Info	<p>Caferağa Mah. Albay Faik Sözdener Cad. İffet Gülhan İş Merkezi No:9 Kat:3 Kadıköy – İstanbul</p> <p>0 (216) - 700 22 17,18,19</p> <p>bilgi@b-fit.com.tr</p>

Name of the BP	İzleyici Meşe (Watcher Oak)
Logo	
Legal form	Community
Date of formation	September 26, 2011
Mission & Vision	To protect natural life and create different solutions to make sustainable nature by using arts. For example getting cultural activities and people who loves nature together within interesting and joyful dramas, plays and performances.
Target group	Art and nature lovers
Sector and description	It's a non-governmental and non-profit community which aims to create solutions for sustainable nature.


Location	Kayseri
Main activities	Organizing plays for nature: When a drama lover watches a play at a theatre; a tree will be planted to avoid erosion.
Stakeholders	University of Erciyes
Organizational aspects (optional)	
No of employees	
No of volunteers	10
Financing aspects	Ticket sales
Contact Info	difttkayseri@gmail.com

Name of the BP	Kadın Emegini Değerlendirme Vakfı (KEDV) (Foundation for the Women's Work)
Logo	
Legal form	Association
Date of formation	1986
Mission & Vision	To support the quality of life for low-income women and to improve the economic situation and established in order to strengthen their leadership in local development.
Target group	Women
Sector and description	NGO: It's a non-governmental and non-profit organization for women.
Location	İstanbul / İzmit


Main activities	Education for women entrepreneurship and early childhood activities. Creating spaces for women goods. They collect old and less used clothes and sell them within their shop to make money for women.
Stakeholders	SHÇEK, Citibank, MEB
Organizational aspects (optional)	
No of employees	25
No of volunteers	100
Financing aspects	Cooperatives, trainings, micro credits.
Contact Info	Main building: İstiklal Cad. Bekar Sk. No. 17 Beyoğlu-Istanbul Tel: 0-212-292 26 72 Fax: 0-212- 249 15 08 Website: www.kedv.org.tr Email: kedv@kedv.org.tr

Name of the BP	Gençtur
Logo	
Legal form	Association (Untill 2002 it used to be an A group tourism agency)
Date of formation	1979
Mission & Vision	Create new perspectives for young people to make them see international cultures in attempt to take role in world peace. Especially to meet the youngest who have limited conditions to travel and see different places. Besides this will also help the domestic travels and tourism to improve in Turkey.
Target group	Young people


Sector and description	It has two structural characteristics: Both NGO (non-governmental and commercial). The association part carries out the EU projects about youth; the commercial part takes role in organizing national and international camps, language courses, travel programs and ticket sales.
Location	İstanbul
Main activities	Settling international volunteered working camps for young people, trips for summer, replacing volunteers for the ecologic agriculture camp of Buğday called Ta-Tu- Ta, attending Europe Volunteer Program, organizing national and international language and culture courses.
Stakeholders	TÜRSAB, IATA, Interrail, Eurodesk, Buğday
Organizational aspects (optional)	
No of employees	100
No of volunteers	314
Financing aspects	Ticket sales and funds.
Contact Info	İstiklal Cad. No: 108 Aznavur Pasajı, Kat: 5 34430 Galatasaray İstanbul Tel: +90-212-244 62 30 (Pbx) Faks:+90-212-244 62 33 Güntzelstraße 63 D-10717 Berlin - Deutschland Tel: +49-30-85 72 64 13 +49-30-85 72 64 14 Faks: +49-30-85 72 64 15

Name of the BP	Nöbetçi Kütüphane (Guard Library)
Logo	
Legal form	New generation library.
Date of formation	January 2014
Mission & Vision	To create an alternative social life within the library participants reinforced the effectiveness and technology. Especially for young people, it aims to open new pages through new approaches by connecting people.
Target group	Book lovers / young people / children

Sector and description	Social entrepreneurship: It's a non-profit organization and new generation library for young people to develop themselves by reading, sharing and making new friendships.
Location	Adana
Main activities	Organizing book fairs for children and young people, creating reading saloons and cafes used as a library, organizing children film festival, getting art lovers and readers together so that they can make film critics and watch movies, organizing open air music festivals and making teams as a chorus so that they can come together due to cultural forms.
Stakeholders	
Organizational aspects (optional)	
No of employees	4
No of volunteers	4
Financing aspects	Donation
Contact Info	ÇÜ Balcalı Hastanesi Karşısı, Park Balcalı Doğal Yaşam Merkezi içerisinde, Migros Yanı Adana 0507 649 49 79


Name of the BP	KAMER Kadın Merkezi Vakfı (Woman Center)
Logo	
Legal form	Association
Date of formation	1997
Mission & Vision	Following women torture, recognition and questioning, the thought of starting a women's movement was born. Kameran's aim is to find and replace women into society within gender equality and make them active and useful by using their own inner power.
Target group	Women

Sector and description	NGO: It's a non-governmental organization to make women active in life with peaceful approaches.
Location	Diyarbakır
Main activities	Women's human rights projects, education and trainings about alternative approaches of early childhood, women entrepreneurship and women leadership. Creating solutions against war and violence in middle east. Publishing about women leadership and child education.
Stakeholders	Governments, Sabancı Foundation
Organizational aspects (optional)	
No of employees	100
No of volunteers	100
Financing aspects	Donation / Sales from women hand work
Contact Info	Address: Ali Emiri 3. Sok. Es-Şal Apt. Kat: 1, No: 1 Yenişehir / Diyarbakır Phone: 90 412 228 10 53 Fax: 90 412 224 23 19 E - mail: d.kamervakfi@gmail.com info@kamer.org.tr


Name of the BP	Buğday Ekolojik Tarımı Destekleme Derneği (Association of supporting ecologic life)
Logo	
Legal form	Association
Date of formation	1990
Mission & Vision	Buğday movement has been building bridges between people and organizations to create an abundance of healthy seeds and harvests. The doors of Buğday Association are open to all with good intentions, with good seeds in hand to share and grow.
Target group	People care about nature and ecologic agriculture

Sector and description	Environment and nature: They try to design an alternative life with less danger for natural life.
Location	İstanbul
Main activities	Projects, camps, practises and educations about seed exchange network. Creating alternative life spaces and natural camps for people to live and work in a natural farm.
Stakeholders	Dedetepe Eco Farm
Organizational aspects (optional)	
No of employees	20
No of volunteers	20
Financing aspects	Donation
Contact Info	Osmanağa Mahallesi, Yoğurtçu Şükrü Sokak, A.H. Uzunal İş Merkezi, No: 48 Daire:6 Kadıköy-İstanbul Tel: 0 216 349 99 33 - Faks: 0 216 349 99 39 www.bugday.org dernek@bugday.org


Best Practices – France


Name of the BP	1. Groupe Archer
Logo	
Legal form	Joint stock company
Date of formation	February 2007
Mission & Vision	The mission is to create jobs and participate in local development, targeting particularly fragile persons (jobless persons and/or people with disabilities) = insertion by economic activity.
Target group	people with difficulties to find a job and people with disabilities.
Sector and description	-personal services -upkeep of green areas -shoes production

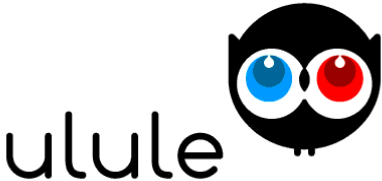
Location	Romans-sur-Isère
Main activities	insertion activities
Stakeholders	
Organizational aspects (optional)	
	No of employees
	No of volunteers
	Financing aspects
Contact Info	Address: Impasse Alfred Nobel BP 240 26106 Romans sur Isère Phone number: 04 75 02 07 68 email: contact@archer.fr website: http://www.archer.fr/


Name of the BP	2. Ologi
Logo	
Legal form	Limited liability company
Date of formation	2008
Mission & Vision	help Alzheimer's patients and their caregivers in their daily life
Target group	Alzheimer's patients and caregivers
Sector and description	personal services
Location	Rouen
Main activities	-memory workshops -medico-social relay -support and advices to caregivers
Stakeholders	
Organizational aspects (optional)	
	No of employees
	No of volunteers


	Financing aspects	
Contact Info	Address: 12 rue de la Tour de Beurre 76000 Rouen Phone number: 02 76 30 64 84 email: contact@ologi.fr Website: http://www.ologi.fr/	


Name of the BP	3. Babyloan	
Logo		
Legal form	Joint stock company	
Date of formation	2008	
Mission & Vision	Babyloan gives the web users the opportunity to make a loan from a minimum of €10 to their microentrepreneur of choice in 15 countries throughout the world and help them develop their own subsistence activity.	
Target group	web users	
Sector and description	philanthropic lending	
Location	internet	
Main activities	-crowdfunding -micro-credit -solidarity-based finance	
Stakeholders		
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	Website: http://www.babyloan.org/fr/	


Name of the BP	4. Kisskiss Bankbank	
Logo		
Legal form	Joint stock compagny	
Date of formation	4th of May 2009	
Mission & Vision	<p>KissKissBankBank is a crowdfunding platform which helps you raise funds to realize your ideas and projects.</p> <p>Its first interest is to create an alternative space dedicated to creativity, innovation, solidarity and entrepreneurship. Its second aim is to give the public the possibility to choose the ideas and projects that will shape the future beyond the mainstream trends.</p>	
Target group	<p>People with vision and courage: creative, artist, humanist, inventor, explorer, filmmaker, journalist, designer, athlete, environmentalist, each project will find its place on KissKissBankBank.</p>	
Sector and description	Crowdfunding	
Location	Paris	
Main activities	Crowdfunding	
Stakeholders		
Organizational aspects (optional)		
	No of employees	10-19
	No of volunteers	
	Financing aspects	
Contact Info	http://www.kisskissbankbank.com/en/contacts/new	


Name of the BP	5. Ulule	
Logo		
Legal form	Joint stock company	
Date of formation	5th of October 2010	
Mission & Vision	<p>Crowdfunding platform</p> <p>Ulule is the first platform to offer two fundraising types: the project manager can set a budget target, or a number of objects / items to pre-sell.</p> <p>In the case of a subscription (or pre-sale), the project owner will have to set a price and the minimum number of pre-orders necessary to produce his product / idea.</p>	
Target group		
Sector and description	Crowdfunding	
Location	Paris	
Main activities	Crowdfunding	
Stakeholders		
Organizational aspects (optional)		
	No of employees	12
	No of volunteers	
	Financing aspects	
Contact Info	https://fr.ulule.com/about/contact/	


Name of the BP	6. Les Accorderies	
Logo		
Legal form	NGO	
Date of formation	2002 in Quebec and 2011 in France	
Mission & Vision	L'Accorderie is based on a concept: one hour = one hour. No money involved, it is time exchange between volunteers. If you are good in gardening, you offer one hour of gardening and another volunteer will repay you with one hour of his/her time in an area he/she is good at.	
Target group	Local community	
Sector and description	Services	
Location	20 Accorderies in France (Paris, Lyon, Chambéry, Die, Surgères, Bordeaux, Grenoble, Ambérieu, Montpellier, Lille, Limoges, Annecy, Romans, Les Lômes, Strasbourg, Savoie)	
Main activities	Coordinating volunteers	
Stakeholders		
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	http://www.accorderie.fr/	


Name of the BP	7. Repair Café	
Logo		
Legal form	Association	
Date of formation	2009 in the Netherlands and April 2013 in France	
Mission & Vision	<p>A Repair Café is a place where people can bring their old/broken/in bad shape stuffs and some handymen are there to explain them how they can fix it instead of throwing it away. The motto of Repair Cafés speaks for itself “Don’t throw anything away, there is no (a)way!”. So, Repair Cafés are mainly fighting again over-consumption and planned obsolescence.</p>	
Target group	Local community	
Sector and description	Recycling	
Location	Paris and all over France. More than 750 Repair Cafés worldwide	
Main activities	Repairing and teaching how to repair things	
Stakeholders		
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	http://repaircafe.org/fr/	


Name of the BP	8. AMAP (association pour le maintien d'une agriculture paysanne)	
Logo		
Legal form	Association (non-profit organization)	
Date of formation	2003 in France	
Mission & Vision	An AMAP is a partnership between a farmer and a group of consumer. The idea is to shortcut supermarket and to encourage short food circuits.	
Target group	Consumers	
Sector and description	Agriculture	
Location	Everywhere in France	
Main activities	selling products (fruits and vegetables)	
Stakeholders	Farmers/Consumers	
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	http://www.reseau-amap.org/	


Name of the BP	9. microDON	
Logo		
Legal form	Joint stock company	
Date of formation	2009	
Mission & Vision	<p>It aims at showing opportunity to be generous in daily transactions and to enable citizens to make a “micro-donation” (from some cents to some euros) on their bills, pay slips, receipts, online purchases...</p> <p>Thus, the “micro-donation” is accessible to everyone thanks to its amount (from some cents to some euros); and thanks to its nature (integrated to daily activities, it enables to diversify and increase resources of non profit organizations by targeting a population with no or small access to donation.</p>	
Target group	everybody	
Sector and description	Donation	
Location	Paris	
Main activities	Donation	
Stakeholders		
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	Address: 49 bis rue de Lourmel, 75015 Paris Website: http://www.microdon.org/	


Name of the BP	10. Génération Plume	
Logo		
Legal form	Joint stock company	
Date of formation	2009	
Mission & Vision	The social enterprise aims at designing, manufacturing and selling hygiene products for everyone's wellbeing by reducing waste.	
Target group		
Sector and description	Hygiene	
Location	Paris	
Main activities	-manufacturing of washable layer (Hamac) -manufacturing of leak-proof underwear (Filigrame)	
Stakeholders		
Organizational aspects (optional)		
	No of employees	5
	No of volunteers	
	Financing aspects	
Contact Info	Address: 32 bld de Strasbourg, 75010 Paris email: contact@generationplume.com Website: http://www.generationplume.com/	

Name of the BP	11. La Conciergerie Solidaire	
Logo		
Legal form	Limited liability company	
Date of formation	December 2010	
Mission & Vision	La Conciergerie Solidaire aims at establishing a company concierge service that fosters employees' wellbeing in companies caring about their corporate social responsibility, and a neighbourhood concierge service that responds to inhabitants' needs. The concierges are reintegrated employees.	
Target group	Companies, local inhabitants...	
Sector and description	Services	
Location	Bordeaux, Soustons, Anglet and Dijon	
Main activities	-laundry -shoemaking -ironing -sewing...	
Stakeholders	-Atis -compagnie fiduciaire -Conseil Général Gironde -Crédit coopératif -Direccte Aquitaine...	
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	Address: 87 quai de Queyries 33100 Bordeaux email: contact@conciergerie-solidaire.fr Website: http://www.conciergerie-solidaire.fr/	


Name of the BP	12. Artibois	
Logo		
Legal form	Association loi 1901	
Date of formation	1976	
Mission & Vision	Artibois aims at accompanying handicapped persons to the job market. The organization proposes to handicapped adults to integrate an insertion pathway. These persons are trained during 2-3 years by qualified carpenters in carpenter and painter work.	
Target group	handicapped persons	
Sector and description	Carpentry	
Location	Lyon region	
Main activities	<ul style="list-style-type: none"> -windows and doors replacement -shutters renovation -painting -insulation -maintenance of social housing -parquet flooring 	
Stakeholders		
Organizational aspects (optional)		
	No of employees	32 employees of which 15 carpenters' assistants
	No of volunteers	
	Financing aspects	
Contact Info	Address: 74, avenue du 8 mai 1945 69120 Vaulx-en-Velin Phone number: 0472350368 Website: http://www.artibois.asso.fr/	

Name of the BP	13. JobIRL	
Logo		
Legal form	Non-profit organization	
Date of formation	January 2013	
Mission & Vision	<p>The social network enables young people to discuss with professionals of all sectors to build their professional project.</p> <p>The principle is to link directly young people and professionals through private messages, discussion threads, even physical meetings...This is a win-win for all: young people, looking for information, are glad to discuss with experienced persons who are happy to transmit their passion.</p>	
Target group	Young people between 14 and 25 years old.	
Sector and description	social network	
Location	Ile de France	
Main activities	social network	
Stakeholders		
Organizationnal aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	Address: 10 rue de Villiers 92300 Levallois - France email: contact@jobirl.com Website: http://www.jobirl.com/	


Name of the BP	14. Naïo Technologies	
Logo		
Legal form	Joint stock company	
Date of formation	November 2011	
Mission & Vision	The aim of the company is to democratize the use of new technologies the the whole agricultural sector in order to encourage a sustainable agriculture.	
Target group	farmers	
Sector and description	Agriculture	
Location	Toulouse	
Main activities	robots manufacturing	
Stakeholders		
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	Address: Villa EL PASO - 12 avenue de l'Europe 31520 Ramonville Saint Agne phone number: 09.72.45.40.85 email: contact@naio-technologies.com Website: http://naio-technologies.com/accueil/	

Name of the BP	15. Signes de Sens	
Logo		
Legal form	non-profit organization	
Date of formation	2003	
Mission & Vision	The aim of the organization is to permit access to knowledge to blind and deaf people and help professionals of the sector in their actions.	
Target group	People with disabilities, professionals of the sector and the general public.	
Sector and description	Training and services	
Location	Lille	
Main activities	-an experimental laboratory -training about deafness and accessibility -production studio	
Stakeholders		
Organizational aspects (optional)		
	No of employees	
	No of volunteers	
	Financing aspects	
Contact Info	Address: 76, boulevard Jean-Baptiste Lebas 59000 Lille Phone number : 03 20 06 00 45 email: contact@signesdesens.org Website: http://www.signesdesens.org/	


Best Practices – Germany

Name of the BP	1. Glovico.org (Global Video Conference)
Logo	
Legal form	GmbH
Date of formation	2010
Mission & Vision	Learning languages with native speakers and doing something good at the same time. Main mission: to offer people from developing countries the opportunity to earn additional income through teaching their mother tongues. The money improves the lives of teachers in Africa, Asia and Latin America. They also promote intercultural dialogue.
Target group	Language learner People from developing countries
Sector and description	Language teaching
Location	Internet/online via skype Hamburg
Main activities	Organization and maintain of the website and the business Searching and selecting new teachers
Stakeholders	
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	Financed by an initial investment and the lesson fees. 3€ per lesson are used to finance the running costs (hosting, financial transactions, personnel, marketing, etc.) and to recover the initial investment. For the microcredit program mentioned above we want to set up a charitable society that is financed by donations.
Contact Info	


	<p>Kundenservice Glovico GmbH c/o Hamburger Stiftung für Wirtschaftsethik Max-Brauer-Allee 22 22765 Hamburg</p> <p>Mail: kundenservice@glovico.org Fon: 040 - 23 55 89 43</p> <p>Die Geschäftsführung der Glovico GmbH besteht in: Dr. Tobias Lorenz tobias.lorenz@glovico.org Tel: 040 - 23 55 89 43</p>
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Name of the BP	2. Das Geld hängt an den Bäumen
Logo	
Legal form	GmbH
Date of formation	2010
Mission & Vision	To give workplaces to disabled and marginalized people.
Target group	People with disabilities
Sector and description	Gardening and juice production
Location	Hamburg
Main activities	Apples which stayed on trees are picked by a mentored group of handicapped persons. The apple juice which is manufactured is sold to finance the peoples work. They also do other gardening work for private people or companies.
Stakeholders	Jan Schierhorn (initiator) Schlattermund Garten- und Landschaftsbau GmbH Elbe-Werkstätten GmbH
Organizational aspects (optional)	


No of employees	
No of volunteers	
Financing aspects	
Contact Info	<p>Das Geld hängt an den Bäumen GmbH Postfach 61 62 63 22450 Hamburg Telefon 040.22 64 57 01 Mobil 0174.338 61 03 E-Mail: info@dasgeldhaengtandenbaeumen.de Internet: www.dasgeldhaengtandenbaeumen.de</p>

Name of the BP	3. LEMONAID
Logo	
Legal form	GmbH
Date of formation	2008
Mission & Vision	<p>The organisation supports social and economic projects in farming regions. Lemonaid aims to help people and communities to help themselves. They pay higher prices for the raw ingredients and support fair, dignified farming. The drinks only contain organic and Fair Trade ingredients.</p>
Target group	Farmers and other people in social projects
Sector and description	<p>Production of lemonade Farming, Fairtrade</p>
Location	Hamburg
Main activities	<p>Production of lemonade, organization Every year they travel to the farming regions to get to know the local farmers and their working conditions.</p>
Stakeholders	Jakob Berndt, Paul Bethke, Felix Langguth

Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	LemonAid Beverages GmbH Neuer Kamp 31, 20359 Hamburg Phone: +49 40 226 30 350 Fax: +49 40 226 30 3599 Mail: info@lemonaid.de Managing directors: Jakob Berndt, Paul Bethke, Felix Langguth

Name of the BP	4. Dialog im Dunkeln/ Dialog in the Dark
Logo	
Legal form	GmbH
Date of formation	1992
Mission & Vision	To offer jobs to visually impaired or blind people. There should take place a change of perspective which encourages a positive social attitude: Pity becomes respect, a deficit-oriented view changes to recognition of strength – which leads to self-development.
Target group	<ul style="list-style-type: none"> • visually impaired or blind people • all other people
Sector and description	Social services (Inclusion), exhibition (guided tours)
Location	Hamburg
Main activities	<ul style="list-style-type: none"> • Tours through the lightless exhibition course • Pedagogical workshops • Children's birthday • teambuilding & training • workshops for school classes


Stakeholders	Ashoka Deutschland Bain & Company Common Purpose Hamburg ErlebnisArchitektur – CEADA – Griebel Förderungs- und Unterstützungsstiftung etc.
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	Veranstalter: Consens Ausstellungen GmbH Alter Wandrahm 4 20457 Hamburg Telefon: 040 - 309 634-0


Name of the BP	5. Dialog im Stillen/ Dialog in Silence
Logo	
Legal form	GmbH
Date of formation	1997
Mission & Vision	To offer jobs to deaf people. It is built on the successful concept of Dialog in the Dark. A role reversal takes place. All visitors are provided with highly effective sound protectors and enter a world of silence in which deaf guides lead them through the different parts of the exhibition. People should find new ways of understanding.
Target group	<ul style="list-style-type: none"> • deaf people • all other people
Sector and description	Social services (Inclusion), exhibition (guided tours)


Location	Hamburg (the exhibition is also presented in many other cities (Frankfurt, Dortmund, Paris, Holon (Israel), ...))
Main activities	<ul style="list-style-type: none"> • Tours through the soundproof exhibition rooms which are silent • Pedagogical workshops • Children's birthday • teambuilding & training • workshops for school classes
Stakeholders	<p>Ashoka Deutschland Bain & Company Common Purpose Hamburg Griebel Förderungs- und Unterstützungsstiftung Hogan Lovells Schwab Foundation of Social Entrepreneurship Hamburger Hafen und Logistik AG</p>
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	<p>Consens Ausstellungen GmbH Alter Wandrahm 4 20457 Hamburg Telefon: 040 - 309 634-0</p>

Name of the BP	6. Quartiermeister Bier für den Kiez
Logo	 QUARTIERMEISTER BIER FÜR DEN KIEZ
Legal form	GbR (Gesellschaft bürgerlichen Rechts) Civil Law Partnership
Date of formation	2011
	Not for profit – all profits go to good, local initiatives


Mission & Vision	<p>social and ecologically</p> <p><u>Independent</u> - of investors and stakeholders to make their own decisions and remain true to their principles</p> <p><u>Transparent</u> – they publish their data and they are controlled by an independent open board</p> <p><u>Regional</u> – they cooperate with regional and owner-operated producers</p> <p><u>Participatory</u> – consumer can participate in the decision-making which projects are supported</p> <p><u>Political</u> - they want to strengthen awareness that their consumption exerts influence on economy and society and so directly shape tomorrow's world.</p> <p>Funding of social projects in their neighbourhood</p>
Target group	Different groups of people, e.g. minority groups, disadvantaged pupils etc.
Sector and description	Beer production Social projects
Location	Berlin, München
Main activities	They work together with an independent family-owned brewery. They sell the beer and they try that as much money as possible goes to the projects who should be supported. They organize all the procedures.
Stakeholders	Berlin: Peter Eckert, David Griedelbach München: Jan Svensson
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	<p>Quartiermeister - Korrekter Konsum GbR c/o Thinkfarm Berlin, Aufgang C, 3. Etage Oranienstraße 183 10999 Berlin info@quartiermeister.org</p> <p>Quartiermeister e.V. c/o Thinkfarm Berlin, Aufgang C, 3. Etage Oranienstraße 183 10999 Berlin</p> <p>Quartiermeister München GbR Theresienhöhe 2 80339 München</p>
	7. auticon

Name of the BP	
Logo	
Legal form	GmbH
Date of formation	2011
Mission & Vision	Create secure and sustainable employment for people with autism. The goal is to shift public perceptions of autism towards what people with autism can do well, rather than what they find difficult. These people have the ability to think “vertically”.
Target group	People on the autism spectrum
Sector and description	IT-Sector, Inclusion
Location	Headoffice: Berlin Others: Munich, Dusseldorf, Frankfurt, Stuttgart, Hamburg
Main activities	Offering professional IT consulting to their clients in the industry and service sectors.
Stakeholders	Dirk Müller-Remus, Kurt Schöffner (Geschäftsführer)
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	90% of the financial means is from the day-to-day operations 10% are subsidies for employing persons with disabilities
Contact Info	Headoffice auticon GmbH Hardenbergstraße 19 10623 Berlin Phone: +49-30-31801608 Other offices: Munich, Dusseldorf, Frankfurt, Stuttgart, Hamburg


Name of the BP	8. Verbavoice
Logo	
Legal form	GmbH
Date of formation	2009
Mission & Vision	With their remote interpreting and reporting service they provide inclusive access to information and knowledge for deaf pupils, trainees, and students. They stand for inclusion in schools, universities, and in adult education. Their vision is the creation of inclusive access to education, knowledge, and information for all deaf people – anytime and anywhere.
Target group	Deaf people
Sector and description	Inclusion
Location	Online or on site (München)
Main activities	<ul style="list-style-type: none"> • To offer the coordination of sign language interpreters and speech-to-text reporters (online or on site) • Live streaming • Live-Text/Subtitles • Remote Service Platform • Training for communication professional
Stakeholders	Michela Nachtrab
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	<p>VerbaVoice GmbH Hohenlindener Str. 4 81677 München Germany</p> <p>Tel.: +49 (0)89 416151210 E-Mail: info@verbavoice.de Skype: VerbaVoice</p>

Name of the BP	9. Papilio
Logo	
Legal form	e.V.
Date of formation	2002-2005
Mission & Vision	<p>Papilio is a program in kindergartens for primary prevention of behavioural problems (like aggressive behaviour or social withdrawal) and for supporting the socio-emotional competencies of preschool children. The programme is based on scientific studies and the effects have been proven by a controlled longitudinal study.</p> <p>Papilio includes three intervention components: child intervention, kindergarten teacher intervention, and parent intervention. It can be applied in every kindergarten.</p> <p>The overall goal is the improvement of psycho-social health in children:</p> <ul style="list-style-type: none"> • Reducing antisocial, aggressive behaviour and overly reserved behaviour • Supporting socio-emotional competencies • Supporting children in achieving age-appropriate development <p>In the long term Papilio works against the risks of violence and addiction.</p>
Target group	Preschool children
Sector and description	Pedagogy, prevention of behavioural problems
Location	Augsburg There are 182 Trainees in 12 federal states.
Main activities	To train kindergarten teacher
Stakeholders	Heidrun Mayer Augsburger Puppenkiste Auridis Deutschland rundet auf Robert Bosch Stiftung Ashoka betapharm Stiftung


Organizational aspects (optional)	
No of employees	12
No of volunteers	
Financing aspects	
Contact Info	<p>Papilio e.V. Ulmer Straße 94 86156 Augsburg www.papilio.de Phone: 0821-4480 5670 info@papilio.de</p>

Name of the BP	10. Ruby Cup
Logo	
Legal form	Dänische GmbH (ApS)
Date of formation	2011 (in Copenhagen)
Mission & Vision	<p>In many parts of the world, girls stay out of school during their monthly period. They cannot afford menstrual products and in many regions, myths and taboos prevent them from attending daily activities, such as church, cooking, or sports. Many girls use unsafe materials, such as bark, mud, newspaper, and cloth to stop the blood flow. This is degrading and dangerous because it can lead to infections.</p> <p>Menstruation is an overlooked barrier to development as it has a significant negative impact on education, gender equality and basic human dignity (WSSCC, 2013).</p> <p>They apply a Buy One Give One model as part of an ongoing social mission. For every purchase in their shop they donate and distribute a Ruby Cup to a schoolgirl in a developing country who cannot afford her own sanitary products.</p>
Target group	Schoolgirls


Sector and description	Education and health-care
Location	Their main focus country is Kenya, but they have also worked with local partners in Zambia, South Africa, and Uganda
Main activities	Cooperation - with local partners Education – educate girls on basic reproductive and menstrual hygiene in Kenya
Stakeholders	Golden Girls Foundation Days For Girls international Femme international Uganda Red Cross Society Social Impact Start Etc.
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	SBC Startup Gallery c/o Ruby Cup Charlottenstrasse 2 10969 Berlin Germany contact@ruby-cup.com +49 (0)157 357 439 45 Ruby Cup von Makit ApS Midgaardsgade 13, 1th 2200 Copenhagen Steuernummer: DK33859937 contact@ruby-cup.com

Name of the BP	11. Pegasus GmbH
Logo	
Legal form	GmbH
Date of formation	1998
Mission & Vision	To promote and reintegrate people with deprived backgrounds , disabled persons and ill persons (e.g. mentally ill)
Target group	people with deprived backgrounds , disabled persons and ill persons
Sector and description	Integration into employment
Location	Berlin
Main activities	At the beginning the company offers only workmanship services and now there are other services too (Facility Management, Catering, organization of cultural events, etc.).
Stakeholders	
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	Pegasus GmbH Gesellschaft für soziale/gesundheitliche Innovation Potsdamer Str. 98 10785 Berlin Telefon: 030 25 700 380


	<p>Telefax: 030 25 700 382</p> <p>E-Mail: kontakt(at) HYPERLINK</p> <p>"javascript:linkTo_UnCryptMailto('ocknvq,mqpvcmvBrgicuwuiodj0fg');" HYPERLINK</p> <p>"javascript:linkTo_UnCryptMailto('ocknvq,mqpvcmvBrgicuwuiodj0fg');" HYPERLINK</p> <p>"javascript:linkTo_UnCryptMailto('ocknvq,mqpvcmvBrgicuwuiodj0fg');" gasusgmbh.de</p> <p>Internet: www.pegasusgmbh.de</p> <p>Vertretungsberechtigter Geschäftsführer: Friedrich Kiesinger</p>
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Name of the BP	12. GLS Bank „Gemeinschaftsbank für Leihen und Schenken“ community bank for loans and gifts
Logo	
Legal form	eG
Date of formation	1974
Mission & Vision	The GLS Bank was the first social and ecological bank in Germany. The GLS Bank only finances businesses and projects which are sustainable and usefull. The Bank focuses on cultural, social and ecological projects which try to tackle challenges in our society by developing creative solutions. Loans are offered to projects like independent schools and kindergartens, organic farms, institutions using therapeutic pedagogy, nursing homes, projects for the unemployed, health-food stores and communal living projects, as well as sustainable businesses. Savers can choose the area in which their money will be invested.
Target group	People who needs financing for projects or business
Sector and description	Banking sector
Location	Bochum (Head office)
Main activities	They finance credits


Stakeholders	
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	<p>GLS Gemeinschaftsbank eG Postanschrift: Postfach, 44774 Bochum Besuchsadresse: Christstraße 9, 44789 Bochum</p> <p>Telefon +49 234 5797 100 Telefax +49 234 5797 222 E-Mail: kundendialog@gls.de</p>

Name of the BP	13. Prinzessinnengarten
Logo	
Legal form	GmbH
Date of formation	2009
Mission & Vision	The place had been a wasteland for over half a century. A group of Friends, activists and neighbours, cleared away rubbish, built transportable organic vegetable plots and reaped the first fruits of their labour.
Target group	All people
Sector and description	Urban gardening Food production
Location	Berlin Kreuzberg


Main activities	Prinzessinnengärten is a new urban place of learning. Locals can come together to experiment and discover more about organic food production, biodiversity and climate protection. The space will help them adapt to climate change and learn about healthy eating, sustainable living and a future-oriented urban lifestyle. This project intends to increase biological, social and cultural diversity in the neighbourhood and pioneer a new way of living together in the city.
Stakeholders	Robert Shaw – rs@prinzessinnengarten.net +49(0)17624332297 Marco Clausen – mc@prinzessinnengarten.net +49(0)1797313995
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	Prinzenstrasse 35 – 38 / Prinzessinnenstrasse 15, Berlin Organization: Nomadisch Grün gemeinnützige GmbH Forster Str. 5 / 10999 Berlin Contact kontakt@prinzessinnengarten.net

Name of the BP	14. Projektfabrik
Logo	
Legal form	gGmbH
Date of formation	2005


Mission & Vision	Projektfabrik started out by conducting training programs for long-term unemployed people below the age of 25. In the recent years, the organization's JobAct program has started to diversify by also including older participants, single parents, school drop-out kids as well as migrants in certain projects.
Target group	Unemployed People
Sector and description	Unemployment exchange
Location	Witten
Main activities	<p>JobAct® seeks to empower individuals by using a combination of pedagogical social work and theatre work. The concept is based on a three-block educational method where participants acquire both professional and social skills, underpinned by creative theatre approaches to boost their self-confidence. Resting on theatrical work and personal development, all JobAct® projects are actually taking place on stage.</p> <p>The JobAct® model rests upon a specific local cooperation model, which brings together public and private institutions as well as other stakeholders deemed to be relevant for finding job offers and placement opportunities.</p>
Stakeholders	Ashoka, Bosch Foundation and other initiatives against unemployment in Europe
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	<p>Projektfabrik gGmbH Bahnhofstr. 11 58452 Witten Tel.: 02302 – 914 550 Fax: 02302 – 914 55 29 kontakt [at] projektfabrik.org</p>

Name of the BP	15. Die Weltküche / Graefewirtschaft e.V.
Logo	
Legal form	e.V.
Date of formation	2009
Mission & Vision	To generate durable jobs for people with migration background
Target group	people with migration background
Sector and description	Cooking and Catering Unemployment exchange Integration
Location	Berlin (Kreuzberg)
Main activities	They give jobs to people and want to initiate multicultural and religious exchange between them and their guests. They want to ban prejudice. People cook traditional food. They also have a catering service and 4 schools are supplied with food.
Stakeholders	A. Jankowski (chief executive officer)
Organizational aspects (optional)	
No of employees	
No of volunteers	
Financing aspects	
Contact Info	Die Weltküche Graefestraße 18 10967 Berlin (Kreuzberg) Telefon: 61 67 14 04 Fax: 61 67 14 10

Best Practices – Czech Republic

Name of the BP	Coworking Centrum Příbor – Sdílená kancelář CC Příbor, s.r.o.
Logo	
Legal form	Ltd.
Date of formation	April 1st 2015
Mission & Vision	The idea of our co-working centre is to make a pleasant and inspiring place where people can work, be creative, meet together and develop not only their businesses but also themselves. The target of our project is to help improve local business environment, prevent the outflow of skilful workers and to make our town more profitable and full of great ideas and opportunities.
Target group	Freelancers, anybody interested in our vision
Sector and description	any
Location	Příbor, náměstí S. Freuda 10, 74258, Czech Republic
Main activities	We can provide a workplace, rent a meeting/training room, arrange afternoon activities such as: workshops, lessons, lectures, meetings etc.
Stakeholders	Ing. Jana Konečná
Organizational aspects (optional)	

No of employees	1
No of volunteers	0
Financing aspects	From own sources
Contact Info	Jana Konečná: 731474606, jana.konecna@ccpribor.cz Hanka Jemelková: 608424702, hana.jemelkova@ccpribor.cz Tel.: +420725833966, info@ccpribor.cz


Name of the BP	Czechitas
Logo	
Legal form	NGO
Date of formation	20 August 2014
Mission & Vision	Our purpose is to educate, inspire, and equip women with skills and resources to pursue opportunities in computing fields.
Target group	Youth (19 and younger), Women (19 years old and older) with no regards to their age or experience in IT
Sector and description	Education and Personal Agency
Location	Czech Republic (main cities – Praha, Brno, Ostrava, Hradec Kralove)
Main activities	We provide women with a certain technical qualification at our workshops and through participation on real projects. Since

	August 2014 we have organized 27 half or full day workshops focused on programming, graphic design or web development and one summer school aimed at high school girls only. We also address the gender gap in IT companies, as we are building great database of girls interested and educated in tech and recommending them to certain positions.
Stakeholders	No external investors, sponsors only
Organizational aspects (optional)	
No of employees	One. We work mainly on voluntarily basis and temporary work contracts. Starting this autumn we are going to have 2 full time and 1 part time employees.
No of volunteers	10 in organization team, 70 lecturers
Financing aspects	Sponsoring and projects (Microsoft, Adastra, Konica Minolta, Impact Hub, US Embassy – 80%), secondary activities – job placements (10%), promotional products sales and voluntary contributions (10%)
Contact Info	Dita Prikrylova 777 348212 Dita@czechitas.cz


Name of the BP	FOREWEAR
Logo	
Legal form	Private tradesman
Date of formation	May 2013

Mission & Vision	In the socially beneficial project FOREWEAR, we address the issue of old clothes no one wears any longer and we give it a new purpose by collecting it at company clothes collections and sorting it. Part of the old clothes helps people in need and the rest is processed in order to have new functionally-designed products (diaries, mobile phone covers, covers for tablets and books) made out of it in sheltered workshops. These sustainable objects can be used as company branded presents for employees or partners. We won the competition for Social Impact Award 2013 organized by the Impact Hub Prague. Through our project we support sustainability and environment and give work to socially disadvantaged people in sheltered workshops. You can find out more about our project at: www.forewear.cz .
Target group	Company employees to collect clothes, socially disadvantaged workers in sheltered workshops
Sector and description	Textiles, design, social entrepreneurship
Location	Prague, Czech Republic
Main activities	Textiles recycling, functionally-designed recycled products
Stakeholders	1 owner
Organizational aspects (optional)	1 founder – project manager, 2 helpers
No of employees	1 – occasional help
No of volunteers	1 – occasional help
Financing aspects	Own resources, profit from successful company orders
Contact Info	Markéta Borecká, Ph.D. marketa.borecka@forewear.cz

	+420 603 226 420 www.forewear.cz www.facebook.com/forewear.cz www.twitter.com/forewear
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Name of the BP	Envirostyl s.r.o.
Logo	
Legal form	Ltd.
Date of formation	27.03.2015
Mission & Vision	We are aiming to provide quality, accessible and healthy ready to eat food.
Target group	All generations
Sector and description	Healthy Fast Food
Location	Prague and in the future Czech Republic
Main activities	Preparing JAPU which is ready to eat healthy food
Stakeholders	Jana Půlpánová 100%
Organizational aspects (optional)	
No of employees	No employees, only part time job workers (4)

No of volunteers	Now 3
Financing aspects	Own money
Contact Info	Jani Půlpánová, +420 774833229 jani@japu.cz

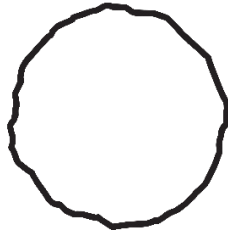
Name of the BP	CEDROVATKA, social co-operative sociální družstvo
Logo	
Legal form	social co-operative sociální družstvo
Date of formation	23. 12. 2014
Mission & Vision	<p>MANA chocolate house was established on 24.9.2012 by civic association CEDR – community centre which was engaged in implementing this project till the end of 2014. After that the project had successively detached from and became an individual social co-operative CEDROVATKA.</p> <p>The social co-operative is based on generally beneficial activities aiming at social cohesion towards occupational and social integration of disadvantageous individuals into the society keeping in mind to meet local requirements and use of local resources, particularly in area of new occupational opportunities, social services, education and sustainable development.</p>
Target group	disadvantageous people (health disabilities), long-term

	unemployed people
Sector and description	Food industry – production of amyloid and food products – chocolate house
Location	Krásná Lípa, Děčín district, Ústí nad Laber region, Czech Republic
Main activities	Manufacture, packing, sale and distribution of chocolate products.
Stakeholders	Members of social co-operative
Organizational aspects (optional)	
No of employees	10 (our of which 7 belong to target group)
No of volunteers	0
Financing aspects	Returns of products' and services' sales Partial reimbursement of handicapped employees' salaries by Labor office of Czech Republic Own sources Donation of foundations and companies
Contact Info	CEDROVATKA, social Co-operative, Křižíkova 918/32, 407 46 Krásná Lípa, cokolada@cedrovatka.cz , +420777923371 (Ing. Pavlína Šafusová, president of social co-operative), www.cokokramek.cz – workroom MANA chocolate house Krásná Lípa, social co-operative, Křinické náměstí 255/5, 407 46 Krásná Lípa

Name of the BP	PROFICIO, o.s.
Logo	<i>There will be new logo soon</i>
Legal form	Association
Date of formation	28.5.2008
Mission & Vision	<p>Mission of the association:</p> <p>a) to build up conditions for meetings of families, children, parents as well grandparents and frame up an appropriate programme for those groups</p> <p>b) to help disadvantageous groups of citizens to better their position in a society</p> <p>Aims of association:</p> <p>a) to mediate the full value use of spare-time of families with small children</p> <p>b) to implement the prevention of social exclusion due to long-term social isolation of parents taking care of children</p> <p>c) be active in prevention of children pathologic behaviour</p> <p>d) to offer consultancy to families with children as well disadvantageous groups of citizens</p> <p>e) to provide assistance to disadvantageous groups of citizens and through provision of education, exacerbate, development and informative projects and consultancy better their status in society</p> <p>What does it mean in a practise?</p> <p>We operate in a region of Nový Jičín (however some of our projects extend to whole Moravia or beyond). We aim to develop the region therefore we are engaged in different activities. Mostly we initiate.</p> <p>We carry on family centre which offers services in leisure activities and education intended for parents and children.</p>


	<p>Recently we are starting up the coworking centre which provides the background and assistance for entrepreneurs.</p> <p>Joint activities of both centres result in community centre. Through those cross-sectorial activities we develop the cooperation with young people, public administration and whoever interested in a place they live and participate to active local development.</p> <p>Our values: respecting the individuality, cooperation and partnership, meaningfulness, sense for changes, fair-mindedness and transparency</p>
Target group	Families with parents, (starting up) entrepreneurs, disadvantaged groups of citizens, community, general and professional public
Sector and description	Education and consultation, leisure activities, social field
Location	Mostly the district of Nový Jičín, through project also entire country
Main activities	<p>Development of community: culture, environmental and community activities for wide public</p> <p>Development and support of families: family centre – programmes for parents with children</p> <p>Individuals' development: counselling, education and leisure activities for children, youth as well adults</p> <p>Support and development of small enterprise: coworking centre – programmes for (starting up) entrepreneurs</p> <p>Support, promotion and active implementation of volunteering</p> <p>Support of socially endangered groups, integration of handicapped individuals</p>

Stakeholders	•
Organizational aspects (optional)	
No of employees	7 + cca 20 work agreements
No of volunteers	20
Financing aspects	ESF, funds of Ministry of labor and social affairs, Moravian-Silesian region and city of Nový Jičín, donations, own income and return
Contact Info	www.proficionj.cz Michaela Holišová - misa.holisova@proficionj.cz , tel.: +420 775 696 170


Název sociálního podniku Name of the BP	Ke korenium - přírodní pohřebnictví z.s.
Logo	ke kořenům 
Legal form	Non Profit Organization
Date of formation	Officially 13th July 2015, unofficially since March 2014
Mission & Vision	To The Roots, Prague based organisation, reacts to a very serious crisis of funeral rites in Czech Republic. There is no other place in the world where people refuse to organize a funeral after

	<p>someone in their family dies. Funeral agencies offer services and products very similar to the ones that were offered in the years right after the Velvet Revolution. In our academic research, we discovered that people refuse to organize a funeral because they are not satisfied with this current offer. We bring new ways of planning a funeral, focused on bereaved people's needs and wishes. We also offer a new service in Czech Republic - planning a funeral ahead. We established the first natural burial ground - Wood of memories, where bereaved can place the ashes of a loved one to the roots of trees and make a meaningful ritual in natural environment. In order for these rituals to be more personal we encourage the family and friends to participate in planning and preparations of the ceremony. We also offer aesthetically more valuable, handmade ecological products, such as urns, shrouds and stationery, eg. funeral plans and obituaries.</p> <p>We also provide long-term help to people in bereavement.</p>
Target group	Our services are here for everyone who wants to organize more meaningful, personal and more environmental friendly funeral and needs a support. We also provide bereavement counseling.
Sector and description	funerals
Location	Czech Republic (mostly Prague)
Main activities	raising awareness of death issues, planning and organising funerals, bereavement counseling, designing and production of funeral products
Stakeholders	Ke korenium - prirodni pohrebnictvi z.s. Les vzpomínek - Prague cemeteries office + Ke korenium - prirodni pohrebnictvi z.s.
Organizational aspects (optional)	

No of employees	3 (part time job)
No of volunteers	10
Financing aspects	crowdfunding, Prague cemeteries office, price for Social Impact Award winners
Contact Info	jdeme@kekorenum.cz

Name of the BP	Fokus Labe – SEKCE DOBRÝ FOKUS
Logo	
Legal form	association
Date of formation	FOKUS LABE – 1991 Section DOBRÝ FOKUS – Social enterprise in gastronomy - 2006
Mission & Vision	Social enterprise involving people with mental disorder. To build strong social enterprise which create dignity and creative employment for people with disabilities so they can bring to the community they live the new life's values and accomplishments through gastronomy.
Target group	People with mental or physical disorder
Sector and description	Gastronomy www.dobry-fokus.cz

Location	Ústí nad Labem region - Ústí nad Labem, Teplice, Děčín, Praha, etc.
Main activities	<p>Operation of www.dobry-fokus.cz:</p> <p>4 coffee shops - Fokus kafé Ústí nad Labem, Fokus kafé/bistro Teplice, Literární kavárna UJEP, Políffkárna UJEP</p> <p>1 gastrology – La buž Ústí nad Labem</p> <p>Catering service</p> <p>Food delivery</p> <p>Mobile coffee shop</p> <p>Baking not only for weekends</p> <p>Warm and cold cuisine</p>
Stakeholders	Fokus Labe 100%
Organizational aspects (optional)	<p>President of association</p> <p>Director of gastronomy</p> <p>Catering manager</p> <p>Manager of plants</p>
No of employees	90
No of volunteers	0
Financing aspects	Own economic activity, labour office, Ministry of labour and social affairs
Contact Info	<p>PhDr.Lenka Krbcová Mašínová</p> <p>Mobil phone HYPERLINK "tel:774"HYPERLINK "tel:774"</p> <p>HYPERLINK "tel:774": +420 774 707 360</p> <p>Krbcovamasinova@fokuslabe.cz</p>

Name of the BP	HOMÉR BELLATOR s.r.o.
Logo	
Legal form	Ltd.
Date of formation	8. 7. 2014
Mission & Vision	We wish to bring to the market high quality products of multiple-use which support attachment parenting, breast feeding, active and healthy life style. Our aim is to widen this idea as well to build a recognized brand thought which we will disseminate the enlightenment. Through our activities we wish to support sheltered workshops and small manufacturers of interesting products.
Target group	Parents with small children
Sector and description	Toys, tools for parents and children
Location	Czech Republic
Main activities	e-shop
Stakeholders	HOMÉR BELLATOR s.r.o.
Organizational aspects (optional)	
No of employees	1
No of volunteers	5
Financing aspects	own
Contact Info	Bořivoj Horyna


	<p>Mobile phone: +420 733 661 223</p> <p>e-mail: borivoj.horyna@beatitudo.cz</p>
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Name of the BP	Pragulic
Logo	In attachment – logo 1
Legal form	Association
Date of formation	2012
Mission & Vision	<p>We challenge the stereotypes associated with homelessness by enabling people to experience the world from a homeless perspective.</p> <p>Vision: Our goal is to rebrand homelessness by means of a market-driving social business.</p>
Target group	<p>-Homeless</p> <p>-Tourists, locals, travel agencies, schools, organisations</p>
Sector and description	Tourism
Location	Prague, Czech Republic
Main activities	City tours guided by homeless
Stakeholders	-
Organizational aspects (optional)	<ul style="list-style-type: none"> • 2-hours-long tours off the beaten paths of Prague • The most experienced guide with an incredible and honest life story • Booking online • Guides are trained and employed, receiving competitive salary and benefits


No of employees	12
No of volunteers	60
Financing aspects	Revenues from sales of services and products as a main source of income, additionally we accept donations and prize money.
Contact Info	Tereza Jurečková Co-founder and CEO of Pragulic Tel.: +420 728 315 719, t.jureckova@pragulic.cz

Name of the BP	fair balírna s.r.o.
Logo	
Legal form	Ltd.
Date of formation	15 th October 2010
Mission & Vision	Employing people disadvantageous on labour market, development of cooperation between ordinary companies and social enterprises.
Target group	Different disadvantageous groups of people – mental, health
Sector and description	Packaging of food products, gift packs, detail and logistic works
Location	Prague, Czech Republic
Main activities	Direct cooperation with roast house mamacoffee and its coffeehouses. Assurance of all packing needs for mamacoffee and its partners.
Stakeholders	Marta Kolská 50 % , Daniel Kolský 50 %

Organizational aspects (optional)	
No of employees	On duties: 1,5 duty
No of volunteers	0
Financing aspects	Own economic activity + funds from labour office as support for berth
Contact Info	+420 777 745 176 / balirna@fair-balirna.cz

Name of the BP	Centrum služeb Broumov s.r.o. – Print house
Logo	
Legal form	Ltd.
Date of formation	31 st May 2010
Mission & Vision	<p>"Centrum služeb Broumov s.r.o. – social enterprise is a printing centre based in Broumov. We dispose of full-colour printing technology up to B2 format. So far we are only one printing house with a social enterprise status in the Czech Republic.</p> <p>We established the centre based on best available technologies,</p>

	but as a social enterprise we also contribute by employing people with limited access to the labour market, society consistency and possibility of responsible approach to region's development. The social enterprise model correspond the social purpose not the individual's profit.
Target group	Non-profit organizations, municipalities, commercial subjects
Sector and description	printing, services
Location	Královehradecký region
Main activities	<ul style="list-style-type: none"> • Printing and final production of printing products • Printing and production of photo-gifts (on-line service) – www.fotodarky-broumov.cz
Stakeholders	Agentura pro rozvoj Broumovska
Organizational aspects (optional)	
No of employees	4
No of volunteers	0
Financing aspects	The social enterprise is realized within the framework of European Regional Development Fund – Integrated Operational Programme in a field of employment and social services intervention.
Contact Info	<p>Řádlácká 89, 550 01 Broumov</p> <p>Tel. : +420 493 814 679, e-mail : csb@broumovsko.cz, www.tiskarna-broumov.cz, www.fotodarky-broumov.cz</p>

Name of the BP	Třetí rodič - Third Parent
Logo	
Legal form	Self-employed
Date of formation	April 2015
Mission & Vision	Třetí rodič is a 1 st Czech platform which provides step-parents support for solving challenging situations which they face in their role of being step-parents.
Target group	Step-parents and their partners.
Sector and description	Education, family, personal development.
Location	Entire Czech Republic.
Main activities	<p>Gathering information of topics presented on website www.tretirodic.cz</p> <p>Recording and publishing video stories of step-parents.</p> <p>Delivery of training seminars and groups dedicated to step-parents.</p> <p>Writing a book with real stories and tip on how problematic situations could be solved.</p>
Stakeholders	Not yet.
Organizational aspects (optional)	

No of employees	At the moment only volunteers
No of volunteers	3
Financing aspects	Price in Social Impact Award - 1 500EUR. Income from training seminars. In a future private investor or grant.
Contact Info	Mgr. Kamila Petrovská 737 109 866 kamila@tretirodic.cz

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