

OUTPUT 4: Manage and Improve Your Social Business Model

MANUAL OF O4: Handbook 2:- Manage and Improve Your Social Business Model

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1. Introduction

1.1. Introduction to the Topic of the Manual and Social Entrepreneurship

This is the second of three handbooks regarding different aspects of social entrepreneurship.

In the first handbook you can find information about how to create a social business plan with chapters about business description, business analysis, the organization, marketing, strategy and the financial management. The third handbook treats the topic capacity building for social entrepreneurs regarding different aspects related to it.

The general idea of the second handbook is to show how a social business model can be managed and improved. Establishing and integrating an effective management system to an existing business model can be harder and more challenging than establishing a new one. An inefficient system effects sustainability of a business even if it is non-profit. Non-profit organizations are often perceived being reckless when using resources. However, it is the total opposite of this situation because most of the social enterprises have limited resources. So ineffectiveness in a business model causes waste of limited resources therefore aims and social impact of social enterprise will be effected negatively and limited. Thus the management and the improvement of a social business model is the main topic of this manual.

1.2. Overview and Structure of the Handbook

After this short introduction into the topic of this manual there is a chapter describing the project YouSee, in which context this manual and also the other two handbooks are provided. Afterwards there is a chapter about the conceptual framework with information regarding the manual itself, its target group and its use. Then a chapter about social entrepreneurship, i.e. its concept, existing models, a comparison between partner countries regarding social entrepreneurship and the results of the user needs analysis is integrated. After these parts the main topic of this manual is presented in chapter IV with an overview about the Canvas Model and further innovations regarding social business models. At the end of this chapter different case studies from the partner countries (Turkey, France, the Czech-Republic and Germany) of the YouSee-Project can be found. The next chapters provide exercises to test your new gained knowledge, good practices from all YouSee-Project partner countries and 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

3.1. About the Manual

This manual will be designed in parallel with the needs of the target group and aims to support and help enabling the acquisition of new management skills both technical and soft skills and improving existing managing and administrative skills of trainees and learners. With this material, learners and trainees will be able to transform their social enterprises with inefficient and classic models into more efficient, effective, transparent, innovative and modern business models. As mentioned in the introduction this manual is the second out of three. The name of the first handbook is "Create Your Social Business Plan" and of the third one "Guidebook For Capacity Building via External Mechanisms".

3.2. Target Group of the Manual

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

3.3. How to Use the Manual

It is up to the reader to choose which parts are of interest and should be read first. The exercises at the end of the manual refer to the main topic, which can be found in chapter IV. If there is further interest useful links can be found under references.

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.

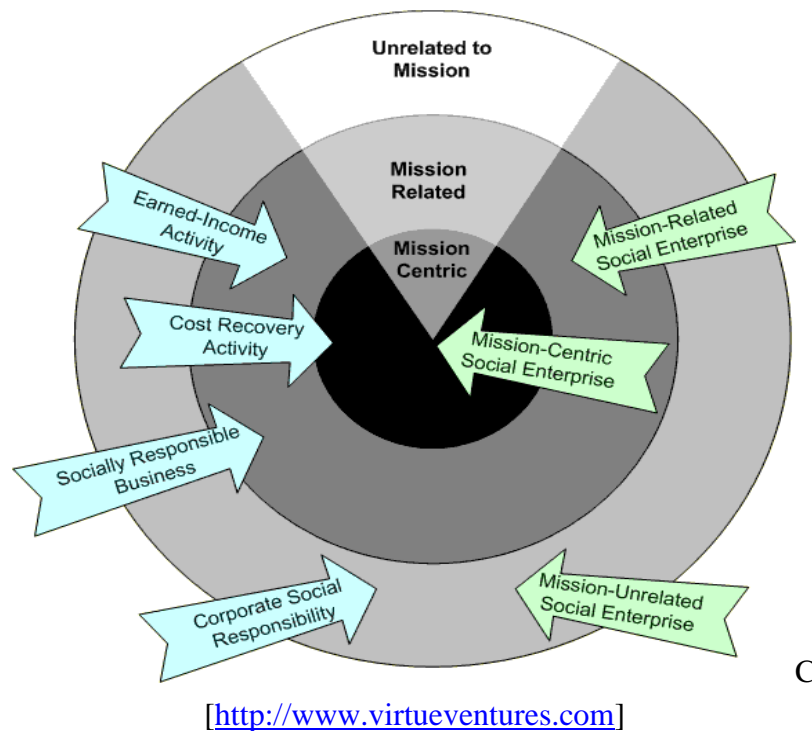
4.2. Models of Social Entrepreneurship

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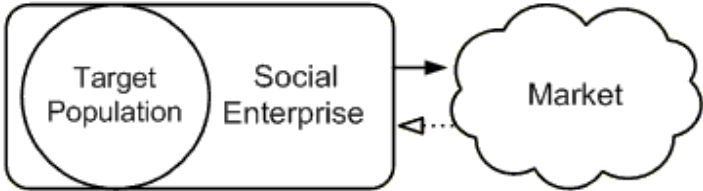
2. Market Intermediary Model: This type of model opens spaces for the main target group, especially for small presences like producers. The main purpose is to sell commerce within these characters at the market.

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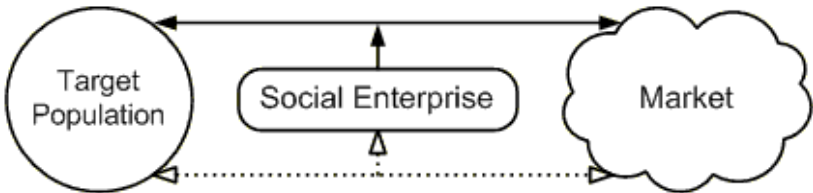
4. Fee-for-Service Model: This entrepreneurship model is a fee-for service model which has commerce with social areas. Target groups or presences buy the things they sell and third a party payer occurs.

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. Social Business Plan

5.1. Theoretical Approaches to Business Model Innovations

At first it is necessary to know what is meant by the term business model innovation.

"[A] Business model innovation is the development of new, unique concepts supporting an organization's financial viability, including its mission, and the processes for bringing those concepts to fruition. The primary goal of business model innovation is to realize new revenue sources by improving product value and how products are delivered to customers." (<http://searchcio.techtarget.com/definition/business-model-innovation>)

Second it is important to ask why a business model innovation should take place nowadays and actually is of great importance. Innovations in the context of a business model is of importance especially when the times are instable. A business model innovation offers an enterprise another strategy to break out of high competition through convergency of the strategies of the competitors', elusiveness of sustained advantage and imitation of process and product innovations. Business model innovations create higher and more sustainable returns in comparison to process and product innovation due to a study carried out by The Boston Consulting Group together with BusinessWeek. There are enterprises which pursue the innovation of their business model as part of a defensive strategy against aggressive

competitors and in order to protect a dying core business. The Boston Consulting Group believes that the innovation of a business model could have the most power if approached in a proactive way to find new strategies for growth.

A more detailed description integrating the case study of the brand Apple can be found here: <http://www.bcg.de/documents/file36456.pdf>

In the next part there are main and also further approaches, which are described roughly to get a general idea about possibilities to include innovations to social business models.

5.1.1. Main Approaches

The approach of **Boulton et al. (2000)** focuses on existing assets of a company and the opportunities of enhancing them. The presented steps within the process model are conclusive, yet they leave little scope for new business models, because they orientate on the current business model and the assets contained therein. Techniques and results complementing the approach are not available.

Linder and Cantrell (2000) formulate questions, which are used to describe and develop business models. The approach of Linder and Cantrell focuses on the analysis of an existing business model and the shaping of a new one. Linder and Cantrell (2000) show categories for existing business models and opportunities for change of business models. Techniques of enhancing a business model or just some parts of it are not available.

Harmel (2002) presents a description grid for new business models. The steps suggested by Harmel are suitable to develop business models based on a strategy. The approach of Harmel therefore focuses on shaping new business models. Special techniques of developing a business model or parts of a business model are not available.

Papakiriakopoulos et al. (2001) offer a rough description of elements of a business model and focus within their approach on the value chain of an industry and the interest groups contained therein. Development prospects are not available.

Mitchel and Coles (2004) offer a description grid for business models. The approach focuses on the analysis of an existing business model and the shaping of a new one.

Osterwalder et al. (2005; Osterwalder 2004): The objects of the approach are described in detail and represented graphically. The approach focuses on the shaping of a new

business model depending on the market conditions. Techniques of enhancing a business model or only parts of it are available.

Voelpel et al. (2004) explain the elements of business models and suggest steps, that focus on the analysis of different dimensions of a business model. However, they neither present any techniques to affiliate these dimensions nor describe the process model in detail.

Chesbrough (2007) defines the elements of a business model. The presented steps are suitable to measure the maturity level of a business model regarding to the degree of openness towards external partners (e.g. suppliers and costumers). The approach therefore focuses on the analysis of an existing business model. Despite the descriptions of different business model maturity levels there are no techniques to the innovation of business models contained in the implementations.

The approach of **Giesen et al. (2007)** doesn't contain elements of business models. The steps described by Giesen et al. have the goal to build the right skills based on the selected option for the innovation of business models. Therefore the approach has the main emphasis on the analysis of existing business models. Techniques to enhance a business model or parts of it are not available.

The approach of **Zott and Amit (2009)** does not contain a description grid for business models. The analysis and the development of activities distinguish the whole approach of Zott and Amit. Techniques for shaping new business models are not available.

The approach of **Grasl (2009)** contains both a description grid and a metamodel. For the most part, he orientates on the description of existing business models by use of UML, but also contains further steps to develop business models. Grasl focuses his work on the analysis respectively the description of a business model, for which he shows techniques.

The approach of **Lindgarth et al. (2009)** contains a description grid for business models. The focus of the approach is on the analysis of an existing business model and the shaping of a new one. In addition, aspects are picked up to build up and maintain the competence in the field of business model innovation. Techniques to enhance a business model or parts of it are not available.

5.1.2. Further Approaches

Not all approaches that have been developed between 2000 and 2009 can be covered. Therefore we present further approaches at this point to enable a deeper insight for the reader.

Gordijn and Akkermans (2001)

Gordijn and Akkermans present in their contribution “Designing and Evaluating E-Business” , how E-Business-Business models are modeled and represented graphically. (2001, p. 11). Beside definitions and explaining of business model elements they show examples from E-Business.

Weill and Vitale (2001)

Weill and Vitale (2001, p. 57) present in their work “Place to Space” eight E-Business business models (AtomicBusinessModels) that find application in Business-to-Consumer markets as well as in Business-to-Business markets. The derivation of the business models is based on case studies. The business models are described on the basis of elements (strategic goals, value proposition, source of proceeds, critical factors of success, core competences).

Afuah and Tucci (2002)

Afuah and Tucci present in their book “Internet Business Models and Strategies” not only theoretical basics to the internet and business models, but also examples for business models from the internet. In his book from 2003, Afuah presents an approach to shape and implement business models. The approach is supplemented by case studies (Afuah 2003, p. V).

Stähler (2002)

Stähler’s work “Geschäftsmodelle in der digitalen Ökonomie” includes the definition and the components of business models. Furthermore, Stählers goes into characteristics of the internet and of digital business models und uses the music industry as a case study. Analogous to the approach of Skarzynski and Gibson (2008) some findings are included in the present work.

Rappa (2004)

In his contribution, Rappa (2004) presents nine business models for the field of E-Business, which he has identified in practice. These business models serve as a basis for the

creation of company business models and they can be combined. In addition to the description, a supplement with case studies takes place. (Rappa 2004, p. 35-37).

Kobler (2005)

In his work “Innovative Geschäftsmodelle” Kobler constitutes business models for swiss insurances in the private costumers segment. These business models were developed on the basis of 18 expert interviews (Kobler 2005, p. 319, 322). As a result, there are four business models (Business model types) (Kobler 2005, p. 350-353).

Zollenkop (2006)

In his book “Geschäftsmodell-Innovation – Initierung eines systematischen Innovationsmanagements für Geschäftsmodelle auf Basis lebenszyklusorientierter Frühaufklärung“ Zollenkop goes into the characteristics of business models and business model innovation. He transmits the general life-cycle-model to business models and links it up with the strategic foresight in order to derive an action for the business model innovation. In this work, music industry serves as a case study. (Zollenkop 2006, p. IX).

Zentes et al. (2007)

Zentes et al. Present in their paper „Innovative Geschäftsmodelle und Geschäftsprozesse im Großhandel“ seven generic business models for the wholesale, which have to be allocated to the Business-to-Business markets. The derivation of the business models is based on the analysis of relevant studies respectively literature and the implementation of expert interviews with company representatives (Zentes et al. 2007, p. 140). The seven business models are described on the basis of clusters, which contain competences of companies (Zentes et al. 2007, p. 141).

Skarzynski and Gibson (2008)

Skarzynski and Gibson (2008) describe in a chapter of their book “Innovation to the core” the subject of business model innovation. They define the terms business model and business model innovation and describe the elements of a business model by use of questions (Skarzynski and Gibson 2008, p. 113).

Casadesus-Masanell and Ricart (2009)

Casadeus-Masanell and Ricart (2009, p. 2 f.) describe in their contribution “From Strategy to Business Models and to Tactics” the connection between a strategy and a business model. A definition of business models is contained in their contribution (Casadesus-Masanell and Ricart 2009, p. 4 f.). Furthermore, they show how business models are represented graphically by characteristics and their consequences in an action network (Casadesus-Masanell and Ricart 2009, p. 6,8,12).

Schröter and Biege (2009)

Schröter and Biege (2009) present in their contribution four service-based business models for the assembly, which have to be allocated to the Business-to-Business markets. The derivation takes place through the depiction of service-based Business models, which contain the reduction of Total Cost of Ownership (TCO). Building on that, business models for the assembly are shown (Schröter and Biege 2009, p. 627 f.).

5.1.3. One Approach in Detail: Giesen 2007

After this overview about different approaches for social business innovations in the following part the approach of Giesen et al. (2007) is explained more detailed. It is only one example chosen to describe an approach in a more detailed way. For further and more detailed information about the other approaches mentioned above please consult the book of Daniel Schallmo "Bestehende Ansätze zu Business Model Innovationen" (Springer Gabler Verlag).

The approach of Giesen et al. (2007) has the aim to analyse, which skills are needed, to be successful. By building and gaining skills it becomes possible for the company to carry out a business model innovation. This approach is universally valid and generally applicable. The approach of Giesen et al. (2007) is based on practical experience of the authors, on literature and on a study (765 interviews and 35 case studies) carried out by IBM in 2006. Giesen et al. see in the deduced generic business models possible strategies to be a successful enterprise. Thus this approach is to assign to the Strategic Management. For business models there is no description and there are no details. Giesen et al. (2007) consider in their approach the analysis of the business model, but do not consider further steps. Three directions are presented with the possibility to develop, which also could be combined: the industry model (innovation of the industry value chain for example through an activity in a new industry, a new definition of existing industries or the development of new industries), the sales volume model (innovation of the sales volume model by changing the price models or a new structuring of service or product offers) and the business model (innovation through a new company structure and a new position in the value chain; i.e. through change in the networking with colleagues, suppliers, customers, skills and items of property). There are no generic business models, which serve as basis for the development of a new business model. This approach does not include any definition nor any description for business models and

that's why no metamodel can be created. It focuses on the procedure model. In the procedure model there are three suggested steps to be done in order to **innovate a business model**:

1. Understanding of the industry context: New business models of the own industry should be identified and sources for new business models of the own or of another industry should be analysed. The goal is to find out what can be learnt from successful business model innovators of the own or another industry.

2. Definition of the current position: In the second step there should be an analysis if the degree of innovation of the industry is appropriate. The analysis also includes the aspect whether the company contributes to the change within the industry or whether it is forced to accept the change within the industry. Based on the definition of the current position it is fixed which kind of business model innovation fits best into the industry and to the skills and visions of the company.

3. Gaining/Buildup of skills: In the last step the necessary skills must be developed in order to carry out a business model innovation. The industry model needs a systematic procedure in order to deduce implications for an own innovative strategy in the future. The sales volume model must be exploited regarding possibilities to generate value. This needs an approach considering implications for the sales volume. The business model requires unique skills, items of property and processes for using them effectively and develop innovations and be able to maintain them.

Specific techniques how to make progress regarding a business model or parts of it are not given by the authors.

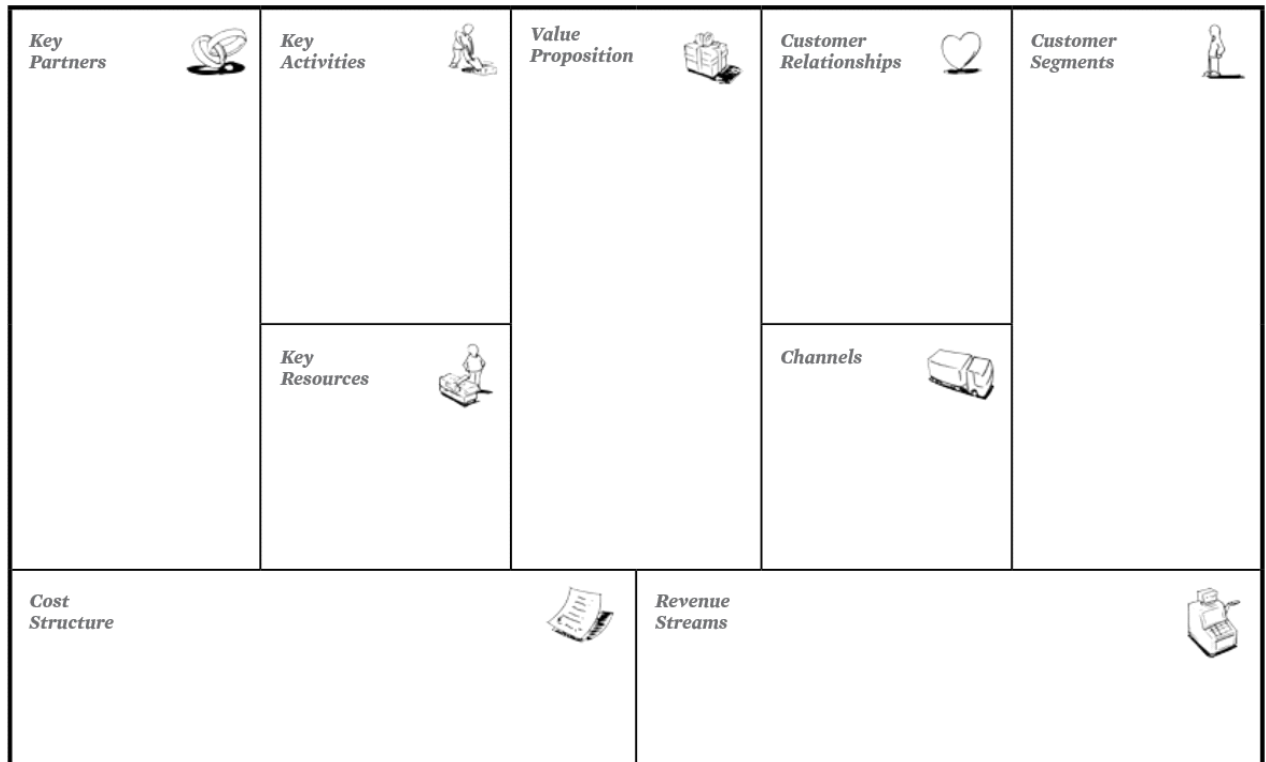
5.1.4. Canvas Method

The Canvas model concept, which was founded by Alexander Osterwalder and Yves Pigneur, is a simple, relevant and intuitively understandable business concept. This model is based on nine basic building blocks that show the logic of how a company intends to make money. The nine blocks deal with the following areas: customers, offer, infrastructure, and financial viability. "The business model is like a blueprint for a strategy to be implemented through organizational structures, processes, and systems" (Osterwalder/Pigneur 2009, p.15).

The Canvas Model is one of the most desirable visual frameworks in the literature of commercial business models (Aure 2014).

The nine blocks of the model are: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

These nine blocks build the canvas model:



Tabel 1: Canvas Business Model (Osterwalder/Pigneur 2009, p. 44)

In this chapter these nine blocks will be explained in detail.

- **Customer segments**

It is very important to differentiate between separate groups of customers, because satisfied customers help to survive a company for a long time. The segments should be differentiated if:

- Customer groups require and justify a distinct offer.

- Customer groups are reached through different Distribution Channels.
- Customer groups require different types of relationships.
- Customer groups have substantially different profitabilities.
- Customer groups are willing to pay for different aspects of the offer. (Osterwalder/Pigneur 2009, p. 20)

A very important question is for whom the value creation serves. There is the **mass market**, where there is no differentiation between different Customer Segments. Then there is the **niche market**, where the Customer Segment is very specific and specialized. Furthermore there is the **segmented market**, where there is a differentiation between segments with slightly different problems and needs. A **diversified** customer business model is there for two Customer Segments with no relation between them and completely different problems and needs. At last there are **multi-sided markets or platforms**, which include two or even more interdependent Customer Segments.

- **Value propositions**

The Value Proposition is the reason why customers decide to use certain bundles of products and services and not the ones of the competitor company. Such propositions may be innovative or similar to existing market offers, but with some additional attributes and features (Osterwalder/Pigneur 2009, p. 22). Quantitative values like **price, speed of service** and qualitative values like **design, customer experience** are differentiated. However, such elements like **newness, performance, customization, brand or status, cost reduction, risk reduction, accessibility, or convenience or usability** may also play a role for the value proposition. (Osterwalder/Pigneur 2009, p. 23-25)

- **Channels**

The channel block means the way of a company communication and its reach of the customer segments in order to deliver a value proposition. “Channels are customer touch points that play an important role in the customer experience”. (Osterwalder/Pigneur 2009, p. 26)

Channels have to:

- raise awareness among customers about a company’s products and services

- help customers to evaluate a company's value proposition
- allow customers to purchase specific products and services
- deliver a value proposition to costumers
- provide post-purchase customer support

There are five main channel phases which can be differentiated depending on the channel type. Osterwalder and Pigneur distinguish between direct and indirect channels as well as between owned and partner channels.

| Channel Types | | Channel Phases | | | | |
|-------------------|-----------------------|---|---|---|---|--|
| Own | Direct | 1. Awareness How do we raise awareness about our company's products and services? | 2. Evaluation How do we help customers evaluate our organization's Value Proposition? | 3. Purchase How do we allow customers to purchase specific products and services? | 4. Delivery How do we deliver a Value Proposition to customers? | 5. After sales How do we provide post-purchase customer support? |
| | <i>Sales force</i> | | | | | |
| | <i>Web sales</i> | | | | | |
| <i>Own stores</i> | | | | | | |
| Partner | Indirect | | | | | |
| | <i>Partner stores</i> | | | | | |
| | <i>Wholesaler</i> | | | | | |

It is of huge importance to find the right mix of Channels to satisfy how customers want to be reached when bringing a Value Proposition to market.

Table 2: Channel Phases (Osterwalder/Pigneur 2009, p. 27)

- **Customer relationships**

The customer relationships describe the type of relationship between a company and each customer segment. There are three motivations which may drive customer relationships: customer acquisition, customer retention and boosting sales (upselling). More than that there are different categories of customer relationships like: **personal assistance, dedicated personal assistance, self-service, automated services, communities, co-creation** etc. (Osterwalder/Pigneur 2009, p. 28-29)

- **Revenue streams**

Revenue streams describe the cash that a company generates from each customer segment. It can be more than one Revenue Stream in a company out of a Customer Segment. Each Revenue Stream can have different pricing mechanisms: **bargaining, fixed list prices, market depend, volume depend, auctioning, or yield management.**

There are two types of Revenue Streams that can be involved in a business model: **Transaction Revenues**, which result from one-time customer payments, and **Recurring Revenues**, which result from ongoing payments to either provide post-purchase customer support or deliver a value proposition to customers. (Osterwalder/Pigneur 2009, p. 30)

There are various ways to generate Revenue Streams through **asset sale, usage fee, subscription fees, lending/renting/leasing, licensing, brokerage fees, or advertising.** Depending on different pricing mechanisms (fixed or dynamic) it can make a big difference in terms of revenues generated. (Osterwalder/Pigneur 2009, p. 31-32)

Pricing Mechanisms

| Fixed "Menu" Pricing Predefined prices are based on static variables | | Dynamic Pricing Prices change based on market conditions | |
|--|---|--|---|
| <i>List price</i> | Fixed prices for individual products, services, or other Value Propositions | <i>Negotiation (bargaining)</i> | Price negotiated between two or more partners depending on negotiation power and/or negotiation skill |
| <i>Product feature dependent</i> | Price depends on the number or quality of Value Proposition features | <i>Yield management</i> | Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats) |
| <i>Customer segment dependent</i> | Price depends on the type and characteristic of a Customer Segment | <i>Real-time-market</i> | Price is established dynamically based on supply and demand |
| <i>Volume dependent</i> | Price as a function of the quantity purchased | <i>Auctions</i> | Price determined by outcome of competitive bidding |

Table 3: Pricing Mechanisms (Osterwalder/Pigneur 2009, p. 33)

- **Key resources**

Depending on the type of business model different key resources are needed. Key resources build the most important assets required for making a business model work. There are four types of key resources: physical (e.g. buildings, vehicles, machines, ...), intellectual

(e.g. brands, patents, copyrights, partnerships, ...), human (e.g. experienced scientist, skilled sales force, ...), and financial (e.g. cash, lines of credit, ...). Key resources are leased or owned by the company or acquired from key partners (Osterwalder/Pigneur 2009, p. 34)

- **Key activities**

Key activities are the most important actions that make the business model of the company work. They are important for creating and offering a value proposition, reaching markets, maintaining customer relationships and earning revenues. Key activities also depend on the type of the business model and can build the following categories: production, problem solving and platform/network. (Osterwalder/Pigneur 2009, p. 36-37)

- **Key partnerships**

Key partnerships deal with the network of suppliers and partners that are important for optimizing business models, reducing risks or acquiring resources. Osterwalder and Pigneur distinguish between four types of partnerships:

- Strategic alliances between non-competitors
- Coopetition: strategic partnerships between competitors
- Joint ventures to develop new businesses
- Buyer-supplier relationships to assure reliable supplies

More than three motivations regarding the creation of a partnership should be differentiated: optimization and economy of scales, reduction of risk and uncertainty as well as acquisition of particular resources and activities. (Osterwalder/Pigneur 2009, p. 38-39)

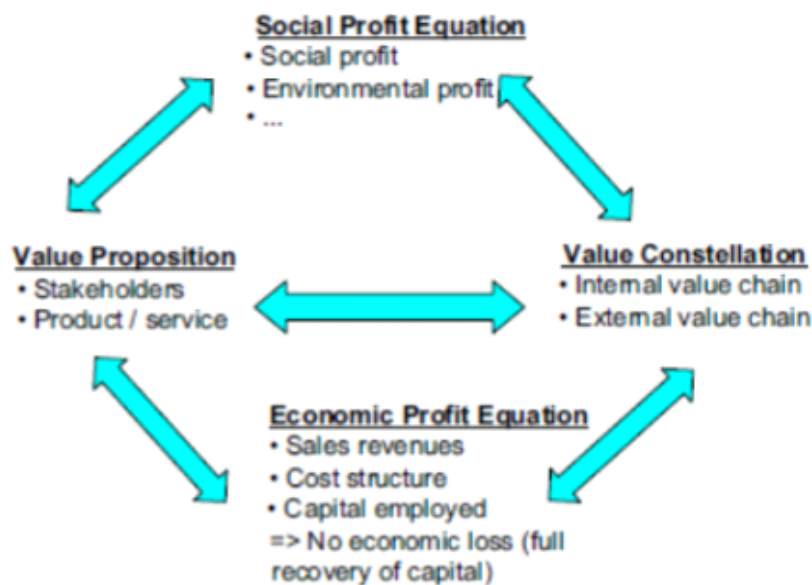
- **Cost structure**

The last block describes all costs incurred to operate a business model. There are two main classes of business model cost structures: cost-driven and value-driven. The main aim of a cost-driven business model is to minimize costs wherever possible. A value-driven business model concentrates on value creation. More than that cost structures can be characterized through: fixed costs (same costs independent of the amount of services and created goods), variable costs (costs varying in proportion with the amount of services and created goods, economies of scale (rise of output is connected with a cost advantage for an enterprise) and

economies of scope (another cost advantage for a company resulting from a larger scope of operations). (Osterwalder/Pigneur 2009, p. 40-41)

The Business Model Canvas is an useful instrument based on the nine business model Building Blocks altogether. This instrument can be compared to a painter’s canvas with nine blocks. Existing and also new business models can be described or created and be put on the canvas with board markers or removable notes. Its main aim is to support creativity, understanding, analysis, and discussion.

- **Towards the Canvas Model by social entrepreneurs**

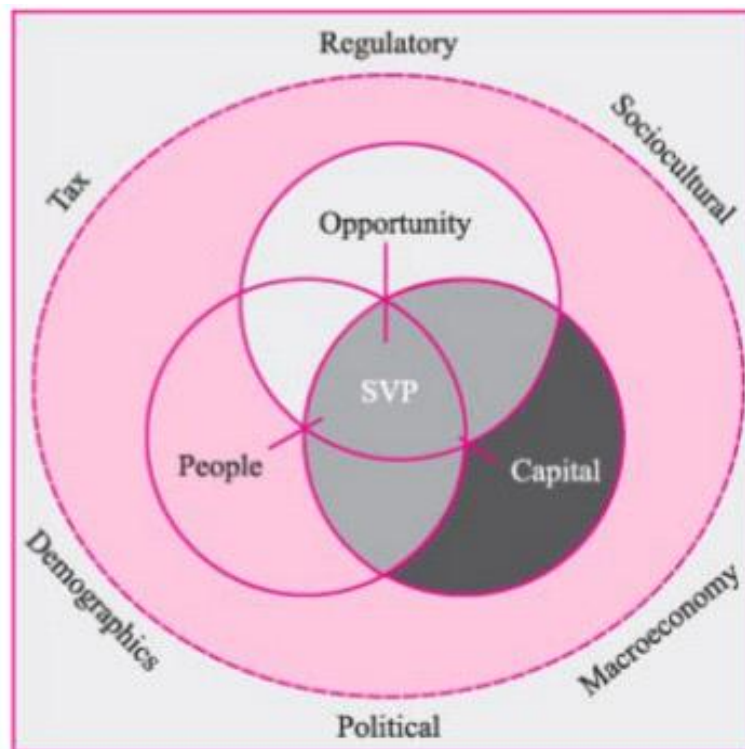


There were other "social business models" in the field of social entrepreneurship developed by practioners and scholars. The one of Yunus (2010) contains the four components social profit equation, value proposition, value constellation and economic profit equation (see figure above).

Comparing this model with the Canvas Model the social business model of Yunus could be simplified regarding its visualization in order to enable practitioners to have a visual framework they can optimize. More than that the Canvas Model could serve as a brainstorming tool: doodling, drawing or putting sticky notes and using further creative forms of devices can be applied to have an impact on the canvas (Aure, 2014).

Austin et al. (2006) utilized Sahlman's PCDO framework consisting of the components people, context, deal and opportunity as basis for his social entrepreneurship framework. In Sahlman's analytical entrepreneurial framework **people** stand for active members which are

needed for a successful enterprise, inside and/or outside the enterprise (Austin et al., 2006). The **context** means objects which cannot be controlled by the enterprise and have an impact on its gains and losses (Austin et al., 2006). The **deal** describes who invests and who receives "what" in the production of provided value (Austin et al., 2006). Any action, which makes the input of scarce resources necessary, builds an **opportunity** (Austin et al., 2006). In his proposition of a social entrepreneurship framework Austin et al. (2006) gives a central role to the **enterprise's social value proposition**, which can be seen in the Figure beneath the text (Austin et al., 2006).



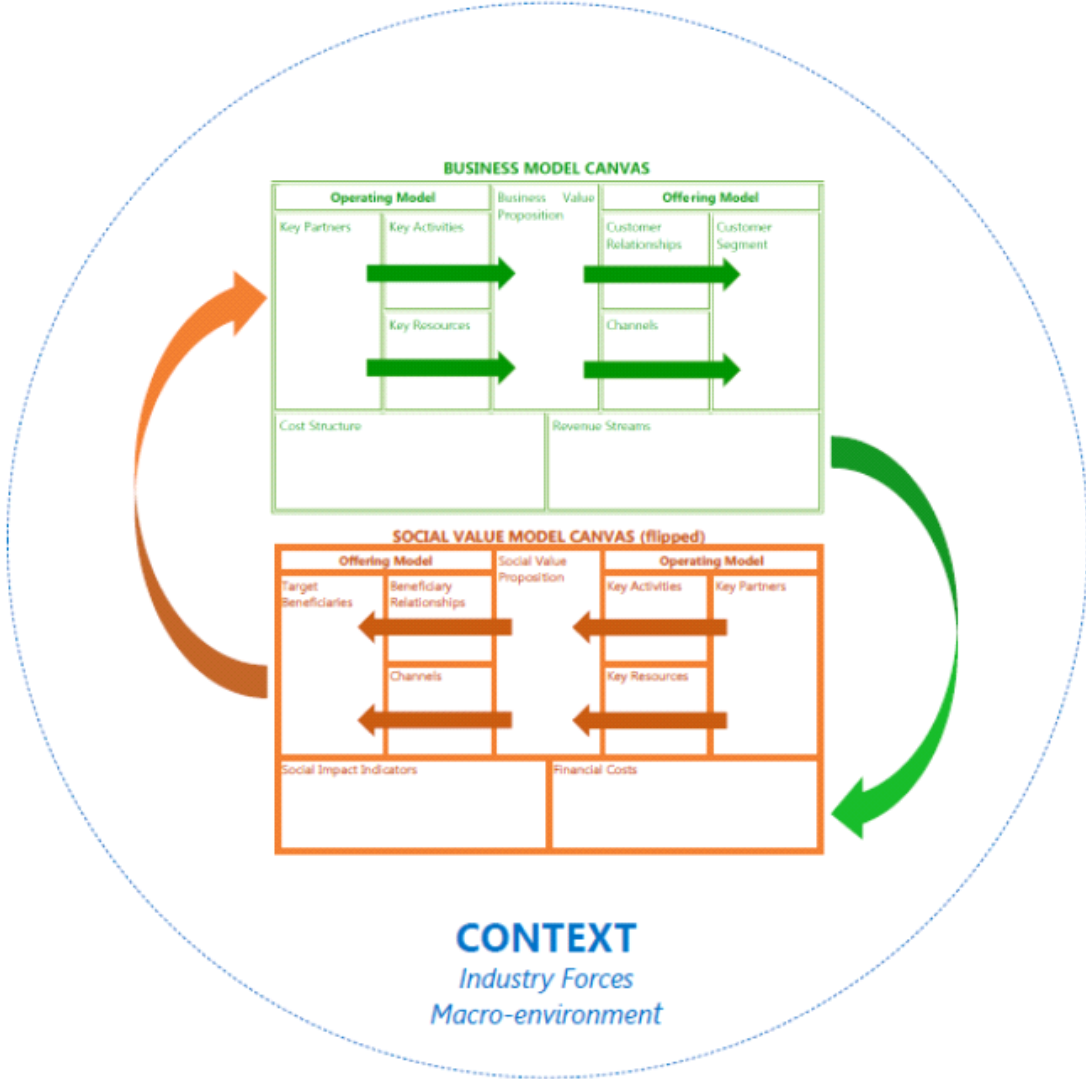
In the figure above the way towards the "**social entrepreneurship canvas**" becomes obvious.

Regarding the business models and entrepreneurship frameworks: they supplement one another.

There are two aspects, which are very meaningful, for the management of a well-functioning social enterprise. The first aspect is that a social business model and a social entrepreneurship framework have to have two systems of creating value, that is the commercial or financial business model and additionally and not to forget the social business model. However, the Canvas Model of Osterwalder and Pigneur is limited by the characterization of the system of commercial value creation. The second aspect is that an interaction between entrepreneurial actions and using the business model frameworks is depicted by the social entrepreneurship framework of Austin et al. (2006). Thus the

surrounding context and also the **PESTEL factors** (abbreviation for: political, economic, sociocultural, technical, environmental and legal factors of influence, online source: <http://www.cipd.co.uk/hr-resources/factsheets/pestle-analysis.aspx>) should be considered during or for the creation of a business model and furthermore an iteration of strategies with changing conditions as basis should be taken into account.

As a consequence there is the "social entrepreneurship canvas" showing the process of managing the two systems by an enterprise that is the commercial as well as the social value propositions. The "doing well by doing good" approach is adopted regarding the social entrepreneurship (Glover, 2012). Thus the action of doing well - commercially - fuels the action of doing good - socially. These results in a desirable cycle, which leads to dual value creation and delivery. The following figure contains the suggested social entrepreneurship canvas:



"The assumption of the proposed canvas is that the financial revenue streams fund the costs of pursuing social impact, while the pursuit of social impact (e.g. empowering communities through livelihood) benefit the business through greater employee or supplier relationship with the community." (Aure et al., 2006, p.5)

Managing social enterprises or pursuing social entrepreneurship ventures it is important to include two systems of value creation: the financial or commercial business model and the social business model. The Canvas Model of Osterwalder and Pigneur depicts only the system of commercial value creation. Furthermore the framework of Austin shows the overlapping of the entrepreneurial activities with the usage of business model frameworks. "In designing a business model, it is important to account for the Context or PESTEL factors and iterate strategies based on changing conditions." (Aure 2014, p. 5)

The social entrepreneurship canvas model shows that "the financial revenue streams fund the costs of pursuing social impact, while the pursuit of social impact (e.g. empowering communities through livelihood) benefit the business through greater employee or supplier relation with the community" (Aure 2006, p.5). However, this model could be further modified, for example with cutting edge management theories (Aure 2014, p. 5-6).

5.1.5. Case studies (Interviews)

5.1.5.1. Business Case Studies France: La Conciergerie solidaire

The purpose of this chapter is to give a deeper insight into a social entrepreneur, its evolution and strategic approach. One partner per country is responsible for the authoring of one case study. The main questions that shall be answered to are:

What is the main activity of the enterprise? What was the motivation and underlying vision to build the company? (Description of the enterprise)

La Conciergerie Solidaire is a limited liability company concierge service, based in Bordeaux, whose aim is to improve employees' wellbeing from responsible companies and a neighbourhood concierge service to answer to inhabitants' needs. Different services are proposed: ironing their laundry, bring their car to the garage, school support, cleaning, etc... The employees of La Conciergerie Solidaire are reintegrated employees and some activities are proposed to recreate social link. These activities contribute to raise awareness to the subscribers of La Conciergerie Solidaire to the different social and environmental issues.

Sylvain Lepointeur was a communication expert in an SME and he was in charge of a project in which he created partnerships that encouraged him to create his own company. He

has had the envy to become an entrepreneur for a long time but he wanted to find a meaningful project and he also was hesitating as becoming an entrepreneur was risky. However, the social commitment was stronger than everything and he decided to create his own company. He didn't want to create a classical concierge service that is why he created La Conciergerie solidaire.

What was the strategy to fulfil the enterprises' objectives? Which communication and marketing strategies did they apply to engage stakeholders and for growth?

The strategy was to propose quality services to insure the sustainability of the project. One of the priorities was to work with Social Solidarity Economy providers (they represent more than 80% of the services and around 50% of structures from the Institut d'administration des entreprises (IAE)). The quality of services are checked with client (surveys, etc...).

There is still a lot to do to make known social entrepreneurship, that is why Sylvain Lepointeur joined the MOUVES (Mouvement des entrepreneurs sociaux) to communicate about it.

La Conciergerie Solidaire creates continuously new partnerships with different types of structures (companies, non-profit organizations etc.). As Sylvain Lepointeur worked in "classical" companies, he knows how to speak to them and to sell the concept of solidary in "classical" companies.

Today, La Conciergerie Solidaire exists in Bordeaux, Soustons, Anglet and Dijon.

In the future, Sylvain Lepointeur would like to extend La Conciergerie Solidaire to the whole territory by creating a national network with existing structures or partners aiming at joining the adventure.

Which experiences did they make so far? How did they react to difficult situations and what were lessons learnt?

La Conciergerie Solidaire is a local development tool which enables to answer to services demands from employees of company while creating activity for "the reintegration structures through the economic activity". This activity generates social innovation by encouraging the "reintegration structures through the economic activity" to renew their offer, to diversify the jobs in order to stimulate the reintegration of persons excluded from the job market. Besides, La Conciergerie Solidaire helps to bring the "classical" enterprise sector and the reintegration sector together.

One of the first difficulties met by La Conciergerie Solidaire is the lack of public subsidiaries in the field of reintegration; entrepreneurs have to ask for money to corporate foundations.

Besides, some partners need lots of proofs to involve themselves in such a project and it is sometimes difficult to persuade them.

The old image of the “reintegration structures through the economic activity” and the representation of actors of the “classical” economy and of the public bodies towards the reintegration sector are also obstacles to develop some actions.

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5.1.5.2. Business Case Studies Czech Republic: FOREWEAR

What is the main activity of the enterprise? What was the motivation and underlying vision to build the social enterprise/become a social entrepreneur? (Description of the enterprise)

In our socially beneficial project FOREWEAR (www.forewear.cz), 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 or public clothes swap events and sorting it. Part of the old clothes helps people in need in specific charity organizations and the rest is processed in order to have a new recycled textile material produced and new functionally-designed products made out of it in sheltered workshops by socially disadvantaged needlewomen.

Our products are diaries in recycled covers, book covers, mobile phone, tablet covers and document pockets. Our main objective is to sell these products back to the companies where the clothes collections took place in the form of recycled products with a strong story and a beautifully branded print which is tailor-made according to the company colors. Companies use our products as smart marketing materials and presents for employees and partners.

Since the existence of our project (2 years in 2015), we have been able to set up cooperation, for example, with T-mobile Czech Republic, AXA Assistance, Tchibo, Modra pyramida saving house, Veolia, Red Hat, GE Aviation, Sodexo, etc. Here is the link to the photos of our successfully completed company orders: www.forewear.cz/firemnizakazky/

Until now, we have collected approximately 1500 bags of clothes (each weighing from 6 to 12 kilos of old clothes, i.e., approximately 13000 kg of unwanted clothes which we donated to a charity second hand or gave new meaning to. We have involved hundreds of company employees in the clothes collections in companies and hundreds of individuals in the clothes swap events for the public.

We also give work (through our orders) to 6 socially disadvantaged needlewomen in a sheltered workshop who sew the products for us. For the year 2015 we have the information that our sewing orders covered the work of 3 out of 6 of these needlewomen throughout the year.

The motivation to build a socially beneficial project (or a social enterprise) was to address the issue of textile waste: our activities lead people to responsible consumption and getting rid of their old clothes in a meaningful way. Also, we give part of the clothes to institutions whose clients are ill or disadvantaged.

Another motivation was to create impact by using recycling through our production process: the new recycled material we obtain is taken to sheltered workshops which employ socially disadvantaged needlewomen, and by producing our sustainable products and obtaining orders from companies, we give them job. Here is a link to a blog article about how the sheltered workshop functions: www.forewear.cz/exkurzevchronenesicidilne/

What was the strategy to fulfil the enterprises' objectives? Which communication and marketing strategies did they apply to engage stakeholders and for growth?

At the beginning we asked a lot of people to give us feedback, looked for mentors and used the lean start up methods to validate our model. The first ideas showed not viable and we had to find new ways.

We try to reach bigger companies which have 50 and more employees and which could be interested in our CSR program. We contact their CSR or marketing managers and try to arrange a meeting in order to introduce our activities.

We provide a good extra service to the companies for free which takes a lot of time and energy though. E.g. we organize the clothes collection in the company, prepare an invitation for employees, arrange transport of collected clothes, come to present the project – all is a part of the service we provide only with the promise that the company will make an order for our recycled branded products. We do not have any income from these additional activities as the collected clothes help our befriended non-profit organization Boruvka Praha which runs a charity second-hand.

We have also set up a web page www.forewear.cz, we are active at social networks such as Facebook, Twitter and Linked-in. We send a Mailchimp newsletter about what is happening approximately 4 times a year. We write a blog article approximately every 2 months.

We attend various events and conferences with the aim to network and get in touch with decision makers from bigger companies. We ask important people who are our fans to become our ambassadors.

Which experiences did they make so far? How did they react to difficult situations and what were lessons learnt?

There were a lot of troubles which we faced. At the beginning, the team of volunteers who organized the Clothes Swapping Project (from which FOREWEAR evolved) came apart. It was due to the fact that having won the competition for the Social Impact Award, to incubate a new real social business was more demanding and obliging and each one of them had other priorities to do. Only one person (myself) was left to carry out with the project and

tried to build a sustainable enterprise based on social business criteria. This was really challenging and a good idea was to look for another colleague for the project. When there were at least two people it helped to move the idea forward much better and faster (regardless of some minor mistakes that were taking place all the time).

One of my biggest learning was to really discuss and then write down anything you agree with another party you cooperate with. In our case it was the designers of our products who had a different idea about our cooperation and their reward for their work than we did and we did not communicate this properly beforehand. This resulted in quite a big amount of money that I had to pay to them still during the time when the project did not yet generate sufficient income.

Other obstacles we faced are connected with the nature of the recycled material we use for our products. Its quality varies and also the composition, so we are not able to ensure the same quality and thickness every time and also our print does not always come as good as we need and in required colors.

In the sheltered workshop, the needlewomen had to learn hard to sew our products. It also took us time to find the right sheltered workshop where they would have special overlock sewing machines. In addition, as this is a sheltered place where people work, they are not as fast as other production companies would be and this is sometimes a real challenge when our client wants something to be done fast. We have to educate companies that not everything works as fast as they are used to in this turbulent time.

What are your tips for young entrepreneurs, recommendations, practical experiences, where did you get support, etc.?

Try not to keep your idea for yourself, share it and do not be afraid that someone will steal it from you. Even if someone did, they would not do it the same way as you would. So speak about your ideas, ask people from your surrounding for feedback. If you can, visit the place which belongs to the Impact Hub network in your country where you will be able to meet entrepreneurial people open to help you.

At the beginning, you should try to validate your business idea to see if it is something (a product or service) that people need and are ready to pay for. Do some questioning and surveying outside among people. If their response is positive, try to explore if the business model might be financially sustainable (at least in some time horizon such as 1-1,5 years).

It will help you to decide whether you want to do your project full-time or if you will have another job to earn money and do it “after work”. Also if you will do it alone, have a partner, or even employ someone. It will probably be the case also with your project that you will have to invest money (not mentioning hundreds of hours of your unpaid time) to push it

forward. And it will take you several months (maybe 1 or more years) until you will reach the break-even point or until your project will start to generate some income for you.

It definitely helps to have your professional business cards to exchange with people you talk about your project. Attend no matter what social events, fairs, conferences where you can meet interesting people to introduce what you do. Practice your elevator speech about the project to be able to say it shortly and raise interest. Take your sample products with yourself.

Try to always be professional and always keep the promises you give, e.g. you promise to send something to some person from some company until a certain deadline, so you really must do it, no excuses. Be reliable and a good partner for business companies you cooperate with and then they will recommend you.

Be ready to persist even when you face troubles or if things do not come out as you thought they would. Human mind is so resourceful that if you are strong enough to go on and believe in your idea, you will find a way. But let's face it, starting up one's own business from scratch requires a lot of day and night hours, a lot of courage, enthusiasm and self-denial. Some people, those who have a more "employee-like" mind set will not understand why you work so hard and that you just do not have free time. So if you are not ready to sacrifice your free time, really work hard and persist, maybe you should not even start. Good luck

For more information about FOREWEAR visit our webpage: www.forewear.cz

or Facebook www.facebook.com/forewear.cz

Markéta Borecká, CEO and project founder

Additional short Business Case Studies - Coworking Centrum Příbor
(<http://www.ccprbor.cz/>)

The purpose of this chapter is to give a deeper insight into a social entrepreneur, its evolution and strategic approach.

- *What is the main activity of the enterprise? What was the motivation and underlying vision to build the company? (Description of the enterprise)*

The main activity of Coworking Centrum Příbor is to provide services in a form of a short and long term rent of fully equipped offices to starting entrepreneurs, sole traders, and SMEs. There could be rented only a working place within the coworking office or a boardroom which is suitable for business and working meetings. Among others there are organized workshops, lectures, networking activities as well activities for supporting life of Příbor town community.

- *What was the strategy to fulfil the enterprises' objectives? Which communication and marketing strategies did they apply to engage stakeholders and for growth?*

To raise awareness of Příbor town citizens about the coworking centre by organizing various activities in order to encourage them to visit the centre and get to know how the centre could help them. The most we used the promotion through social media, Internet and newsletter of Příbor town. Příbor is little town so the method of “recommendation” or “have you heard about coworking yet?” worked well. ☺

- *Which experiences did they make so far? How did they react to difficult situations and what were lessons learnt?*

After a year of the coworking centre's operation we are known among locals and entrepreneurs more and more. Feedback on centre's activities and space are positive, the centre becomes a meeting space for Příbor town. On the other side the interest of coworkers doesn't reached our expectations. In a city of 8.000 inhabitants there are not many coworkers, especially during summer time they preferred to work from home or nature. ☺ Despite we consider this initiative as meaningful and we intend to maintain it. However, the newly established working place needed to be closed down. The coworking centre will be operated by executive head and volunteer. We also cooperate with locals, we encourage them to bring new ideas or simply organize their activities in the centre.

- *What are your tips for young entrepreneurs, recommendations, practical experiences, where did you get support, etc.?*

This list is not meant as a guideline for the interview/ examination; it just wants to make suggestions which elements might be interesting. In particular tracing of processes and development phases are of special interest for this handbook.

5.1.5.3. Business Case Studies Germany: Papilio

What is the main activity of your company? What motivated you to start a business and what was your underlying vision? (description of the company)

Papilio is an evaluated program for permanent, universal prevention in kindergartens. The Papilio-measures promote social-emotional skills of children in a playful way, reduce first behavioral problems and forestall the development of addiction and violence in adolescence. After further training of the teachers, Papilio will be implemented daily in the kindergarten. The Papilio-approach combines goals of many other programs such as resilience, language support, integration and dealing with the media. Furthermore it supports teachers in educational behavior. Papilio is particularly effective with already disturbed children, it reaches them without stigmatizing them. Equal opportunities for socially disadvantaged children are very important to us. A basis for that are social-emotional skills.

Only if Children are able to deal with themselves and others, resolve conflicts and abide by the rules, they will lead a self-determined and independent life as an adult.

Papilio is an association, which has been founded in 2010. Basis of the self-employment was the program that has been developed by one company and three universities and whose effectiveness has been proven by a study. Our most important partners are the Papilio-teachers, who are trained by us. The teachers are mainly employed by prevention services, charities or communities, they train the teachers and accompany the implementation of Papilio through the teachers into the daily routine of the kindergarten. We are a social enterprise, that means we implement our charitable concern together with sponsors and partners as sustainable as possible, well planned and transparent.

We want to create health equity and reach as many children as possible. In the kindergarten, the children are at the very age, where they develop their social-emotional skills. They learn what feelings are, how to recognize them and how to deal with them. They also learn how to deal with peers, how to contribute their own interests, consideration of others and togetherness. It is necessary to promote this development according to their age to strengthen the protective factors of the children.

So far (January 2016) about 6.000 teachers are trained by Papilio and we reached about 124.000 children.

What strategy was used to achieve the corporate goals? What communication and marketing strategies have been applied for the general business growth and in order to cut Stakeholder in?

In achieving our corporate goals, quality always came before quantity. It is important to us that our program is really effective for children, teachers and parents. Studies accompanied and accompany Papilio continuously:

- Even the development of the program was carried out on the basis of scientific findings.
- Papilio was put into practice and evaluated as a model project.
- Efficacy has been shown in a study in kindergartens – with a Follow-up-measuring time at the end of the first year of primary school.
- Every new component (further development) is accompanied and evaluated by a study.

The decision for the multiplier models plays an important role regarding the achievement of corporate goals. We teach trainers and in turn they teach teachers. The teachers implement Papilio in the daily kindergarten routine and also include the parents.

Aside from the advanced training, it is also important to achieve a permanent implementation fidelity. This assures the permanent effectiveness of Papilio. This quality assurance is carried out by the certification after implementing these measures in the kindergarten and furthermore by quality composite meetings (??), symposia and intensive seminars. Additionally, our materials are prepared in a way that they reflect an appreciation of trainers, teachers and parents.

From our point of view, the multiplier model is the most sensible option to implement Papilio sustainably in the kindergartens, so that as many children as possible can benefit from Papilio as long as possible. In this context, we emphasize repeatedly that Papilio is a program and not a project that takes place only one time.

The quality of the program is an added value, which was also recognized by our sponsors and partners. Furthermore, we submit proposals how they can be visible with us and have the right to take part. In that way, a typical win-win-situation arises.

An example from our communication and marketing strategy is our Papilio tour in cooperation with “Augsburger Puppenkiste”. The Papilio tour is a nationwide educational campaign for primary prevention of addiction and violence. At this tour, the Papilio program is presented.

Every single day on tour supports the implementation of Papilio in each region, raises awareness for the subject of early childhood prevention and publicizes health promotion and prevention of Papilio among teachers, parents, politicians, kindergartens and in the media. An emotional ambassador for the Papilio tour day and likewise part of the program is the story “Paula und die Kistenkobelde”. The puppet piece has been developed together with the “Augsburger Puppenkiste”.

Our sponsors and partners are involved in the preparation and implementation of a tour day. They are present on site and are also included in the accompanying press work.

What experiences have you done so far? How did you react to difficult situations and what conclusions did you draw for you and your company?

Papilio is one of the few examples in Germany for a successful transfer of a CSR project (Corporate Social Responsibility) of a company in autonomy. How did this happen?

After developing Papilio in a company together with scientists, practitioners and ministries and proving its effectiveness in a scientific study from 2003 to 2005, the countrywide implementation in the kindergartens began in 2006. A few years later, the

company got economic problems and as a consequence it had to cease its social commitment completely. Papilio could not be continued within the CSR.

In this situation, the former project manager and current managing first chairman Heidrun Mayer decided going to risk and leading Papilio into self-employment. At this time, Papilio was already closely linked to Heidrun Mayer. The company granted her the continuation of Papilio in the legal form of a registered association, the official registration took place in April 2010, on the 1st of July, Heidrun Mayer made the step into self-employment. All usage rights of the brand “Papilio” have been transferred by the foundation to the registered association. The contracts with the partners have been transferred also (except the contract with the main sponsor), who furnished the association funding and pronounced Heidrun Mayer their trust.

Many of these partnerships exist until today, what we are very happy about. However, we are facing financial challenges. There are many institutions and organizations, who provide funding, yet we are not allowed to finance overheads with this and it is expected that own resources are contributed. Often the funding period is limited and after expiry of the term the articles of the sponsor provide to support new programs and projects.

That is why we are always looking for long-term funding partners, who are independent from these structures.

What are your tips, recommendations, practical experiences for young entrepreneurs (or: Where can they find support, etc.)?

First of all, the belief in one’s ideas and the conviction of the own product is essential. Also essential is the willingness to think and to go alternative solutions in the implementation, if suddenly obstacles are in the way. Stamina plays a key role in this process!

The business model should be constructed in a way that the overheads are low. Still, sufficient human resources must be available in order to respond flexibly to growth potential. Thereby, it is important to remember your main business from time to time and to pay attention to quality.

Good networking, for example in politics, economy and social entrepreneurship is immensely helpful and can open doors. The time required to build a network should be considered when planning.

5.1.5.4. Business Case Studies Turkey: SineMASAL

(by Okan University)

SineMASAL is a project that is developed for children in villages around Turkey, who have not the chance to take part in a social event, because of the poor conditions. Enes Kaya - founder- is also a boy grew in village who got very excited when he saw a movie for the first time. Because of that he decided to do something for the village children. The main purpose of this project is; creating an atmosphere for the children to take a chance to watch movies and get the good feeling of it.

SineMASAL is such kind of a project that makes wishes come through in the area of entertainment, passes beyond the lack of opportunities. Watching movies and having other entertainment parts like puppet plays, painting areas, juggler from abroad, pantomime and dancing shows with karaoke are some of the actions that children can do within this project. So SineMASAL develops itself to a main point in the area of entertainment for children in socially disadvantaged regions.

The Beginning Story of the Project

When Enes Kaya –the founder- was a child; big Gölcük earthquake occurred at 17 August 1999 in Turkey, which influenced him very much because of living very close to the area. Short time after; when he was at 7thclass on 12 November 1999 there was again an earthquake, this time in Düzce. At that time he was 12 years old and moved to another city; in that time he was still suffering the psychological effects of the earthquake. Because of the trembling sounds of the old heating beside his bed, which is remindful of the earthquake, he kept thinking that an earthquake is taking place and ran out into the street outside, where he ran around for hours alone. When he was spending time alone like this; one day he saw at the entrance of a passage a poster of a movie, “Casablanca”, which was shown at a festival. Because he has never been in a cinema before; it was a special day for Enes Kaya, because this event was the start of the history of SineMASAL project. He wanted to do prepare special events for village children because he also grew up in the same conditions with them. They were social between themselves yes; but there was no technology, there were no other facilities except the weddings and traditional or religious ceremonies.

The similarity between the film machine’s fluttering sounds and the earthquake sounds, made him convenient; but meanwhile understanding the fact that he is not alone; he rapidly

has the feeling that he must do something for the other people like him. Movies can take people to long travels within these projects.

In behalf of actualizing his dreams about children; he started working while studying in university. Because the university that he was accepted in Erzurum is far from his home; it was very cold and different. It was a West-East-Transition experience for him. After taking place in a production team at festivals organized by Genç Turkcell, a Turkish mobile phone company, he started to improve himself. Meanwhile, by this period he watched lots of movies, which helps him to get reassurance for himself. After seeing different kinds of movies like Comedy, Animation, Thriller, Horror, Love and Action, from A to Z; all types of movies enchanted him. Every single movie has repeatedly developed him and he began to think about his life. He became aware again how happy he was; because he was standing on his own feet and studying his favorite subject mathematics. These occurred in a short period of time, because the point of view he got from the movies and the constant researches, which he made at that time, made him confident. He started to think about the people in the villages, like he was in former times. The children who live in villages were deprived in this point. He wanted them to be just like himself and wanted to do something for them.

The Project Starts...

In 2007, Enes Kaya started to be more interested in the area of organization part at the festivals. Especially, by involving in film festivals at Turkey he was treasuring up ideas; the open minded festival opinion was born via the project. From 2007 to 2009, he always made researches and was still working to earn his own money. He got to know an Irish family and helped them with the purchase of a holiday house, because he has taken no money for his help from the family, as it was actually common there, the man of the family helped him to get a job in the film industry. It was a project of National Graphic, which came to Turkey.

Together with the group of the project, he rented a jeep and within 6 months, from May until October, they have visited 41 cities. (*Afyonkarahisar; Ağrı; Amasya; Ankara; Ardahan; Artvin; Aydın; Bayburt; Bilecik; Bingöl; Bolu; Bursa; Çanakkale; Çorum; Denizli; Düzce; Elazığ; Erzincan; Erzurum; Eskişehir; Giresun; Gümüşhane; Iğdır; Isparta; İstanbul; İzmir; Kars; Kırklareli; Kocaeli; Malatya; Manisa; Muş; Ordu; Rize; Samsun; Sivas; Tokat; Trabzon; Tunceli; Van; Yozgat*) In the group there were two people from Bristol, England; two from Dublin, Ireland and one person from Berlin, Germany. Together with Enes there were six people in one jeep, driving across Turkey. The group had a list where everything they needed was standing and the task of Enes was it to take the list of needs and to handle

them. On this list the villages were listed and the conditions that they have to for filming there. During the breaks, Enes set out for researching the villages. At this stage he got also a kind of overview of the environments, because he also wanted to do something in the villages. This idea was always in his thoughts. With the help of this project, he got the chance to get to know the different geographies. This event was a huge guide, which was leading to the start of SineMASAL.

When the National Geographic project was completed, the team flew back to their homeland. The time from 2007 to 2009 was the research time for the project. The project gave the chance to answer the unresolved questions, like “What is happening in this section?” “How it is being done?”, “Is somebody doing an activities in the villages?”, “Are there any festivals?” Until 2009 he selected information about these questions and after knowing that nobody is doing something like he wanted to do, he decided to share his ideas with a friend in Ankara, for the first time.

“What would this project look like?” was the biggest issue. In the villages, there were many different social organizations held that help needy people. However, the idea of this SineMasal project was a little different. He wanted to give the children a fairytale full day in the villages and let them forget all the worries and then he would disappear.

After hearing about a special grant form, which supports people who want to do social activities, but they have to design their project clearly with every step, the outline of the project started to get clear. Firstly the project has to be a festival. The sequences of a festival were familiar to Enes, because he visited many festivals and also helped out there, so he was able to image the procedures. Secondly it has to be take place in villages. But why in villages? Expect that it should be made for children; another main reason for the village choice was that an event that is made in the city has the disadvantage that children have much more distraction around them. But the ones in the village do not have many ways to distract and so they have a lot of time to think about the movie. The thoughts of the children in the villages are still very pure and they are still in the creative development phase in their heads, so their implementation would be much more valuable in the villages as in the cities.

The creativity part of the project took three years. Every single idea was written down. After the creativity process; then comes transforming it to the outline part of the concept. The idea was to be different from the other organizations. Some other village activities were approximately takes three hours a day and then finishes. But this had to be permanent. Within the project, all of the day was to be spent with the children; like full-time work. To get the maximum social impact, he planned to involve a sociologist, psychologist, educators, movie-makers and also a festival-maker. 2009 was the bloom of Facebook; Enes Kaya used this activity to spread out his thoughts via internet. He also wrote many messages to people, who

could help him and told them about his project and invited them to be a part of the project by helping financial. So an approximate capital was created.

Normally, anyone who has such a huge plan would set a plan for minimum five years. But this was different above all numerical analysis; it was about emotions and courage.

In January 2013 Enes Kaya started to sort all his notes from 2009 until 2012 within 1 month. At the end of this month he has a festival concept in his mind and the first festival has to take place in the southeast part of Turkey, because in this area the number of children who has been deprived from such events is much more than in other areas. This conclusion came out of mind of the observations within the National Graphic project period.

After finishing the first festival concept, this concept was sent to the Ministry for European Affairs, in relation to the Education and Youth Programs and the first support for this project, an amount of 9000 Euros has been accepted. This was enough money converted into Turkish Lira, for eating, drinking, fare, creating a homepage and also for a promotion. In the next days, a team of 8 people came off. April 2013, the homepage started and in Mai, the promotion on the website came off.

Creating an atmosphere for the children to be able to watch movies was not the only target above this project. He also planned to organize a show with a puppet player from England, painter from Italy, juggler from Germany, pantomime from France, and face painter from Holland and Flemish dancer from Spain. There was also a wizard and a dancer. Everything was ready-planned, but they have no money to drive off. The only money they have has been spent in the preparatory phase.

In this phase, the project team traveled to the 6 cities where they wanted to make the festival and went to 69 different villages in order to choose 6 of them for the festival. During this time, they have also produced a list of handling and spending. A sum of 320,000 Turkish Liras is needed and just 18,000 came from the European Union. Because of no more help, they decided to make an application to the Shared Economy in Turkey for help. From them, they did not get the money in cash, but his needs, such as tents, headlamps or technician, were satisfied. Totally an amount of 168,000 Turkish Liras were covered. The only problem was the personal expenses, which were paid by the local government and the student organizations at their university, which they asked for help. This help was an amount of 78,000 Turkish Liras. Petrol, accommodation and food, these three areas were done by 3 different groups. Finally remained only an amount of approximately 80,000 Turkish Liras and they decided to submit an application to the Ministry of Culture and received from them a sum of 35,000

Turkish Liras, but not on time, so he and his friends had to collect money from private people, they knew from their relationships.

A satisfied sum came off and the group SineMASAL set out for Kahramanmaraş, their first step which was followed by Gaziantep, Adıyaman, Şanlıurfa, Diyarbakir and the last city Mardin. By searching the villages the team try to take attention to their activity and started to realize the festival program step by step.

The village selection phase is as follows:

The SineMASAL team comes only once in a city. Therefore the selection of the village in this city is very important. The team was composed with one person from the local government, one person from the civil society and one person from the university. These characters had to follow the steps well from the first day to the last, so the program would go perfectly by itself.

The village has 4 criteria to meet in order to be selected:

1. This concept must be the first one in the village, so if someone previously made something in this way, this village cannot be chosen.
2. The village has to be a deprived one in reference to the other villages.
3. The village has to be a minimum population of 300 people.
4. The villages in the area must have the opportunity to take a public means of transport.

To check these criteria, the team of the project visited 69 villages of 6 cities in the southeast part of Turkey. There they organized 6 festivals and on each of them they have transported 4 other villages into the village where the festival was taking place, so that at one festival 5 groups of 5 different villages were together. Thus, they have reached a total of 30 villages with 6 festivals. Their aim is to reach 10 villages with one festival.

What about the process of the festivals?

On the first day they show in front of a historic landmark in the center of the city a small film. This has two reasons. Firstly, they want to help the sight to win of importance and secondly, they want to invite the people in the center of the city to the festival in the village.

On the second day the SineMASAL team travels through the city and on the third day they go to the village. Of course the third day is the most important one because the festival will be take place on that day. Before starting the festival, the team, which included 45 people, 33 from Turkey and 12 from abroad, divided themselves into 4 different groups. Every group has other functions:

1. Group: This is the activity group with the visitors from abroad. The first group started to entertain the children with different things like puppet shows, face painting, juggling, playing pantomime and also dancing.

2. Group: This group has to organize the transportation of the children to the activity center, from the other villages in the area.

3. Group: This group starts to build up the cinematographic part, for example prepare of the screen, dimming the lights, working the film machine, the places to sit down and also organize eating and drinking details meanwhile watching movies.

4. Group: This group has such a duty that the whole festival had to be taken by photographs and it had to be shooting as a film also.

The time flow of the festival:

□□**08:00**Checking in the village

□□**10:00**The first group starts to entertain the children with activities like painting and drawing

□□**14:00**Preparing little documentations about the different areas of the whole world

□□**15:00**Karaoke competition between the children; also modern Turkish dances like halay or horon, in this part also the adults take part and that make it much more attractive

□□**17:00**Documentation series for the adults while the children have a rest or making other activities; showing them short videos about sustainable life, for example about how to

plant tomatoes or lettuce. The aim of this part is to show them how important agriculture is for people

□□**19:00**Start to make announcement about the main part of the festival: Time to watch a movie

□□**19:30**The people start to take place in front of the screen. Before they go through the symbolic entrance, everyone has to take the symbolic ticket, the popcorn and something to drink.

□□**20:00**Before starting the film, there is a 30-minute entertaining-show with all the guests from abroad, like a juggler from Germany, pantomime from France or wizards. Everyone makes a show of 3-5 minutes.

□□**20:30 START OF THE MOVIE**

Choice of the movie is very important. Generally they show animations, because these festivals are actually made for the children. But sometimes they also showed dramatic based Turkish films for adults like “Uzun Hikaye” (Long Story) or “Kelebeğin Rüyası” (The Dream of a Butterfly), but in generally animations like “Madagascar”, “Ice Age” or “Cars” are shown.

After finishing the festival, still in the same evening, the SineMASAL Group says goodbye and goes to the next city.

After the SineMASAL Group was back in Istanbul, they were still under the spell of excitement and satisfaction. The reeves from the villages called them and asking whether they would like to come again. People from the villages were very enthusiastic and 80% of the 7000 children have seen the first time in their life a movie on a big screen and all of them had the chance to see the first time activities like juggling and all the other entertainments. The karaoke system results in a competition in which they searched the voice of the village.

The project group who were traveling around the villages, was consisted of people with different cultures, religions and nationalities. In the group there were Turks, Kurds, Arabs, Jews, English, German, French, Spanish, Christians, Catholics and Muslims, every culture was mixed together. Without a single problem, they finished the festival. In this point, they saw a decisive fact: *“No matter where you come from, you'll have the opportunity to find*

a solution for the same social problem. And in this moment you realize that the different views are not a problem but richness.”

After calculating everything, they have debts of 27,000 Turkish Liras. In order of pay off these debts, they tried to find solutions and he noticed at this time that there is a concept of social entrepreneurship both in Turkey and all around the world. On November 2013, Bilgi University –a Turkish University- organized a competition with the Young Social Entrepreneur Awards of \$3500. This competition was organized with the cooperation of International Youth Foundation and the Sylvan / Lauteate Foundation. After Enes Kaya was in the competition, he achieved being one of the 20 finalists out of 100 participants. His only aim was to win the Awards of the competition in the Bilgi University and to organize his second festival. For the 20 finalists, there was a training camp in which they have to learn about the social entrepreneurship section and their task was to hold a presentation. In this part 10 people should be chosen and Enes was one of them. So he came into the second round. For this 10 people, there was a 5-day-training. In this training he learned, that he has to take attention in 3 main points. The first one was that his project has to be sustainable, the second one was the controlled growth of it and thirdly, he has to make his project visible and comprehensible. After all; Enes Kaya hold his second presentation with attention to the 3 main points, and he won the Awards and got the money of \$3500 in January 2014. This amount was used within the project plans rapidly. The office technology and software investments were some of the new facilities that they reserved.

In the next step, there will be a festival in the Black Sea region of Turkey. They have written down a plan for the next years, which they want to achieve. After the Black Sea region he wanted to go to the Eastern Anatolia and the Mediterranean areas of Turkey, after that the central Anatolia followed by the Aegean region and the last stop is the Marmara region including the European part of Turkey. The aim of SineMASAL is to finish these 6 regions within 6 years and afterwards they planned to make a festival in each region at the same time. Of course he has to create 6 different teams for that, but it is still in the development phase. That will be called “SineMASAL Anatolia Film Festival”.

While the project team was considering how they should pay the debt, they heard about Crowdfunding. Team decided to make it, because in Turkey there were also some sites like “Kickstarter” or “Indiegogo” called “fongogo“. In these pages everyone uploads their project and there are many people who are waiting to help. They look at your project and the ones who want to help; take part in the campaign and give an amount of money they want.

They started their campaign with 37,000 TL, because they planned to pay off the debt with 27,000 TL and to start the Black Sea festival with 10,000 TL. The campaign lasted 2 months and ended in April 2014, but they got only 11,620 TL. With the 10,000 TL, they started to organize the festival.

At that time they had contact with 1-2 big firms, from whom they hoped support. They met 4-5 times and agreed a price, but the company took their help promise back, because they heard about the 11,620 TL. Normally, this company should finance the half of the festival, because they had canceled their help, the SineMASAL group stayed there without money. The second festival would cost much more as the first one, which was 320,000 TL and also the journey should take longer, not 14 days, but 21 days. The costs of the second festival were 480,000TL.

In the name of attending to Global Shapers – which is a section of World Bank-, the project team has prepared a presentation about their project. During the presentation, they told them the problems about the debts. They got the money for the bills, 27,000 TL from the Global Shapers Istanbul Hub and immediately they paid all of their debts and finished all the bills from 2013. The Global Shapers Istanbul Hub guided them to the Beşiktaş Municipality and they got the last 10,000 TL which they needed.

After that the project team went to the Black Sea region to select the villages. Actually this selection phase should last 8 days, but now it was 18 days. To choose the village in which the festival should take place, the team travel through 108 villages. After choosing the villages, they went returned to Istanbul and created a concept of the festival and wrote down a list of needs and expenses.

For the whole Black Sea festival, SineMASAL needed 480,000 TL. This big amount of money they got from different parts: 240,000 TL they got from the Shared Economy, from the local government they got an amount of 92,000 TL and there was still an amount of 148,000 TL, which they needed. 50,000 TL was given to them by the Ministry of Culture and the rest of the money they got again from their environment, exactly an amount of 98,000 TL. So they have the money they needed together, although they have a big amount of debt.

On Saturday, June 7, 2014 they started the festival with the travel to the first step. At first they go to Samsun, followed by Ordu, Giresun, Trabzon and at last they were in Artvin. In every city they stayed 3 days. This time they had 12 performers from different European countries with various aspects of entertainment. In every festival, they transported 10 more villages from the area, so all in all in this festival they reached 60 different villages.

After they came back, they wrote the activity report and sent it to all supporters. By calculating their expenses, an amount of almost 100,000 TL came out as debts. The Ministry of Culture announced an additional aid of 35,000 TL, while the debt fell to 65,000 TL, but rose again to 96,000 TL because of the taxes and so on because the group never stops working. Constantly they are planning something and need to do something. For the people of the Crowdfunding who helped them, they set gifts such as T-shirts. At this time they have become a community, so they were able to make extra work, and this community had also taxes, which are included into the 96,000 TL debts.

Laureate Global Fellows are all young founders who helped to solve a social problem. The Fellow project selected each year 20 people from the area of social entrepreneurship between 18 and 29 years. This program was launched by the YouthActionNet. The project includes training for future social entrepreneur, from 20 different countries around the world. Somehow Enes Kaya, has fought through the introduction and he put down his text and he was nominated to 90%. The news of his nomination he received while he was with his friends in the Black Sea region to select the villages in June 2014. So, he became one of the 20 people and on 11 October 2014 he flew to Peru.

Short time after; Enes Kaya heard from a project of “TÜSEV” and “Destekle Değiştir” (Support&Change), which was organized on 16 December, 2014 in the Pera Museum. In this organization, social entrepreneur got the chance to get a support after presenting their own project, which creates a social change. After registering for this support, they got from 42 people in this institution 10,000 TL. With this money, they organized a birthday party for SineMASAL, which finished its second year.

Having the debts in mind, they started again a campaign on the **Crowdfunding ‘fongogo’** with an amount of 70,000 TL. Surprisingly they collected 81,020 TL with the aim of 204 people. An amount of nearly 70,000TL, they got with the help of symbolic things of SineMASAL. The team gets the help and sends to the people who need it. The people buy these things like t-shirts, pen or tickets, to help them. They did not want only collected money but they wanted to give the people who helped and so they started to sell items or symbolic worth like certifications.

Their debt was 96,000 TL and from the 81,000 TL was 10,000 TL a subtraction, so they paid 70,000 TL for the debts and only 26,000 TL left and they got a credit of 26,000, so the rest was canceled. SineMASAL was free of debt after paying everything on January 2015. Until this day, SineMASAL has passed 2 years with 2 festivals. With these festivals, they affected 17,000 children from 2 regions and 12 cities. In this 12 villages, where they made the festivals came 90 villages together. The next step will be Eastern Anatolia, starting with Ardahan; in August 6, followed by Kars, Iğdır, Ağrı, Van and the last step will be Hakkari.

From the beginning of SineMASAL until now, Enes Kaya had many problems, which he always solved with keeping a clear head. Even by his family was at first against this idea of social entrepreneurship. He has planned the future of SineMASAL until 2030. His dream is to make SineMASAL a bigger event. Because of the contact to the children in the villages, when they grow, they could also develop a project in the area of social entrepreneurship. They can also being a part of a project at the universities.

The **vision of SineMASAL** is to create a SineMASAL campus. At this time the preparations have begun. They are trying it with 5 universities by doing a survey. They are asking the students what the projects at the universities are, whether they are working international and what they are need or want to see in this area. Until the end of 2015 they planned to bring out a concept. After that the team is going to invent a model with which they are trying to translate their ideas into reality by doing it at the 5 chosen universities. For example activities in the universities which can be done by the students with respect to the social entrepreneurship. 2016 they want to test it with 6 universities in the East of Turkey and in every other region with 1 university. The universities in Turkey should have a sector of social entrepreneurship and every student should have the chance to do some activities in this area. From time to time they have the intention to grow, and to get a connection with 81 universities in every city in Turkey. In the years 2018 and 2019 they want to start a try in this section.

Another part of his aim is to create a SineMASAL campus club in which the students should get the chance to create their own projects with help.

Another different plan of SineMASAL is to create in 2018 a culture and arts village in Kapadokya. They want to start with organic farming and going on with alternative tourism. At first they have to solve the problems of accommodations, food and drink. Afterwards they want to build a film academy there, with the thoughts of expanding the area of cinema. The children, who get the chance of being a child of the festival villages, can go to the universities and being a part of the developed social entrepreneurship concepts. After the university they can go to the village of SineMASAL in Kapadokya and working there as an employee, they can go there and help out by bringing the projects into life or they can just go there to relax. Until 2021 they want to try to create such a program and after reaching the aim, Enes Kaya wants that everyone who is implementing a social project comes in the village of SineMASAL and so they can work all together for a better future. Enes Kaya knows many social entrepreneurs from Turkey and the SineMASAL village in Kapadokya should reach a togetherness of all social entrepreneurs.

In the year of 2030 he has set himself the goal to create an extracurricular education system, in which the students get the chance to generate ideas. Because in Turkey the education system is only based on memorizing, so the children cannot get the option of free thinking. Beginning with the children, they want to create a new society, in which the people could live better together without prejudices. Everyone should respect each other in the way he is and everyone should work for some problems to get a better life in Turkey.

6. Exercises

In this part you can check your new gained knowledge. Please compare your answer with the corresponding chapter.


- a. What is the main idea of the canvas model?

- b. What do you think about it critically. Do you think that an additional benefit could be gained this way?


- c. Do you remember the specific aspects of each case study? Please comment every case study.

7. 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 entrepreneurs. |
| 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 |

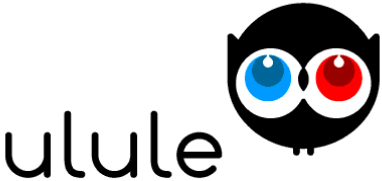
| | | |
|-----------------------------------|-------------------|--|
| | | -shoes production |
| Location | | Romans-sur-Isère |
| Main activities | | insertion activities |
| Stakeholders | | |
| Organizational aspects (optional) | | |
| | No of employees | |
| | No of volunteers | |
| | Financing aspects | |
| 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/ | |


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|-----------------------------------|--|--|
| 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/ | |


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|-----------------------------------|---|--|
| 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/ | |


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|-----------------------------------|--|---|
| 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 | <ul style="list-style-type: none"> -laundry -shoemaking -ironing -sewing... | |
| Stakeholders | <ul style="list-style-type: none"> -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 | |

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|-----------------------------------|---|---|
| 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/ | |

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|------------------------------------|---|--|
| 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/ | |

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|-----------------------------------|---|--|
| 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

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|-----------------------------------|---|
| 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 | |


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| | <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) | |


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| | |
| 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 |
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|-----------------------------------|---|
| 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 |


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|-----------------------------------|---|
| 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 |


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|------------------------|--|
| 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) |


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| 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> |

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|-------------------|---|
| 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 |


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| 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 |

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|-----------------------------------|--|
| 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 |


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|-----------------------------------|---|
| 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> |

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|------------------------|---|
| 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 |


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| 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> |

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|-------------------|--|
| 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 |


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| 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 |

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|----------------|---|
| Name of the BP | 11. Pegasus GmbH |
| Logo |  |
| Legal form | GmbH |
| | 1998 |


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|-----------------------------------|--|
| Date of formation | |
| 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 | <p>Pegasus GmbH Gesellschaft für soziale/gesundheitliche Innovation Potsdamer Str. 98 10785 Berlin Telefon: 030 25 700 380 Telefax: 030 25 700 382 E-Mail: kontakt(at) HYPERLINK "javascript:linkTo_UnCryptMailto('ocknvq.mqpvcmvBrgicuwiodj0fg');" HYPERLINK "javascript:linkTo_UnCryptMailto('ocknvq.mqpvcmvBrgicuwiodj0fg');" HYPERLINK "javascript:linkTo_UnCryptMailto('ocknvq.mqpvcmvBrgicuwiodj0fg');" pe gasusgmbh.de 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 | GLS Gemeinschaftsbank eG Postanschrift: Postfach, 44774 Bochum Besuchsadresse: Christstraße 9, 44789 Bochum Telefon +49 234 5797 100 |


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| | Telefax +49 234 5797 222 E-Mail: kundendialog@gls.de |
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|-----------------------------------|---|
| Name of the BP | 13. Prinzessinnengarten |
| Logo |  The logo for Prinzessinnengärten features the organization's name in a green, lowercase, sans-serif font. |
| 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) | |

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| No of employees | |
| No of volunteers | |
| Financing aspects | |
| Contact Info | <p>Prinzenstrasse 35 – 38 / Prinzesinnenstrasse 15, Berlin</p> <p>Organization:</p> <p>Nomadisch Grün gemeinnützige GmbH Forster Str. 5 / 10999 Berlin</p> <p>Contact kontakt@prinzessinnengarten.net</p> |


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|------------------------|--|
| 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 |

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| 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> |


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| 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 |

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| 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

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| Name of the BP | Coworking Centrum Příbor – Sdílená kancelář CC Příbor, s.r.o. |
| Logo |  |
| Legal form | Ltd. |
| Date of formation | April 1st 2015 |


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| 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 |


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| 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) | |

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| 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, Adastr, 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 |

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| Name of the BP | FOREWEAR |
| Logo |  The logo for FOREWEAR features the word "FOREWEAR" in a pink, sans-serif font. The letter "O" is replaced by a pink infinity symbol. |
| 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 |

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| | 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 | <p>Markéta Borecká, Ph.D.</p> <p>marketa.borecka@forewear.cz</p> <p>+420 603 226 420</p> <p>www.forewear.cz</p> <p>www.facebook.com/forewear.cz</p> <p>www.twitter.com/forewear</p> |

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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 |

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| 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 |

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| | 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 |

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| 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 | Mission of the association: a) to build up conditions for meetings of families, children, |

parents as well grandparents and frame up an appropriate programme for those groups

b) to help disadvantaged groups of citizens to better their position in a society

Aims of association:

a) to mediate the full value use of spare-time of families with small children

b) to implement the prevention of social exclusion due to long-term social isolation of parents taking care of children

c) be active in prevention of children pathologic behaviour

d) to offer consultancy to families with children as well disadvantaged groups of citizens

e) to provide assistance to disadvantaged groups of citizens and through provision of education, exacerbate, development and informative projects and consultancy better their status in society

What does it mean in a practise?

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.

We carry on family centre which offers services in leisure activities and education intended for parents and children.

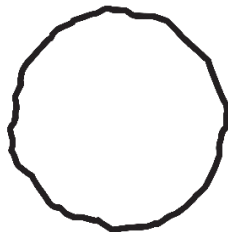
Recently we are starting up the coworking centre which provides the background and assistance for entrepreneurs.

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.

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| | Our values: respecting the individuality, cooperation and partnership, meaningfulness, sense for changes, fair-mindedness and transparency |
| 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 |


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| | and return |
| Contact Info | www.proficionj.cz Michaela Holišová - misa.holisova@proficionj.cz , tel.: +420 775 696 170 |

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| 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 | <p>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 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</p> |

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| | <p>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 vzpominek - 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@kekorenium.cz |

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| 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 | Operation of www.dobry-fokus.cz : 4 coffee shops - Fokus kafé Ústí nad Labem, Fokus kafé/bistro Teplice, Literární kavárna UJEP, Políffkárna UJEP 1 gastrology – La buž Ústí nad Labem Catering service Food delivery |

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| | <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" HYPERLINK "tel:774": +420 774 707 360</p> <p>Krbcovamasinova@fokuslabe.cz</p> |


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| 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 |

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| | 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 Mobile phone: +420 733 661 223 e-mail: borivoj.horyna@beatitudo.cz |


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|-------------------|------------------------|
| Name of the BP | Pragulic |
| Logo | In attachment – logo 1 |
| Legal form | Association |
| Date of formation | 2012 |

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| 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 | <p>Tereza Jurečková</p> <p>Co-founder and CEO of Pragulic</p> <p>Tel.: +420 728 315 719, t.jureckova@pragulic.cz</p> |

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| 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 |

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| 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, 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.</p> |
| Target group | Non-profit organizations, municipalities, commercial subjects |
| Sector and description | printing, services |
| Location | Královehradecký region |

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| 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 | Prádlácká 89, 550 01 Broumov Tel. : +420 493 814 679, e-mail : csb@broumovsko.cz , www.tiskarna-broumov.cz , www.fotodarky-broumov.cz |

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| Name of the BP | Třetí rodič - Third Parent |
| Logo |  |
| Legal form | Self-employed |

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| 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 | Gathering information of topics presented on website www.tretirodic.cz Recording and publishing video stories of step-parents. Delivery of training seminars and groups dedicated to step-parents. Writing a book with real stories and tip on how problematic situations could be solved. |
| 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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