

DESIGN OPTION PAPER

SocEn

PEER LEARNING ON SOCIAL ENTREPRENEURSHIP
AND SOCIAL ENTERPRISE SUPPORT



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EXECUTIVE SUMMARY

INTRODUCTION · PARTNERS · TERRITORIAL CONTEXT · CURRENT SITUATION · GOOD PRACTICES · STAKEHOLDERS · CONCLUSIONS



The creation and development of social enterprises can be a significant mechanism to generate and sustain regional economic growth and competitiveness. The European Union considers social enterprises as the main interpreter of social innovation, even if there is not a unique legal form to describe them. The description of social enterprise given by the European Commission is: “Social Enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities”.

Social companies and social entrepreneurs are essential for the regional economic and social development because their outcomes include not only business performance, as well as social and/or environmental gains. They constitute a model that serves as a basis for a future transformation of the economic system, trying to look for a more just and sustainable development path.

Nevertheless, social companies and entrepreneurs present significant barriers to develop successfully their businesses, such as the lack of business management skills, the difficult access to finance and the absence of political strategies.

It is therefore necessary to set regional strategic plans between local authorities and institutions, business support organizations and others stakeholders in order to stimulate and support the increase of social enterprises.

The objective of the project is to improve and enhance the innovation support actions, activities and services addressed to social entrepreneurs and SMEs, by the different entities which aim is the creation and support of social, innovative companies.

During 12 months and through the use of Twinning Advance Methodology, the partners have sought, identified and shared best practices based on its experience in entrepreneurship and business development within the social impact framework.

The result is documented in this Design Option Paper (DOP), which identify and document the best practices, guidelines and implementation alternatives that we have experienced and would recommend to other innovation support service agencies ■



INTRODUCTION

PARTNERS · TERRITORIAL CONTEXT · CURRENT SITUATION · GOOD PRACTICES · STAKEHOLDERS · CONCLUSIONS

The objective of the project is to improve and enhance the innovation support actions, activities and services addressed to entrepreneurs and SMEs by entities which aim is the creation and support of innovative companies.

Each one of the organisations making up the consortium has focused on the common challenge of the design of innovation support actions for social enterprises and entrepreneurs. During 12 months, the partners have sought, identified and shared best practices based on its experience in entrepreneurship and business development within the social impact framework.

The objectives of the project are:

- To improve the actions of the institutions for a more effective promotion and support of social entrepreneurship.
- To improve the capabilities of the support institutions with the aim of increasing the number of innovative SMEs with social outcomes, and promoting their growth and development.
- To develop capacities for designing, implementing and evaluating a specific program that supports social entrepreneurs.
- To provide institutions with the most appropriate tools for the strengthening and consolidation of social companies.

The methodology followed for the purpose of this project is “Twinning Advanced”, which combines elements of traditional peer reviews and twinning in small learning groups of interested agencies. Through the use of “Twinning +”, the members of the consortium support the transfer of good practices from one or more agencies to many others that desire to learn and implement the practices of more experienced agencies.

The result is documented in this Design Option Paper (DOP), which identify and document the implementation options that we have experienced and would recommend to other innovation support service agencies. The DOP should be a realistic roadmap for a more appropriate and effective support to social entrepreneurs and companies.

The final objective of the project is that the lessons learnt for analysing good practices could be used by other business supporters actors. For that reason, the DOP will be widely diffused among the target public and stakeholders ■

PARTNERS



The consortium is formed by three partners from Italy, Hungary and Spain. All project teams having outstanding and complementary expertise and skills in various fields relevant to the project tasks, entrepreneurship and business development, and social enterprises ■



SocEn's partners during the meeting in Asti (Italy).

IAF



The Instituto Aragonés de Fomento (IAF) is the development agency of the Government of Aragon (Spain) whose main objective consists on the promotion of the territorial development, the improvement of the competitiveness and the increase of the economic productivity.

Among its core and daily activities, it can be highlighted:

- Support to the innovation and business competitiveness, through promotional activities like the Programme 'Aragón Empresa' which disseminates and boosts good business management practices to more than 2,000 Aragonese firms adhered to this support programme. It deals with training activities, consultancy, facilitation of business cooperation and clusters initiatives, recognition of business excellence, business discussion panels (EMPRESA; PILOT), and large business conferences like the "European Industry and Entrepreneurship Forum - Foro Europeo de Industria y Emprendimiento FEINE 2014" held in Zaragoza on last April with the presence of the European Commissioner of Industry, Mr. Tajani.
- Support to entrepreneurs through public initiatives like the programme "Emprender en Aragón" which provides comprehensive information and advice about formalities, legal forms, public aids and the strategic aspects of setting up a company.
- Management of a virtual club of almost 4,000 entrepreneurs (www.emprender-en-aragon.es) where entrepreneurs are provided with training and technical assistance.
- Support to business RTD and innovation activities through steady assistance and finance in the framework of the technology parks promoted by IAF (Walqa Technological Park and Technopark Motorland).

Moreover, IAF provides infrastructure and financial support to the activities conducted by the European Business and Innovation Centre of Aragon (CEEI Aragón). IAF also cooperates and supports innovation initiatives at a national and European level through its participation in the Spanish (Foro ADR) and European (EURADA) associations of regional development agencies ■

Lamoro



LAMORO is a consortium made up by Municipalities and Chambers of Commerce in the South of Piedmont region. Over the years, LAMORO has worked to help the territory by implementing and managing European, national and regional funds, paying special attention to sustainable and inclusive growth. LAMORO supports the synergy between local development policies and European legislation in the implementation of transnational projects. In addition, cooperation and transnational projects include the exchange of best practices and capitalization phases to assess the progress of projects. In this way, LAMORO promotes a sort of behavior change of the stakeholders approach to territorial development.

Furthermore, LAMORO is engaged in supporting young entrepreneurs at the local level through the creation of business incubators and the identification and promotion of sustainable clusters strictly linked to the local resources (agri-food sectors, tourism, craftsmanship, cultural heritage, creative industries...). Since 2013, LAMORO is involved in the management of the business incubators (well-structured and rooted into the local community) created by the University of Asti, the Municipality of Casale Monferrato and the municipality of Novi Ligure. In these projects, LAMORO cooperates in the scouting of business ideas linked to the territorial vocations proposed by young people (under 35 years).

LAMORO, together with the Municipality of Casale Monferrato, is promoting the thematic and territorial cluster of “refrigeration”. It is a SMEs cluster in which we can also find large-sized enterprises, very dynamic both at national and international level. For this reason, LAMORO has assessed the refrigeration industry as one of the best local examples on which the clustering experience could be structured.

LAMORO is part of the formal RIS3 implementation, through the stakeholders mobilization and involvement. Also, LAMORO promotes public and private partnership in order to implement better actions and to give sustainability to them.

According to the Quadruple Helix approach, LAMORO has the competence to involve stakeholders through networking and the identification of concrete answers to the rising needs in the sector of Life Science, ICT, and new materials, as part of the Regional Smart Specialisation. LAMORO is working to strengthen the interaction between actors directly or indirectly linked to the R&D field of work, in order to realise a network of stakeholders from the public and private sector whose activities and interactions generate, import, modify and diffuse new technologies

and competencies inside and outside the regional territory. Relevant considerations are gained by the regional monitoring system on the S3 in order to improve efficiency and specialisation of the regional smart strategy.

LAMORO has the possibility to work with the Innovative Pole “Enermhy” as a synergic structure inside the innovative process and then give advice to the regional policy mainstreaming of the S3 strategy.

LAMORO also has implemented actions related to the development of Private-Public Partnership (PPP) (Central Europe project 2007-2013 “ACT4PPP” and Central Europe 2014-2020 “SMART_watch”). This competence may be an added value in order to find innovative solutions at the local and regional level.

LAMORO can give its added value on Innovation and Competitiveness:

- Supporting the society within the innovation framework changing, including financial and human resources.
- Endorsing the local competitiveness in terms of research and innovation, information and communication technologies, entrepreneurship, competition, education and training.
- Creating framework conditions for stakeholders aggregation and dialogue with local Public Administration and local stakeholders.
- Helping the exchange of good practices at a transnational level.
- Supporting local stakeholders in the creation of networks and the improvement of territorial competitiveness.
- Cooperating with the local authorities in terms of activation of local and regional society, raising societal and entrepreneurship awareness ■

PBN



Pannon Business Network Association was founded in 2006 by the leading clusters and industrial parks of the West Pannon region, with the support of regional public institutions. Our mission is to support our partners SMEs via technology and service transfers with the best and most suitable services in the field of IT, sales, marketing, human resource development, technology and energy audits, and consultancy on the best available advanced manufacturing technologies. Our intention is to link research, regional and national policy makers and SMEs together, in order to create the best efficient business environment for SMEs in our region. Our activities are also supported by the regional government: e.g.: our organization is the Coordinator and the main Author—in cooperation with 70 professional experts— of the County Spatial Planning Programme and co-designer of the regional innovation support programmes for the SMEs. It is among our primary goals to transfer international good practices in SMEs innovation support, and also the enhancement of the existing ones, and the establishment of new innovation support programmes for SMEs.

In the early stage of development, our focus was on indirect activities, through clusters and industrial parks. It was mostly characterized by cluster management training, cluster excellence program, accreditation and FDI-promotional actions. Also regional economic reports were delivered, with the involvement of company members of the individual clusters and industrial parks. The initial period was followed by a more intense co-operation with individual businesses. The reason was that PBN started to specialize its services on innovation management and consultancy on advanced manufacturing processes.

With an expansion to 1500-2000 companies by 2020, currently we work with 800 SMEs in our network. As a current and coming phase of development, Industry 4.0 and advanced manufacturing applications are in the focus.

PBN is participating in the following activities:

- 3DCentral – German, Italian and Austrian good practices and know-how transfer in the area of Industry 4.0, advanced manufacturing. Preparation of an additive manufacturing competence centre;
- SmartFactory – Industry 4.0 application promotion for manufacturing companies: human resource development, technological solutions overview, industry 4.0 specialization scenarios;

- UrbanInno – preparation of Big Data Center and additive manufacturing feasibility studies, in close co-operation with Fraunhofer Institute;
- MadeInDanube – innovation supporting policy measures, with focus on Industry 4.0, in the Danube region;
- Industry 4.0 IFKA – preparation of Industry 4.0-advanced manufacturing literature overview and relevance for the Hungarian market ■

TERRITORIAL CONTEXT



Aragon

The Autonomous Region of Aragon is in the north-east of the Iberian Peninsula. It is constituted by three subregions: Zaragoza, Huesca and Teruel, and it has a population of 1,3M inhabitants within an area of 47.720 km². The population/area ratio is 28,27 inhabitants per km². This ratio is in the bottom end of Spain and it is even lower in the subregions of Huesca (15/km²) and Teruel (9,4/km²).

The 69,5% of population live in the urban zones (cities with more than 10.000 inhabitants), distributed between 13 municipalities. Another 14,4% live in intermediate zones (between 2.000 and 10.000), distributed among 45 municipalities. The last 16,1% live in rural zones, formed by 673 municipalities. The main city, because of its importance in economy and population, is Zaragoza, with 661.108 inhabitants.

Two of the main challenges of Aragon are, on the one hand, the depopulation of the rural regions and, on the other hand, the ageing of this population. The average age of aragonese population is 45,9, meanwhile for the rest of Spain is 43,7. One thing that has recently characterised the Spanish economy is the high unemployment rate. Fortunately, Aragon has an unemployment rate of 11,6%, which is below the Spanish average by 5.6 points.

The Aragonese economy has five main features: it is prosperous, advanced, diverse, competitive and dynamic. 59% of the Aragonese economy is based on the services sector. 20.9% is devoted to industry, 12.3% to construction, 4.3% to agriculture and 2.9% to energy. The GDP per capita (2017) of the region is 26.328 €, which is on the top 5 of Spain, 10 points over the average of the country (23.970 €).

The strategic sectors of Aragon's economy are the automobile industry, logistics and transport, renewable energies, corporate services, agroindustry and tourism. Its main industrial products are metallurgy, transport, various areas of manufacturing, mechanics, paper, food, chemistry and rubber, electronics and optics.

Aragon has an important public-private structure on which the System of Science, Technology and Innovation is based.

Aragon has a university population of 39,000 students distributed between two universities: University of Zaragoza and University San Jorge. Together with them, the region has three centers of Distance University (UNED).

In this context, the public University of Zaragoza stands out, due to both its teaching quality and its research&development and technology transfer activity. The university has more than 200 research groups and 10 research institutes.

The aragonese R&D&I system is complemented by an extensive number of research institutes and centres, where qualified researchers work in a wide range of subjects such as water, logistics, nanoscience, food and agriculture, or health. Among them, there should be noted: the Technological Institute of Aragon, Zaragoza Logistics Center, the Research Centre for Energy Resources and Consumption, the Foundation for the Development of New Hydrogen Technologies in Aragon, and the Aitiip Technology Centre. In addition, Aragon has a network of incubators (RED ARCE) with 24 centres and 4 Technological Parks: Walqa, Technopark Motorland, Aula Dei, and Recycling Technology Park.

In the context of the spin-off companies, the University of Zaragoza has a programme which has supported the creation of more than 25 spin-offs in the last 10 years. Moreover, the University has its own incubator since 2015. Furthermore, other technological centres like the Technological Institute of Aragon, the Aitiip Technology Centre, and the Research Centre for Energy Resources and Consumption, have developed some spin-off companies from their research projects ■

Piedmont

Piedmont Region has an area of 25,402 km² and a population of 4,377,941. The population density in Piedmont is lower than the national average. The population of Piedmont followed a downward trend throughout the 1980s. This drop is the result of the natural negative balance (of some 3 to 4% per year), while the migratory balance since 1986 has again become positive. The population as a whole has remained stable in the 1990s, although this is the result of a negative natural balance and a positive net migration.

Piedmont is located right at Europe's most highly developed core and plays an essential role in Italy's economy. The region brings together industrial tradition, a powerful drive for research and development, and is in the process of a successful productive renovation, showing the particular keenness of the territory to create a solid union between manufacturing and innovation.

Piedmont is an advanced area with a relevant industrial vocation, undergoing an intensive process of restructuring following globalization, with a severe aging of the population, making the transition to new sustainable development approaches more difficult.

In its course of development, Piedmont, a region renowned for the size of its automotive industry, has turned towards diversification with an increasing determination, investing more and more in sectors linked to the knowledge economy. Today, in addition to the automotive industry, there are other strategic sectors such as robotics, ICT, renewable energies, environmental technologies, design, aerospace, life sciences, pharmaceuticals and health, and logistics.

The capacity to innovate and to progress in the research activities are the region's strong points. The two pillars that represent the foundations of the region's competitiveness are innovation and internationalization. There are two fundamental factors which guarantee Piedmont high performances in R&I: the universities and the financial system. The four Piedmont universities, three of which are state-owned and one privately-owned, initiated feverish activities in terms of cooperation with the industrial sector and are able to conduct research activities on behalf of the

enterprise system, as well as they give to their students the chance to attend excellent training courses and postgraduate paths.

According to the Eurostat data, in Italy, since the outbreak of the economic crisis in 2008, employment has decreased from 58.7 to 55.6% and is generally lower than the EU average across all age groups. While employment among those holding low qualifications is in line with the EU average, the labour market still struggles to absorb workforce with medium and high qualification levels. Overall employment for those holding a university degree was 75.7% in 2013 and those with medium-level qualifications 62.6%, while the EU-28 averages were 81.7% and 67.7% respectively. The difference is even bigger for the 15 to 24 year-olds, as only 23.1% of young people with high qualifications are employed, compared to 54.7% in the EU-28. While higher education attainment still provides a shield against unemployment, recent labour market dynamics confirm that holding a university degree does not reduce the risk of unemployment to the same extent as in some European countries. In the current economic crisis, unemployment rates have also increased among those with tertiary education to 7.4%, and to 11.5% for people holding an upper secondary qualification (EU-28 averages were 6.5% and 10% in 2013). Unemployment is even higher among graduates from humanities or classical studies. Further, those who are employed often hold jobs requiring a lower level of qualifications ■

Vas Country

Szombathely is the main city in Vas County, on the Western Hungary. There are 80,000 people living in the city and also a numerous large, multinational companies, not only in Szombathely but in the whole area.

Vas County is considered to be Hungary's western gate and it plays a decisive role in the development of the local society and economy. Benefiting from its positional advantages, Vas county has become the pioneer of the economic transition. Therefore, the county has turned into one of the most important centers of economic and social modernization in Hungary. The county is situated in one of the most attractive investment regions in Hungary. It has favorable geographic conditions, a developed economy, cultural values, as well as high quality human resources, although their number is limited.

The administrative center of Vas county is Szombathely, which is the 10th largest city in Hungary. Szombathely is one of the oldest cities in Hungary, it was founded by the Roman Caesar Claudius in the middle of the first century. Szombathely was the capital of the Pannonia Superior Province of the Roman Empire, and back then the city was called Savaria ■

CURRENT SITUATION



Aragon

In Spain, the entrepreneurial activity has increased in the last two years. At present, the 6% of Spanish population start new businesses, against the preceding 5.2%. However, the willingness to undertake in Spain is still weak, in general. Only 18% of university students want to start their own business. This means that Spain remains below the average of the countries that promote entrepreneurship (8.5%).

Focusing on Aragon, the entrepreneurial rate is 4.7%, even lower than the national reference. In addition, one of every three entrepreneurs recognizes that they do it out of necessity. On the other hand, the percentage of university students willing to undertake in the region is 10.2%, also below the Spanish average.

On the early seventies, the term social entrepreneurship was introduced and, since then, it has experienced an exponential growth. It has been widely recognized for its ability to address current social, ecological and economic problems that, for different reasons, governments, companies or society are not able to solve - the reduction of social and economic exclusion, the reintegration of long-term unemployed people, the revitalization of depressed areas or the protection of the environment are just some examples. According to the 2015 GEM (Global Entrepreneurship Monitor) Report Spain and the opinion of different experts, this business option represents a lever that can contribute to the transformation not only of the economy, but also of society. Indeed, social entrepreneurship arises from the identification of unsatisfied needs that are considered as a business opportunity, applying creative solutions, motivating and involving other people and building networks of essential contacts. Therefore, it is an example of people's ability to change their surroundings and going beyond the establishment of new companies, since it has its origin on a personal concern that aims to improve other people's lives.

Research on social entrepreneurship is still on its early stages. Moreover, there is not even a consensus on its definition, since it is a concept that can cover a wide variety of activities and can be approached from different perspectives. In any case, the creation of social value as a result of taking advantage of opportunities, is considered a distinguishing factor of social entrepreneurship, since the main focus of conventional entrepreneurship is the economic return.

In Aragon there are some programs and resources available to support entrepreneurship in general, and social entrepreneurship in particular. However, greater coordination between them is needed to achieve a more efficient service.

Social entrepreneurship businesses are normally small companies (1-3 employees) that provide services to local consumers with little innovative vocation (only 30% of them embark on innovative initiatives). Six out of ten new initiatives have no innovative orientation and 80% of them say they have no international vocation during their first 3-4 years of existence.



Piedmont

Looking for a more profitable business environment, a global and deep transformation is ongoing in business models and in financial markets. The sign of this transformation is the intentional search for a measurable social impact to complement the objectives of creating economic value.

In the regional area of Piedmont Region there are many of the ingredients necessary to intercept this transformation and transform it into a credible hypothesis of local development. It is a matter of including in the framework of local development policies a new generation of innovators, companies and financial investors who, with inclusive and participatory models, could exploit new technological opportunities, combining the ability to produce positive social impacts with economic and financial sustainability. In a word, putting the combination between social enterprises, technology and science at the centre of a project.

The social impact ecosystem is a complex set, with different organizational structures and sectors of economic activity, but united by the objective of intentionally generating a positive social and environmental impact, intervening on problems of particular importance for society and citizens. Almost all sectors are represented by entrepreneurial forms (cooperatives and social enterprises) and non-entrepreneurial ones (social promotion associations and volunteer associations), in addition to profit organizations, which do not belong to the “Third Sector” as commonly defined, but do present forms of corporate social responsibility, which can be considered to all effects social enterprises. There are also other forms of hybrid entrepreneurship, such as the Innovative Social Vocation Startups.

However, the expansion potential of entrepreneurship’ social impact is still enormous: the “for-profit” world towards legally defined “hybrid” models can also orient itself towards those companies which already declare to carry out Corporate Social Responsibility actions.

As regards the forms of entrepreneurship, 2 different areas can be distinguished:

- The third productive sector, which includes social cooperatives and social enterprises.
- The legally defined hybrids, namely the Innovative Vocation Start-ups (SIAVS), the Benefit companies and the embryonic ensemble of the “Certified B Corps”.

Social cooperatives: They represent the most consolidated model of the third business sector, which is extremely vital and dynamic. Social cooperatives are a reality with significant economic and structural dimensions, with a production value of approximately 830 million euros and 22 thousand employees. 62% of them are mainly aimed at the management of socio-health and educational services (type A social cooperatives) while only a third deals with the management of agricultural, industrial, commercial or service activities, aimed at the employment of disadvantaged people. In the medium term (2011 - 2017) the number of social cooperatives grew by +62%, while from the beginning of the millennium (2001) the increase was equal to +88%.

Social enterprises: they are entrepreneurial realities that are registered in the special section of the Business Register of the Chamber of Commerce. It is a constantly evolving business seg-

ment, even in the face of the recent legislative reorganization, and yet it has already shown a more than positive growth trend in the medium term: between 2011 and February 2018, the number of social enterprises in the regional area has grown by +83%. Social entrepreneurial realities are young —13% of them started their activity in 2017— and carry out mainly activities of training, reception and more general services of social utility and cultural planning.

The Social Vocation Start-ups (SIAVS) operate mainly in IT services instrumental to social enterprises, and possess a high level of technological innovation and social impact produced.

Benefit companies are for-profit companies that pursue one or more objectives of common benefit and operate in a responsible, sustainable and transparent way towards people, communities, territories and the environment. Their recognition at a legislative level in Italy is quite recent (2016 Stability Law), what explains the reduced entity of the phenomenon: of the 173 Italian benefit companies, 12 are Piedmontese.

The adhesion of companies to social impact certification systems, such as the “Certified B Corp”, which sets standards of purpose, responsibility and transparency to the member companies, currently numbers only 2 members in Piedmont.

Vas Country

In the recent years, the states of Social Enterprises have got multiple definition. Social enterprises are usually characterized as non-profit organizations, but can also operate on commercial basis. The center of their operations is to serve the community, and not only the owner. Social enterprises generally aim to make the world a little better through their local communities. These businesses usually want to change the well-known, but “unhappy balance” and want to transform it into a more equal and stable state. These businesses can be implemented in a lot of ways, such as business based, NGO or non-profit organization. In the European Union Social Enterprises make up only 10% of the total EU businesses, employing nearly 11 million people, mostly the members of the social periphery.

The financing of Social Enterprises is mostly through public funds or private persons. The EU is committed to social enterprises, currently offers supports from the European Social Fund, but the market requires more social investment funds.

Concerning Vas County, a good practice related to social enterprises can be the Regional Human Innovation Non-profit company. The Non-profit organization was founded in 2005, primarily to help to improve the labour market situation for disadvantaged people in the Western Transdanubia Region. It also contributes to adult schooling, re-trainings and increasing the employment. The company has services in the following areas:

- Alternative labour market services (e.g. implementation of a pilot project in the field of job rotation).
- Social and employment researches in the area of Szombathely.



- Cooperating in the employment pactum.
- Helping to cooperate families, working and starting businesses.
- Helping young people to stay in the area, improving the rural area in Vas County (e.g. Child adventure programs in 7 cities).
- Supporting social projects and social enterprises.
- Career orientation.

The company aims to find its prospective future partners, help them to find the market segment in which they can access success and helps them preparing their business plans. From the idea to the realization of their business, the company continues to support them with coaching, mentoring programs. Regional Human Innovation Non-profit company makes researches, networking as well. The company has 3 employees, 2 social workers and 1 economist.

In 2013 Szombathely hosted the “SoPro” event, which was an event about the social economy situation and the products, that can be done by the social enterprises. The congress was hosted during a project about a cooperation between Austria and Hungary 2012-2014. The event included workshops, meetings and possible options for networking as well.

Szombathely is called as the “city of help” in Hungary. The reason, because the city got this name, is that they are trying to organize as many social helping programs as they can, and the municipality also offers various aids and scholarship for the disadvantaged people and the students in need. The leaders of the city and the companies are usually trying to cooperate in the scholarship. For example, multinational and big companies can offer different options for students and they also apply a lot of people in need.

As a closing word, social enterprises in Hungary are not popular enough and the country obviously needs to gain more knowledge about how to help those people, who are committed to work in the social enterprises area. Also a few governmental programs are maybe available for these aims, but they are usually not advertised, people do not get the information. It is very needed to cooperate between the companies and the government. Those, who are already doing social enterprises could have tax advantages and maybe more events for possible networking ■

Regional SWOT and general conclusions

Social Entrepreneurship situation in ARAGON

STRENGTHS

- In Aragon there are programmes to support social entrepreneurs, promoted by both public and private entities, which are developed each year with large participation (more than 70 participants in the four editions of the social entrepreneurship programme).
- A large number of companies have social initiatives.
- The introduction of social entrepreneurship in University (Postgraduate Certificate in Social Economy Business Administration) have a positive impact in the region.
- The good results achieved by other social projects which have been launched in the region could motivate potential social entrepreneurs.
- Social entrepreneurs tends to present a greater motivation for the correct development of their business than conventional ones. That is why social entrepreneurs are not mainly looking for the economic benefit, but rather they move towards the creation of social value and the positive transformation of society.

WEAKNESSES

- 33% of entrepreneurs recognize that they have started their projects out of necessity, not for vocation.
- Social projects have little innovative character and a limited internationalization capacity.
- Difficulty to have quality human resources, since the economic compensation is lower given the social character of the projects.
- Lack of training in business management.
- Lack of experience and capacity in social entrepreneurship due to its novelty.
- Entry barriers, such as the high bureaucracy or the lack of specific advice on social entrepreneurship.

- Social entrepreneurship does not provide as much economic benefit as conventional entrepreneurship, and its exploitation potential is lower.
- Difficulty to analyse the success potential of social enterprises.
- Fear of bankruptcy and a certain dependence on financing funds, which are difficult to access and therefore may limit the power of the entrepreneur in decision-making.
- Little attention to potential entrepreneurs in the region.
- Social businesses are normally small companies.
- Little use of ICTs in training activities or in established social businesses.



OPORTUNITIES

- Entrepreneurial activity has increased in recent years, currently reaching 6% in Spain.
- Social entrepreneurship has gained popularity and recognition since its initial stages in the 70s.
- Growing interest at national and European level in innovation and social entrepreneurship, increasing the number of programs and calls in this area.
- There are Universities, incubators and technological Parks in the region.
- Strategic geographical situation, since Aragon is located between the two most powerful industrial centers of Spain, Madrid and Barcelona. Moreover, there are a lot of rural areas in the region, where social entrepreneurship can be exploited more.



THREATS

- Spain is below the European average in entrepreneurship promotion.
- The entrepreneurship rate in Aragon is below the Spanish average (4,7%).
- There is a lack of entrepreneurial will among university students, with only 10.2% in Aragon.
- Other types of entrepreneurship are prioritized in the region.
- Social entrepreneurship concept is not very agreed and is not well known among population, so it can be approached from different perspectives.



- Difficulty to obtain funds and attract private capital.
- Low accessibility to ICTs in rural areas of the region ■

Social Entrepreneurship situation in PIEDMONT



STRENGTHS

- There are some best practices to promote social entrepreneurship and social enterprises which are developed in the region.
- The territory has the capacity of intercepting funds and promoting financing.
- In Piedmont region, there are 84 social enterprises (5,7% of the total Italian), of which the 56% are social cooperatives (Regional Chamber of Commerce).
- The regional strategy “WeCare” is the strength for:
 - Creating social value that will multiply itself.
 - Learning consciously that you do not go anywhere by yourself.
 - Systematizing the corporate welfare.
 - Working methodically to create a truly consolidated and not improvised professional methodology.
 - Planning how to invest.



WEAKNESSES

- The planning on long period is very difficult to be done by the regional authority since social needs grow and change suddenly.
- Bureaucracy.
- Lack of virtuous circuits to support and improve the autonomy of people in difficulties.
- Lack of greater equity of access.
- Lack of shared programming activities among different regional areas.
- The territory has not the capacity to absorb all social enterprises.



- General difficulties in:
 - Maintaining a unique work method.
 - Communicating the results and the importance of the best practices available in the territory.
 - Finding alternative economic resources.
 - Maintaining the quality of services on long term period.
 - Working with a strong territorial commitment and oriented to cooperation.



OPPORTUNITIES

- There are virtuous experiences on our regional territory that need to be put into a system.
- The staff working in the services sector is highly motivated to go on working on the territorial social needs.
- The ideas of social innovation are present on the territory.
- Economic resources also come from private foundations, which are involved in the corporate welfare.
- The regional strategy “WeCare” is representing the opportunity to develop new models that was lacking on the territory.
- There are a lot of social cooperatives that are dealing with the empowerment of people enhancing their own resources and insight potential.



THREATS

- Unsustainability and inadequacy of traditional welfare models.
- In general, due to the economic downturn, there is a contraction of economic resources available for investments, fundings, new projects, facilities...
- The economic constraints make the regional context full of precariousness.
- The economic downturn makes the institutions floating and running after every single emergency without any long term planning. This situation generates a fragmentation of services and interventions by spots and not for a total area. Also there is an inadequacy in uniformity of rights and offer of services over a vast territory.

- Difficulty in overcoming sectorial policies by category of user, by type of needs or by territorial segment, a typical aspect in Italy ■

Social Entrepreneurship situation in VAS COUNTRY

▲ STRENGTHS

- Good practices are available and the model of these practices could be transferred to other projects.
- National funds are available for social enterprises.
- National funds give the possibility to combine social enterprises with innovative solutions (digitalization) which can create a sustainable market sector and higher employment of workforce with reduced capacities.
- Highly educated members of staff are available on the market – social enterprises have available knowledge to use the available funds on a professional way.

▼ WEAKNESSES

- Long term strategic planning is not available on country level, sustainability of some projects can be questionable.
- Administrative rules and high bureaucracy can frighten off even excellent ideas and project proposals.
- Regional or local decision making is limited – the available funds are centralized and there is a big competition for these.

□ OPPORTUNITIES

- There are a lot of initiatives which could be used at a national level.
- Staff working on social enterprises are motivated and open for new possibilities.
- New ideas are also available.
- Private foundations are more and more available.
- Supporting the sector is also popular among big companies.



- The idea of becoming a social entrepreneur is more popular.
- Highly educated professionals are ready to support the activities of these organisations/companies.
- Not only multinational or big companies are ready to invest on social solutions.



THREATS

- There is no possibility for long term planning, sustainable solutions are not really available on the market.
- Centralized policy level which does not take into consideration the regional needs and regional aspects.
- New projects are funded on national level but high bureaucracy can damage the operation and implementation of the projects.
- Professional support for innovative solutions to be realized is weak.
- Without awareness raising the further promotion of social entrepreneurship is difficult ■



Aragon

• SOCIAL ENTREPRENEURSHIP PROGRAMME

DETAILED DESCRIPTION OF THE GOOD PRACTICE:

Social Entrepreneurship Programme is an action of support for social or environmental innovation enterprises.

Instituto Aragonés de Fomento (IAF) is the promoter of this activity but it considers the main social agents in the region. The partners of the programme are Fundación Emprender en Aragón, Universidad de Zaragoza, CEEI Aragón, Bantierra, Laboral Kutxa, Caja Rural de Teruel, ASHOKA, CESA and CREAS. These entities represent different groups such as universities, financial entities with social programmes, social, entrepreneurial and innovation public and private entities.

The total financial costs of the programme are supported by IAF, that is directly financially supported by Aragón's Government.

The content of the programme is divided in different stages:

1. **The call.** The IAF makes a call to all the potential participants through different channels. They use different websites they have, mail bulletins, they publish it on the official aragonese bulletin (BOA) and it is published on local media as well. During this call, the potential participants must fill in an executive summary with different parameters such as name, education and training of the promoter team, description of the idea...
2. **Review of the potential participants: after the call, the projects are evaluated in two phases.** First of all, the technical commission, conformed by two IAF technicians, gives a score based on the executive summary. It evaluates how innovative the idea is, the business knowledge the promoter team has... Considering that score, the committee of experts, conformed by agents of the partner entities, decides if the project can continue with the programme or not.
3. **Education.** For 12 weeks, one of the promoters of each project participates on the educational programme. The content of this is mainly

based on the economical part of the business: how to set prices, how to sell better, how to develop your brand... and the last two weeks it is only about how to improve public speaking.

- 4. Advising.** After the 12 weeks of education, each project gets a professional counselling that helps the promoters to apply all the knowledge they have learnt. This counselling takes 10 hours, and then, the advisor writes a report about the actual status of the idea.
- 5. Review of the finalists.** Promoter teams have a 5 minutes exposition in front of the experts committee that allows them to explain their idea and how they have shaped it during the first stages of the programme. The experts committee uses this exposition and the experts report to decide who is reaching the final stage of the programme.
- 6. Final stage.** The ones reaching this stage get a coach. This coach is usually an important businessman of the same economic field as the participant. He/she gives advices, contacts and motivation to the entrepreneur to help him to make the project takes off. The programme ends with a public recognition of the finalist. In this act authorities and media are present.

The programme as it is designed aims the financial sustainability of social initiatives. The choice of that goal is based on a detected problem that previous social entities had: many of them lacked financial knowledge or even worse, they rejected to improve the economic part of the project because they thought that social enterprises should not worry about it.

ACHIEVED RESULTS

During the four editions of the programme there have been 164 requests of participation, 71 participants and 37 finalists.

Since the first edition, 30 new business have been stablished and keep working now, giving employment to 137 people.

TIMING

The call for request is during the months of September and October.

The review is done at the end of November.

The education begins during December until end of February.

The counselling and the election of finalist is during the month of March.

The final act is on April.

There is not specific dates for the coaching stage, since it is fixed between finalists and coaches.

ADDED VALUE AT A LOCAL LEVEL

It is a way of initiating Social Entrepreneurship Projects in Aragon, getting to know Social Entrepreneurship and its contribution for the development of Aragon. It improves the success odds of social entrepreneurship projects and generates a larger economic impact of social businesses.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

The programme is completely transferable to any region. The resources needed are:

1. An experienced organization that coordinates the programme.
2. Support of the social actors in entrepreneurship.
3. A set of advisors and teachers experts in social and entrepreneurial items.
4. Stimulated budget for "Programa de Emprendimiento Social en Aragón": 7.000 euros in training, 10.800 euros in advising, other expenses: 5.000 euros. It depends on the number of participants, but the total figure is always between 20.000 and 25.000 euros.

SUCCESS FACTORS

Good teachers and trainers in the education phase.

The advisors are allocated to participants when they are still in the education phase. This boost the work of participants and give us a tracking of the status.

The counselling adapts itself to participants' needs.

Participants are able to do networking and have easier access to funds.

POTENTIAL OBSTACLES

The executive summary sometimes is not correctly filled and this leads into a difficult election of the projects in the early stage.

The coach election is complicated because the IAF looks for people who do it altruistically. In addition, as the projects sometimes are very specific, it is hard to find an expert coach that fits the projects.

• SOCIAL ENTREPRENEURSHIP PRIZE

DETAILED DESCRIPTION OF THE GOOD PRACTICE

The Economy, Industry and Employment Department of the Aragonese Government, through the Instituto Aragonés de Fomento calls the social entrepreneurs and entities to participate in the “Premio Aragonés al Emprendimiento Social y a las Empresas Sociales” (Aragonese Award to Social Entrepreneurship and Social entities) for identify and give appreciation to the social entrepreneur initiatives with a different and transformative focus for the profit of the society.

This Award is given in collaboration with Laboral Kutxa, a credit cooperative.

There are two categories:

- A.** Award to Social Entrepreneurship, for social entrepreneurship initiatives that chase social profits, with innovative and sustainable ideas to change an action field or contribute to solve a social or environmental challenge and produce a regional impact.
- B.** Award to Social Company, for innovative organizations that pursue making social changes, with a solid business model and a plan to reach the sustainability, applying methods and practices.

The requisites of participation are:

Common:

- Based in Aragon
- Registered entities (companies, associations, freelancer...)
- Up to date with taxes

For “Social Entrepreneurs”:

- Between one and three years of activity
- The promoters of the idea should lead the organization and work on it.
- Being smaller than a microenterprise.

For “Social Companies”:

- More than three years of activity
- One of the founders should lead the company
- Not being a Big Company (more than 250 workers, more than 50m facturación or annual balance sheet over 43m)

Assessment criteria:

- The social values must be part of the organizational culture.
- Adapted team for the goals, with actions to encourage the gender equality.
- The business mission must be a social question related to its field.
- The social or ambiental change promoted by the business must be through innovative and practice focuses.
- The innovation could be in products or services, production, marketing, management or financing.
- The business model must be solid and viable.
- The organizations must have a governance system based on mutual help, responsibility, democracy and equity.
- The business must participate in territorial alliances to improve the model, joining forces with other social entities, companies and public administrations.

Awards:

- Participation on a strategic formative programme integrated on “Knowledge Area of Mondragón Cooperative Corporation” (the biggest cooperative holding of Spain). This programme will be adapted to the characteristics of the winners.
- A strategic support programme with two mentors for 10 weeks.
- Access to financing granted by Laboral Kutxa. (25.000 euro for entrepreneurs and 75.000 euro for companies).

Evaluation:

- The technical committee studies the proposals, makes visits to the companies and interviews to the promoters to issue a report in accordance with the assessment criteria. After that, a jury conformed by reputed members of the social and innovation areas will take the final decision.

The awards are delivered in an act with press and relevant members of the social causes.

ACHIEVED RESULTS

This award helps on the diffusion of the social companies and entrepreneurs and gives a financial boost to them.

TIMING

The participants apply for the award between the 15th of November and 26th of January. The awards are delivered during the month of February or March.

ADDED VALUE AT A LOCAL LEVEL

Make known social projects to the public and give them new financing options thanks to the participation of Laboral Kutxa.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

The award is completely transferable to any region. Indeed, other regions in Spain are giving this kind of awards, with or without the support of financial entities.

• CREAS INICIA FOUNDATION

DETAILED DESCRIPTION OF THE GOOD PRACTICE

“CREAS Inicia” born as a seed capital investment tool for innovative young projects which aims to create social or environmental value. It is a private foundation which arose from the need to support social entrepreneurship on its initial stages in order to improve its options to success. The objective is to facilitate the access to private capital in a key moment for entrepreneurs: the launch of the project.

This investment fund offers the possibility to obtain a credit or an infusion of funds of between 10.000 and 25.000 euros, which increase the viability of the project. Moreover, the project evolution is supervised by experts in order to guide its growth and facilitate its success.

CREAS foundation make the investments directly. Investors are donors who do not look for an economical profitability strictly speaking, but they obtain a preference for future rounds of investment, in case the project progresses, while the whole society obtains social benefits. An investment committee of between 6 and 8 members of CREAS foundation, investors and technical experts, is in charge of evaluating the projects and passing the proposals of investment.

CREAS Inicia has had as financing partners entities as BOTÍN foundation, TELEFÓNICA, IBERCAJA, SANITRADE and SORO global.

CREAS Inicia is complementary with CREAS Desarrolla, a consolidated investment tool which invest from 25.000 to 250.000 euros in projects which are in the expansion phase.

ACTIONS IMPLEMENTED

The projects which are going to be economically supported are selected following some evaluation procedures.

CREAS expert technicians initially evaluate the projects, but is the investors committee who make the ultimate decision. CREAS' technicians assess one initial evaluation and, if it is satisfactory, they ask for information of the financial structure in detail with the aim of estimate the amount of money that would be necessary. If this evaluation is positive, the projects (4 or 5 on each round of investment) are presented to the committee. Only one is chosen for receiving the funds. It is necessary to sign a contract between the involved parts. The election is based on the expected social impact (25%), the experience and abilities of the promoter team (20%), and other criteria like the associated risks, innovation of the activity, scalability, financial structure... Moreover, during the expansion phase of the projects, both CREAS technicians and investors follow the process and give recommendations to the promoter team.

ACHIEVED RESULTS

To date, 4 projects have been supported:

- **Civiclub:** Initiative that arose from the idea of promoting sustainability, solidarity and healthy habits as main points of civility. There are some actions that are considered to make a positive impact on society, so, each time that a person does one of these actions obtain points which can be exchanged for gifts.

- **Disjob:** Employment agency specialised in the recruitment and talent selection in disabled people, while it gives visibility to specific job offers for this collective. Disjob team has more than 15 years of experience making possible the socio-labor integration of people in risk of social exclusion.
- **Iwopi:** Global platform which calculate how many kilometres people walk, run, swim or ride on the bike and convert them into donations to social projects through collaboration with companies.
- **Sensovida:** Teleassistance system which incorporates sensors to detect risk situations at home, without invading user's privacy. Sensovida allows steadily monitoring at home, sending the information to the family and the control centres only in case of danger. This way, it contributes to behaviour studies of elderly people and to the early detection of common diseases.

TIMING

Each project is given 5 years-time for maturation. During this time, it can be seen if the development is being appropriate.

ADDED VALUE AT A LOCAL LEVEL

It is a suitable way of supporting the initiation of projects that adds social value in the region.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

The origin of this initiative is conferred to Zaragoza, but it has spreading to other cities of Spain like Madrid or Barcelona. For this reason, it may seem that there is a strong possibility of doing an international expansion, but the truth is that finding investors interested on risky projects could be complicated. The key is getting the interest of investors who were committed to social values, and who were willing to economically support new projects on its initial phases, in exchange for obtaining a preference in future rounds of investment.

SUCCESS FACTORS

Recruitment of investors interested on new social projects. Complementarity with other consolidated investment programmes (CREAS Desarrolla), which allows obtaining more funds when the project has advanced a little bit.

POTENTIAL OBSTACLES

It is not easy to find investors.

• SOCIAL AND COOPERATIVE ENTREPRENEURSHIP'S IDEAS CONTEST POSTGRADUATE CERTIFICATE IN SOCIAL ECONOMY BUSINESS ADMINISTRATION (UNIVERSITY OF ZARAGOZA)

DETAILED DESCRIPTION OF THE GOOD PRACTICE

Postgraduate Certificate in Social Economy Business Administration (University of Zaragoza) is a new training tool for the creation, management and development of social economy companies in Aragón, as well as non-lucrative organizations. In order to achieve this goal, it gives to its students not only academic training but also practical workshops in which they go in depth in the most relevant items.

This programme born in 1963 as manager's cooperative school, and it was in 2000 when it was introduced to public University plan. Since then, 16 editions have been imparted. Theory-practical lessons are complemented with seminars by companies or public entities, showing the students reference projects.

Moreover, a "Social and Cooperative Entrepreneurship's Ideas Contest" is organized each year, with the objective of stimulating the creation of new Social and Supportive companies in Aragón. It develops the continuation of the best projects, giving them the academic and financial support that is essential to convert the initial idea into a business plan. To do this, it collaborates with other organizations as: Laboral Kutxa, REAS-Aragón, Cátedra Universitaria Bantierra-Ruralia, Cátedra Universitaria de Cooperativas y Economía Social-Caja Rural de Teruel, Instituto Aragonés de Empleo.

Anyone or any group who has a business idea related with Social and Supportive Economy is invited to participate in the contest. The main request is that the future company will be established in Aragón. In order to assess the ideas, the following criteria are considered:

- The company's potential and their technology readiness level (TRL).
- Benefits for the society as a whole or for any social collective.
- Exploitation of endogenous resources and environmental sustainability.
- Number of job opportunities that would be generated.
- Originality and innovative nature of the proposal.

The ideas can belong to any economic sector, and can be related with entrepreneurship in new activities, new products, new processes, new services or new business models.

The awarded projects will obtain the exemption of fees in the course enrolment, which will give them the essential training to be able to manage their future company. They will also receive a loan to initiate the project and expert's accompaniment during all phases of it through EMPRENDES program (REAS-Aragón).

It is a novel initiative launched through the University, in which not only specialised formation is offered, but also, due to the collaboration with other organizations, some financial support is obtained.

ACTIONS IMPLEMENTED

- Postgraduate Certificate in Social Economy Business Administration, which could be studied in University of Zaragoza.
- Specialised training plan for the awarded project.
- Granting of credit in order to facilitate the implementation of the project.
- Specialised accompaniment during all the stages of the creation of the new company.

ACHIEVED RESULTS

Both the contest and the postgraduate certificate have made a strong impact on the region. The fact that the University supports this initiative being in charge of the training of the promoter team makes it even more innovative and interesting. On the other hand, there have been 42 projects participants since the first edition took place in 2014. That means that 8 projects have won the contest. 4 of them have experienced a business development. This are the ones who have recently won:

- **“Orquesta Escuela” (2016):** It aims to promote musical community projects through orchestras, making music accessible to all social collectives. Among others initiatives, they have opened the first library of instruments in Zaragoza, and they organise extracurricular activities related to music. They have also received the Young Innovation Award and there are a number of public and private entities who collaborate with them.

- **“Regefost” (2017):** Its main objective is to increase the value of animal and tree felling wastes as fertilizers of the highest quality for local self-supply.

It should be noted that in the last edition (2017), 17 projects presented to the contest.

TIMING

There have been 16 editions of the postgraduate certificate with 275 students in total. The duration of the course is 250h, in which six modules are given: social economy basis; teamwork; social economy entrepreneurship; people management; marketing, communication and accountancy; taxation and finances. This programme is complemented with activities like seminars imparted by members of social companies or public entities or visits to the headquarters of some of them.

There have been 4 editions of the contest since 2014, participating 42 projects in total. The projects' presentation deadline for 2018 edition is in December.

ADDED VALUE AT A LOCAL LEVEL

This initiative adds value to the region due to the promotion and support to the creation of new companies in Aragón, training the promoter team in advance and accompanying them during all the stages of the project. All this allow to assure the project viability in the near future.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

This initiative could be implemented in any other organization which has qualified staff, preferentially experts in Social Economy. Although it is true that there are numerous contests in which the best entrepreneurship idea is awarded, the training character of this initiative and the participation of different agents of the sector makes it even more interesting.

SUCCESS FACTORS

Giving specialised training to the promoter team, accompanying them during all the stages of the project, granting of credit in order to facilitate the implementation of the project... All these measures guarantee more certainty in the viability of the company.

POTENTIAL OBSTACLES

If the diffusion of this information is not wide enough, it can be potential participants who do not know about this postgraduate program and the contest. Moreo-

ver, it is important to ensure that the promoter team is committed to the project and to minimise the effect of the time lapse between the formation course at University and the development of the business.

• SOCIAL RESPONSIBILITY OF ARAGON PLAN

DETAILED DESCRIPTION OF THE GOOD PRACTICE

Aragon's Government, together with Entrepreneur's alliance (CEOE Aragón), small and medium companies' alliance (Cepyme Aragón), Workers General Association (UGT Aragón) and Working Commission (CCOO Aragón) have implemented the Social Responsibility of Aragón's Plan (RSA), with the objective of promoting Social Business Responsibility in self-employed people, companies and public and private organizations in Aragón, so that they could institute socially responsible practices.

A socially responsible company is the one that not only achieves the legal issues but also applies transparency in its management and integrates voluntarily responsible practises into its normal activity, with a clear ethic, social and environmental commitment.

The RSA Plan is based on the concepts of sensitivity, commitment, training and transparency. It aims to come to the majority of self-employed people, companies and non-lucrative organizations, without excluding any collective. This way, Social Responsibility's principles will leave a mark on the Aragón's industrial fabric.

All participants sign a commitment with these Social Responsibility's principles. Moreover, they fill in a public questionnaire, so that anybody could note some inconsistency on the provided data and notify the RSA committee of it.

After that, the RSA committee values if the organizations deserve the "RSA seal", which defines them as a socially responsible company. This seal must be renewed every year.

Obtaining the RSA seal benefit companies and organizations because it means that they fulfil some requirements that benefit the whole society, and specially its surroundings. These requirements are: development of innovation, energy efficiency, high productivity and reduction of labor risks. As a consequence, companies which obtain the RSA seal will be able of retaining talent, have a good work environment, promote loyalty with clients, access to funding, contracts or grants in an easier way. This will also have a strong effect improving the reputation of the organization.

ACTIONS IMPLEMENTED

To obtain the RSA seal, organizations or self-employed people must follow the following steps:

- Sign up for the RSA Plan and do the training to know the Social Responsibility Principles.
- Fill in a questionnaire with all the information of the organization. One expert technician will evaluate it and make a report suggesting some measures in order to improve in RSA.
- The director of the organization will sign the ethic commitment. By doing this, the organization declare that: it has transparency in management issues, is focused on the society's sustainability, is highly linked to its surroundings, respect its employees, try to retain talent, offer its clients highly efficient services following its needs and expectations, has a responsible relation with its suppliers and try to minimise the environmental impact.
- Public organizations, large companies and non-lucrative organizations must publish a report with Social Responsibility principles.
- The RSA committee (CCOO Aragón, UGT Aragón, CEOE Aragón, Cepyme Aragón and Aragón's Government) evaluate the Social Responsibility of participants and determine which deserve the RSA seal. Organizations who receive it will be registered on a public database. The seal must be renewed every year by updating the questionnaire and the report, if necessary, and endorsing the ethic commitment.

ACHIEVED RESULTS

By the end of September 2018, 474 organizations have the RSA seal. The vast majority of them (52%) are small and medium private companies, although there are 10% of large companies. 8% are self-employed people and the rest are other public or private organizations. It is worth mentioning that there is one company which has had its seal moved away due to breach of commitment.

Some of the RSA organizations demonstrate its social commitment by participating voluntarily in projects, for example, ATADES try to help the work inclusion of disabled people.

TIMING

The RSA Plan was implemented in April 2016, and continuous growing in the number of participants.

ADDED VALUE AT A LOCAL LEVEL

The RSA Plan adds value for the region by guaranteeing that a large number of organizations fulfil not only legal commitments but also social and ethical issues.

For those companies who want to go further, it is possible to receive the “RSA+ seal”, which recognise companies that, apart from fulfilling the requirements for the RSA, they are also committed to the balance of family and work life, gender equality, collaboration with ONG’s and the culture development in Aragon.

Are there elements of transferability at a transnational level?

It could be possible to establish a similar plan coordinated by different agencies on each region, recognising those companies which fulfil some social requirements.

SUCCESS FACTORS

The RSA committee is composed of members of different organizations, so that they could make a more thorough evaluation from different perspectives. The committee ensure that the companies which have the seal are fulfilling the requirements (only one has had the seal moved away). Every year, more participants are interested on the plan. All the information is published and accessible to everyone, so that anybody could verify if the company is fulfilling its commitment.

POTENTIAL OBSTACLES

Not having organizations interested on similar programmes, not having expert technicians who evaluate the questionnaire, not having enough resources to establish this plan ■

Piedmont

• WECARE | THE REGIONAL STRATEGY

DETAILED DESCRIPTION OF THE GOOD PRACTICE

WECARE strategy declines social innovation as policies and services, providing a set of different measures aimed at implementing innovation processes within the social services network, improving local governance, stimulating collaboration between public entities, third sector organizations and companies, supporting the development of entrepreneurial projects with a social vocation and corporate welfare.

MAIN ASPECTS:

- Social policies no more as assistance to people.
- New challenge: integration of policies and involving all public and private actors, to combine social policies, labor policies and economic development, thinking of social cohesion as an opportunity for territorial development and growth as a challenge to be achieved through the reduction of social inequalities.
- The adoption of the principle of circular subsidiarity to engage all the stakeholders of the territory
- The single person as a whole with his “interior and his surroundings” spaces.

ACTIONS IMPLEMENTED:

The Regional Strategy is implemented through the application of 4 measures (calls).

Measure 1. Experimentation of innovative welfare actions.

The objective of the measure is to develop a neighborhood welfare, by supporting experiments of social innovation to enhance the territorial connections expressed by the “Districts of Social Cohesion”.

The measure aims at conceiving social policies not exclusively as an answer for emergency of the needs expressed by the community, but also as the creation of a innovation process that generates a change in social relations and respond to new needs that are not yet satisfied by the market or create more answers satisfying existing needs.

The action aims to stimulate the experimentation of social innovations in the management of territorial services, able to demonstrate sustainability, integration and scalability in the ordinary administration of services.

Beneficiaries: Networks of territorial partners, headed by the “Districts of Social Cohesion” in partnership with other public bodies and third sector organizations.

Examples of actions (recommended): Strengthening of local governance, Circular subsidiarity pacts, Innovative welfare services, Proximity assistance services, Enhancement of civil economy practices

Measure 2. Social innovation projects for the third sector.

The Measure intends to facilitate the development of a system of innovative social enterprises and the growth of a third sector that practices models of intervention management, characterized by innovative and strong elements of entrepreneurship with a social value and integration intelligent technology. The objective of the Measure is to support experiments of social innovation implemented in services provided by third sector institutions. The beneficiaries will be able to propose the experimentation of innovative welfare services for citizens and experimentation of an innovation of current services for their greater effectiveness and efficiency.

Beneficiaries: Third Sector.

Examples of actions: innovative welfare services; experimentation of innovative models of collaborative services aimed at citizens with social fragility; light assistance and proximity assistance services autonomy; guidance and welfare services for people with social fragility; enhancement of civil economy practices; experiments using functional technologies for social emergencies and / or access to services, stimulating the technological development of Third Party subjects; Business sector perspective 4.0.

Measure 3. Corporate welfare dissemination.

The objective of the Measure is to implement a system action aimed at animating the entire Piedmont territory and to promote wide-ranging companies in Piedmont, the issues related to well-being in the company, the policies and needs of corporate welfare and work-life balance.

The intervention can also be accomplished by conveying the message through interlocutors and different channels of information / training; the diffusion in different locations and contexts can be a stimulus and an animation to create a new welfare culture.

The intervention is realized by information / training actions, which involving the universe of businesses in the Piedmont area, aimed at encouraging an evolution cultural activities on the above mentioned topics; the communication action must necessarily come from institutional interlocutors qualified that make it credible and create the necessary conditions of trust in the goodness of the message; it must also guarantee the sensitization and animation of all the territorial areas of Piedmont, especially the most decentralized or most culturally distant from these issues.

Measure 4. Strengthening of the entrepreneurial activities to produce socially desirable effects.

Through this measure the Region contributes to promoting the reconciliation between life and work, as the set of actions implemented by the employer in favor of his own workers to facilitate the harmonization of daily activities in the workplace and in that personal / family, assumes more and more value within the company as a whole an element of fundamental importance for the growth of the same: producing “wellbeing” among the employees increase their productivity in the company and their quality of life. There are two lines of intervention:

- A) Support for projects of significant dimensions in the health and social care field;
- B) Support for small-scale projects that produce socially desirable effects in the cultural, educational, welfare, health, training and employment sectors.

Beneficiaries: SMEs.

Projects must have the following characters: Specific elements of social innovation, ability to offer alternative solutions in relation to specific needs, field of intervention: health and well-being, health and social assistance.

TIMING

The initiative started in 2017.

ADDED VALUE AT A LOCAL LEVEL

The 4 Measures are oriented to each social district (administrative areas similar to provincial territories) within the regional territory.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

Yes, because it is a regional framework.

• MARAMAO SOCIAL COOPERATIVE

DETAILED DESCRIPTION OF THE GOOD PRACTICE

The “Start-Up Social Agricultural Enterprise MARAMAO” project was born in 2014 from an idea of “CRESCEREINSIEME COOPERATIVE” (Grow up Together). The land on which are cultivated the “MARAMAO” vegetables are owned by private people who have rented low-cost or free loan land between Canelli and Calamandrana territories (near Asti, Piedmont Region), sharing with the cooperative aims to give birth to a social agricultural enterprise that cultivates organic soils, involving some of the applicants for asylum and international protection of guests SPRAR (Sistema di protezione per richiedenti asilo e rifugiati – Protection System for Refugee and Asylum Seeker) projects of the province of Alessandria, of which the town of Canelli and Calamandrana are among the signatories. <http://www.maramao-bio.it/wordpress/>

Next to the production of vegetables, cereals, grapes, hazelnuts and processed products such as past of tomato jams, juices, bread and wine grown and produced according to organic farming techniques, they are working to promote social integration, well-being of the people involved, reports confidence in the territory between those who cultivate and those who consume the products, training opportunities and job placement of disadvantaged people such as asylum seekers and refugees in the area.

More than anything else they care about the training and empowerment of those who work in “MARAMAO” and those who come to visit the social cooperative.

ACTIONS IMPLEMENTED

The social cooperative takes care of the empowerment of the people through training courses for alphabetization, legal documents needed such as identity card, training course for biological agriculture.

ACHIEVED RESULTS

Since 2014, when its activity started, the social cooperative is a reference point within the territory. The social cooperative has inserted in the Advisory Board some migrants. The social cooperative has opened a shop and a small factory that transforms the agricultural products into selling goods.

ADDED VALUE AT A LOCAL LEVEL

The link with the territory is strong since the social cooperative takes care of the migrants hosted within the territory and the abandoned fields that are transformed in agricultural fields.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

Only where social cooperatives are developed.

SUCCESS FACTORS

The social cooperative takes care of the empowerment of the people through training courses for alphabetization, legal documents needed such as identity card, training course for biological agriculture.

POTENTIAL OBSTACLES

The only one obstacle we advise is the racism that the Social Cooperative is struggling.

• TORINO SOCIAL IMPACT

DETAILED DESCRIPTION OF THE GOOD PRACTICE

Torino Social Impact is a platform that aggregates companies, public and private institutions aiming to implement a strategy for the development of high-tech social entrepreneurship in the Turin metropolitan area. Services: Funding, mentoring, training.

The strategy is based on the belief that there is an interesting opportunity for Turin's social and industrial development at the intersection between the city's historic vocation for social entrepreneurship, the density of technological capabilities in the area and the presence of important financial investors oriented towards social impact.

The initiative stems from the observation that a new generation of innovators, companies and financial investors is emerging globally. By leveraging on the opportunities offered by new technological infrastructures, these actors can combine the

ability to intentionally produce positive social impacts with the sustainability and economic and financial profitability of their initiatives. Intentionally producing social impacts means concretely finding answers and solutions to emerging social needs, therefore changing the living conditions of people in a meaningful and permanent way.

ACTIONS IMPLEMENTED

Funding, mentoring, training or other opportunities to let the social innovation project grow.

ACHIEVED RESULTS

Concretely, the ambition of Torino Social Impact is to build a metropolitan system in a participatory way able to intercept the great opportunities for development, investing in a new generation of social entrepreneurship able to leverage technological and financial resources to identify new solutions. to social, collective or personal needs, or to scale up the impact of existing solutions.

ADDED VALUE AT A LOCAL LEVEL

The strategy is based on the idea that at the intersection of the historical vocation to the social entrepreneurship of the city, density of technological capabilities on the territory and presence of financial investors oriented to social impact, there is a great option for social and industrial development for Turin.

It is rooted and dedicated to the city of Turin, the capital of Piedmont Region.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

The strategy is based on the idea that at the intersection of the historical vocation to the social entrepreneurship of the city, density of technological capabilities on the territory and presence of financial investors oriented to social impact, there is a great option for social and industrial development for Turin.

SUCCESS FACTORS

- To promote at international level, through the Torino Social Impact brand, Turin as a privileged ecosystem for the growth and establishment of companies oriented to social impact and technological intensity and for finance and social impact investments.
- Creating a “Living Impact Living Labs” system in Turin: portions of cities in which to create privileged conditions, in terms of physical, regulatory

and administrative infrastructures, thanks to which companies can experiment, in vivo, high-impact technological solutions and at the same time demonstrate to potential investors the economic and scalable potential of the solutions identified, on the model of a social tech show-room.

- To offer to the companies of the metropolitan area a center of competence and a service activity for measuring the social impact, which is a fundamental prerequisite for the attraction of investments with a social impact of public and private origin.
- Implement the Torino Social Impact web platform, aimed at allowing all the social innovators of the metropolitan area to represent themselves in the ecosystem, and to promote the relevant initiatives for the ecosystem itself.
- Establish a privileged platform for defining forms of public-private partnerships and related financial schemes with which to experiment with innovative solutions to relevant social problems and to innovate forms of social procurement in order to support business growth.
- Promote open availability, the collection, standardization, integration and provision of digital data and traces in order to create databases of public and private origin useful for identifying emerging social problems and encouraging the identification of new solutions. To also foster the accessibility of social enterprises to the opportunities that reside in such databases and more generally in the big data domain, connected analytical skills and distributed data architectures such as blockchains.
- To offer a permanent observatory, for the metropolitan area, of the evolution of social impact forms of companies and of social impact investors and of policies to support inclusive innovation.
- Create a widespread and coordinated network of first listening points for small-scale social projects, with the aim of identifying particularly promising ideas and solutions and accompanying them to the incubation and acceleration facilities present in the territory, ie federating projects, intervention models and similar companies in order to achieve design dimensions that are potentially attractive to investors.
- Promote the growth of the social impact culture and the consolidation in the metropolitan area of scientific and practical communities based on the paradigm of openness in software, hardware and knowledge.

- Connect Torino Social Impact with the most important networks and initiatives aimed at entrepreneurship with social impact on a national and international scale, including the activities of participation in major European funding programs and participation in networks and alliances between European cities to climb the projects, methods of intervention and solutions.

POTENTIAL OBSTACLES

Lack of interest by potential investors.

• SOCIALFARE

DETAILED DESCRIPTION OF THE GOOD PRACTICE

SocialFare Centre for Social Innovation is the first Italian centre completely dedicated to Social Innovation: research, community engagement, capacity building, and co-design are at the basis of our work to develop innovative solutions to contemporary societal challenges, while generating new social ventures.

ACTIONS IMPLEMENTED

Social Innovation is a bottom-up process which embraces people's experiences, communities' knowledge, enabling technologies and social actions to bring on the ground innovative experimentations able to develop social entrepreneurship, sustainable solutions, and impact networks.

SocialFare designs and develops products, services, models via accelerating social impact knowledge and entrepreneurship, putting people first.

ACHIEVED RESULTS

- Promote and disseminate the SDGs here in Italy, linking the efforts to those on an international level and all those who are pushing for and sustain the same vision (i.e., FAO, ILO, OECD, UNDP, WHO — World Health Organization).
- Contribute pragmatically to change, accelerate the spread of knowledge and, at the same time, promoting, designing and implementing effective solutions for sustainable development.
- Generate a new "economy with a social impact" that supports and helps create new business and development responses in-line with the SDGs.

- Develop projects that recognize the SDG's as the direction for the future and those who create innovations accordingly.
- Create and activate a network hub regarding the SDG's, to share experiences, practices, research, networking and lobbying.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

SocialFare applies a human-centred approach combined with systemic design and design thinking methodologies: beneficiaries are at the centre of the design and delivery process. Experts and impact networks accompany and support social innovations to make them become replicable and scalable.

Systemic Design is a methodology which enables the analysis and the design of all relations among real and potential actors of a given system. Its aim is to generate social, environmental and economic sustainability. The systemic approach, through a holistic perspective, re-considers outputs as new and enhanced resources for a new system or process.

Design Thinking is a creative and iterative methodology which starts from the observation of the user's behaviour, and is applied to design solutions for any context of life. Design Thinking puts beneficiaries and their needs at the centre of the solution development, triggering a new decision-making process and a better analysis of the societal issues to be tackled.

POTENTIAL OBSTACLES

Lack of interest by potential investors.

• 2I3T

DETAILED DESCRIPTION OF THE GOOD PRACTICE

2i3t manages the Business Incubator and Technology Transfer process at the University of Turin. It is primarily focused on commercially valorising the results of academic research by creating, promoting and supporting new, knowledge-intensive businesses. 2i3t can be defined as a "bridging institution", as it brings together the activities of the University and its associated industrial fabric by acting as a facilitator at the point where the knowledge derived from academic research and business management skills meet.

Ideas that have blossomed from research and that are suitable for technology transfer are identified by scouting activities. They are then nurtured and developed

with an eye to drawing-up a project business plan to assess the feasibility of the business. Next comes the pre-incubation phase which sees the project team accompanied towards the founding of their business.

Research is an essential asset for the growth of businesses: the University of Turin actively participates in the development process in Piedmont through 2i3t. The main goal is developing the area's economy by valorising the results of scientific research. Technology transfer includes all activities that see research results valorised via support for their commercial applications on the market: inventions, patents, licences and spin-offs.

ACTIONS IMPLEMENTED

2i3T gives full support to new start-ups and offers new-entrepreneurs and businesses the chance to benefit from the professionalism of the industry and business consultancy worlds, as well as the expertise in national and international business development and management they can offer.

This post-creation phase comes together in the form of an individual business support project which focuses on assisting new entrepreneurs by:

- Promoting the idea in the relevant markets.
- Encouraging reflection on the business model and value creation.
- Supporting the creation of the organisational and managerial instruments a new business requires, including the “basic tools” needed when addressing the desired market.
- Mentoring on specific projects.
- Implementing dedicated management training projects.

ACHIEVED RESULTS

Research is an essential asset for the growth of businesses: the University of Turin actively participates in the development process in Piedmont through 2i3t. The main goal is developing the area's economy by valorising the results of scientific research. Technology transfer includes all activities that see research results valorised via support for their commercial applications on the market: inventions, patents, licences and spin-offs.

ADDED VALUE AT A LOCAL LEVEL

The Business Incubator is linked to the territory (students and start-ups) but they can have the added value of the internationalisation weight of the University of Turin.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

We think that Business incubator are very common across Europe.

POTENTIAL OBSTACLES

Lack of interest by potential investors ■

Vas Country

• MEDITEL HUMAN TECHNOLOGY CENTER

DETAILED DESCRIPTION OF THE GOOD PRACTICE

The aim of the project is to develop and present a business model which helps to integrate people with disabilities with the help of the industry 4.0 technology – by using a robotic arm.

With the development, it is possible to create a workstation that can be easily programmed to enable repetitive, interoperable workflows.

The employee and the robot arm are completing each other fully, or nearly fully and they are able to provide a fast work. There are one healthy, but disadvantaged employee and 1 person with changed working capacity in the workstation.

ACTIONS IMPLEMENTED

To be able to start their work, the two employees receive all the needed information about the operation, operating principle, programming of the robot arm (to be purchased in the project: UR3 industrial robotarm net 6.217.000 HUF +VAT and UR3 robotarm head (Gripper net 1.600.000 HUF+ VAT), working on the robot arm, the robot-related computer skills. They are working at a table, which is specially designed for this opportunity (net 328.200 HUF + VAT), where the robot arm will be placed and fixed specially. In this project to complete the job, two PC Configuration has been bought as well (2 pieces together for net 360.000 HUF). One of them is needed for the working system of the robot arm, the other one is needed for fully documenting the working method. This procedure is done with the help of the IP camera, which is fixed on the special working table (net 40.000 HUF + VAT).

Fixed video materials can be also used to optimize individual workflows and to create video tutorials and promotional videos for sustainability of the project that we want to deliver to our partners in the future. The projector (net 200,000 HUF + VAT) that is to be obtained in the application can display the process of work, for those interested and for corporate actors in a “live” broadcast, which does not interfere directly with the work, mainly due to the safety requirements of work with the robot arm and constant care / attention required.

ACHIEVED RESULTS

During the project, an audit system will be developed that enables the enterprise target group (SMEs and large companies) to review production and clear identifi-

cation of work processes and parts of work that can be replaced or eliminated, in which the employee with disabilities and the robot arm can be integrated.

In this project, one of the employees will learn about the process of the audit system, its phases, and be able to identify the work processes for which the “sample” station can be deployed.

The employee with disabilities will work together with the robot arm, and will be able to become involved in the identified enterprise production process. Throughout the project, we want to get a real production process outsourced and tested, so after the project is over, the method and system can be sustained for the workers who want to work in the project and open a new path for hundreds of people with reduced working abilities in the job market.

TIMING

1 year implementation funded by national resources.

ADDED VALUE AT A LOCAL LEVEL

The employees during the project will be able to represent the needed information, the working methods, and the method of working with a robot arm to the potential interested groups: the SME sector and the large companies. The presentations will be shown during trainings and open days.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

With the help of this project, we would like to open a new road and to adopt and create a new model, which will be able help to any SME or large company not only in Hungary, but in the region as well to organize their daily assembly workflows, and will be able to work with disabled people and integrate them into the Industry 4.0.

POTENTIAL OBSTACLES

The main obstacle can be if SMEs are not open for implementing these novel technologies and if they see this possibility as a difficulty in their everyday operation.

• INCUBATOR HOUSE

DETAILED DESCRIPTION OF THE GOOD PRACTICE

The improvement of the competitiveness of SMEs has received a central role in the economy policy of almost every country. This is the sector where the SEs appear as well, for whom there was no development of this kind so far, or if there was, then that was only related to tenders, and was only available in a narrow segment.

The result of this was that the majority of SEs operated only related to tenders. So periodically they have contributed to the improvement of labour market processes, but due to the lack of having their own market, they had no significant role in the economy. The social economy, in order to be able to appear also as an economic factor according to the Western European tendencies and so that the resources appearing in this sector are used adequately, incubation services are needed that are available for enterprises.

Business incubation in this segment would not only target the starting-up enterprises, but we also consider it important to develop the enterprises that are not marketable, by offering them complex services, with the involvement new resources, by mentoring certain activities and by providing certain services (e.g.: marketing, financial services). The key factors of the success of their development are the application of tools that develop the market, the integration of innovation into the everyday practice, and the establishment of sustainability.

By applying these tools, sustainability would improve significantly, the innovation performance of SEs would significantly increase, and the increase could be accelerated (boosted), as a result of which their role would grow in the employment, and the employability of the employees that were crowded out from the labour market would grow, and the labour force could be transited into the labour market, so base, from which the market can select, could be extended.

Furthermore, these economic agents could appear on the market with such services and products that do not worth to be produced and provided for the economies built on developed technology, but there is need for them on the market. It would also be able to meet the local needs. In the long run, it would reduce the social costs of „keeping” the disadvantaged population, and it would break that socialization spiral, which nowadays resulted in the unemployment of several generations.

ACTIONS IMPLEMENTED

Fields of activity:

- Business management and other management consulting, resource management
- Human resource development - services provided to the management
- Guidance in legal and accounting issues

- Guidance in PR and communication issues
- Market research

ACHIEVED RESULTS

We have to enable the participants of SE for:

- Establishing a sustainable economy
- Being able to appear on their own markets with their own products/ services
- Their activity should be built on innovative technologies
- Being able to give market responses on the emerging needs
- Implementing long-term employment of the disadvantaged employees and
- The employees living in disadvantaged areas.
- For the labour market, the improvement of the employability of the labour force, through transit programmes
- They should cooperate with the public sphere and the for profit sphere.
- The target group of the services operating in Vas county:
- Social cooperatives
- Social enterprises operating in other forms of ownership
- Nonprofit organisations engaged in economic activities, if in their case the “transformation” into SE could be justified.

Initially, the reach of the incubator house would only involve Vas County. It could be extended to the regions when the experiences gained in the county are already available.

TIMING

The financing of the Social enterprise incubator house would take place in the framework of the TOP Economy Development Key Project in Vas County, between 2014-2020.

ADDED VALUE AT A LOCAL LEVEL

Encouraging more local and also more young people to start their own business.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

This good practice could be transferable to the international level, because these start-up and SE companies can help each other by being in the same place. They can use each other for developing, and for widening their network as well. It helps a lot to a new company to have others, who are willing to help.

SUCCESS FACTORS

The key factors of the success of their development are the application of tools that develop the market, the integration of innovation into the everyday practice, and the establishment of sustainability.

• SAVARIA REHAB NON-PROFIT ORGANIZATION

DETAILED DESCRIPTION OF THE GOOD PRACTICE:

The organization offers opportunities for homeless, minorities and long-term unemployed people to increase their labor market chances and supports their social integration with their services. The aim of the social employment is to increase the employability of homeless people with severe social competence deficits, and value-creating work by producing marketable products.

The two types of social employing are:

1. Innovative-preparation.
2. Rehabilitation to be able to go back to work, also called work-rehabilitation.

People in the non-profit organization can create the followings:

- Wooden Products · Picture Frames, Frames about the symbols of Szombathely with burnt techniques.
- Hand-made wicker-spun products (baskets).
- Souvenir Magnets made by wood and hand painted.
- Shopping paper bags in a variety of colors.

ACTIONS IMPLEMENTED

They usually cooperate with local government, and other charities to be able to continue their successful work.

ACHIEVED RESULTS

The organization often goes to the local markets, and also attend the Christmas market in Szombathely, where people can buy their products. It is very helpful for these people, because they can spend their time with quality, and they are not just sitting somewhere and waiting for a miracle. They have the help they needed, they have doctors there, nurses and psychologist, social workers and teachers. With this quality service it makes them easier to reintegrate them into the system, find a job and a place to live.

TIMING

It started its activity in 2009.

ADDED VALUE AT A LOCAL LEVEL

It helps for people in need, and shows their side to the locals. They often organize events as well.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

This good practice could be transferable to the international level, because people in need always require special treatments and they have special needs. If they can get it and find a safe place to stay and ask for help, they can be “re-socialized” easier.

SUCCESS FACTORS

The key factors of the success are that the local government office continuously supports them, and they can also cooperate with other Hungarian non-profit organization. They are always invited for local markets, so they can show and sell their products.

• CARITAS FOUNDATION

DETAILED DESCRIPTION OF THE GOOD PRACTICE

The colleagues of the Diocesan Caritas of Szombathely have been operating the abandoned gardens of the diocese since 2010. The idea of using the herbal treasure came from the bishop. They involved those people with changed working capacities

(people having some kind of disability), who are living here and they have already had experiences about herbs. They deal with mint, lemon grass, lavender, rosemary, sage, etc. Today they are already producing, collecting, drying and packing 40 herbs. For this, they have established a HACCP- certified food processing factory and a packaging room. They serve their own teas in their shop and their tea house.

ACTIONS IMPLEMENTED

The products are marketed by the certificate of Biokontroll Hungária Nonprofit Kft., which controls the work of the Hungarian ecological food business operators. For convenience and local consumption, the store also offers lavender, mint, lemongrass and other herbs. In the shop, pottery objects made by the clients of the Szombathely Diocese's Caritas Cliff Centre can also be purchased, as well as special products from the Lavandula House (Vásárosmiske). For example: souvenirs, ornaments as well as articles made of chamois and rougher. It involves people with changed working capacities not only from Szombathely, but also from the other parts of West-Hungary.

ACHIEVED RESULTS

It became a very popular Tea House in Szombathely. It is in front of the local University, and students often go there, when they have a break. Also, the locals often go there for a tea and talk. Local organisations support them also, by organizing their events there.

TIMING

Opened on the 23. August 2012, and is still a successful Tea house.

ADDED VALUE AT A LOCAL LEVEL

A beautifully decorated tea room with tea-making facilities is waiting for their guests for a drink, talk and last but not least healing.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

This good practice is totally transferable to the transnational level, because it is a good way to give job to people with disabilities and also helps to the local (and for the tourists as well) to accept their difference, make new relations, friends. Both sides can learn from the other. And it is a good way to make a charity too.

• SELF-SUSTAINABLE VILLAGE

DETAILED DESCRIPTION OF THE GOOD PRACTICE

Hungary has extremely favourable conditions. 60% of the area of the country is remarkable land, while this rate for the whole globe is only 6%. According to the estimation of even the most pessimistic experts, we can produce the food necessary for 15 million people. We can say, that the villages must be helped to become self-supporting again – as they used to be for millenniums, and we have to facilitate them to re-establish vegetable-dairy zones, providing income and employment for the people living in rural areas. The priorities of the rural development working group provide a way-out for these “troubles”.

ACTIONS IMPLEMENTED

1. Social cooperation is an ideal form for the implementation, because it is based on a wide societal involvement, and it adequately emphasizes the employment aim and puts it into the centre, and it provides the opportunity of the active role-taking of the participants.
2. The initiator of social cooperatives is the general assembly. Furthermore, the founding members are those local governments that actively take part in the program. The members contribute to the founding by buying a minimal, nominal share in the cooperative.
3. Those natural persons, who will get into an employee relationship in the framework of the activity of the cooperative, will also get the legal status of a member.

ACHIEVED RESULTS

It is important not to make the production of the bases, but we should speak about high-quality products prepared by local producers. In order to achieve this, processing capacity and competence must be available.

TIMING

The financing of the Self-sustainable village Hungary (Szombathely) would take place in the framework of the TOP Economy Development Key Project in Vas County, between 2014-2020.

ADDED VALUE AT A LOCAL LEVEL

Because of this good practice, people will produce their own vegetables and fruits, herbs, meats and we will need less import. The economy could develop and economic growth can also be expected.

ARE THERE ELEMENTS OF TRANSFERABILITY AT A TRANSNATIONAL LEVEL?

It can be easily transferred to the international market, because it provides help for unemployed people, and for under-educated people as well. They can learn and develop how to make their food, how to work as a farmer. Because of this, they will not only be able to produce their food, but also will have special, learned skills ■

STAKEHOLDERS

FEEDBACK
AND EVALUATION

CONCLUSIONS



PRESENTATION OF STAKEHOLDERS

Stakeholders are entities, both public and private, which are likely to collaborate in social initiatives and enterprises. This is the list of stakeholders who have participated in this project, giving us their opinion about the good practices to promote social entrepreneurship and social enterprises.

- Fundación emprender en Aragón | Public entity which aim is promoting the creation of a dynamic and innovative industrial fabric in Aragon, supporting new entrepreneurs in the creation and establishment of new companies. They have a specific programme to support social entrepreneurs, giving them training, funds and accompaniment.
- Ashoka | Non-profit organization which is considered a model in social entrepreneurship support.
- Caja Rural de Teruel | Bank closely linked to the region which supports social initiatives.
- Consejo Económico y Social de Aragón | Independent advisory body whose main duty is advising the regional Government on social, economical and laboral issues.
- Cruz Roja | Non-profit organization which helps people according each individual situation.
- Laboral Kutxa | Bank which has specific financing programmes for social enterprises.
- Cáritas | Charity entity which obtain funds from private and public contributions, and promotes social actions, supportive economy, international cooperation, and also acts when environmental emergencies take place.
- Youth Business Spain | Private foundation which supports young entrepreneurs by giving them access to mentoring programmes and other useful resources.
- University of Asti | It was born in 1995 and now it counts more than 150 students, training courses, master degrees, high training specialisation courses. It hosts a Business Incubator dedicated to the young entrepreneurs linked to the territorial vocations.
- A&T progetti | It is an engineering office, with a specific focus on European projects for the development of the territory.
- Confcooperative | The Confederazione Cooperative Italiane was established in 1919. It has implemented a policy sensitive to the needs and changes of the social, civil and economic world. This has permitted constant increase in membership so that today the Confederation is the largest part of the Italian co-operative movement.
- CPIA | The C.P.I.A. (Centro Provinciale di Istruzione per gli Adulti), Provincial Centre for Adult Training has many responsibilities and, from 1995, has been responsible for pre-



paring immigrants for Italian Language National tests. They are responsible for the training and empowering of social disadvantaged people (not only migrants).

- Associazione Cultura&Sviluppo (Culture&Development Association) | It is a social association that intends to promote participation, communication, cooperation in improving the human condition of social disadvantaged people.
- LAMORO's Director | LAMORO was born in 1995 as a Consortium made up by Municipalities and Public Bodies. LAMORO's mission is to increase levels of socio-economic development through the implementation of development strategies. It involves stakeholders through networking and the identification of concrete answers to the rising needs in different sectors.
- Municipality of Magliano Alfieri | it is an associated Municipality of the LAMORO consortium.
- Fogytékkel Élőket és Hajléktalanokat Ellátó Közhasznú Nonprofit Kft. | Local Governmental Office which gives support, assistance and employment to people with disabilities.
- Vas Megyei Önkormányzat | Local Governmental Office which gives support to people with disabilities.
- Szombathely Megyei Jogú Város Önkormányzata | Governmental Office which employs people with physical and mental disabilities.
- Vas Megyei Szakosított Otthon | Governmental Office which gives support and assistance to people with disabilities or mental health problems.
- Nyugat-dunántúli Regionális Munkaügyi Központ | Governmental Office which helps in re-training and schooling people in need or uneducated or unemployed.
- Egyházmegyei Karitás Szombathelyi szervezete | Charity Organization which supports, employs and gives assistance to unemployed people, people with changed working capacities, disabilities or mental health problems.
- Pálos Károly Családokat Segítő Szociális szolgálat | Charity Organization which supports families or single parents with financial problems.
- Incubator House Hungary | Organization that supports, employs and gives assistance for unemployed people, and offers help and training for start ups.
- Meditel Human Technology Centre Hungary | Company that facilitates the laboral re-insertion of people with disabilities.
- Esély Győri Rehabilitációs és Foglalkoztatási Közhasznú Nonprofit Kft | It supports, employs and gives assistance to unemployed people, people with changed working capacities, disabilities or mental health problems.

Questionnaire

In order to facilitate the collection of stakeholders' feedback, the consortium prepared a questionnaire template which was sent to all of them to be filled in:

GOOD PRACTICE (they have to answer these questions for the 15 practices explained above)	Is it useful for promoting social entrepreneurship?	Do you think that benefits compensate the time and resources invested?	Suggestions for improving	Additional comments
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Additionally, we asked them some open questions:

- Which practice do you consider is the most useful to promote social entrepreneurship? Which one is the less feasible in this region? (justify the answers)
- Do you think potential entrepreneurs know about these initiatives and how they could access to them? Suggest some measures in which dissemination of information could be improved.
- Do you have any other idea to promote social entrepreneurship or support social enterprises in this region? How would you implement it?

Once all answers were gathered, all partners shared them and results were evaluated.

RESULTS OF THE EVALUATION OF EACH GOOD PRACTICE

The following table shows a summary of the information gathered in all the completed questionnaires by stakeholders from the three participating regions. In the table, the number of stakeholders who consider the practices useful for the promotion of social entrepreneurship and social enterprises can be seen, and also if they think it is worth investing time and resources on them. Some stakeholders also wanted to add some suggestions and comments.

This part of the DOP aims to objectively show the results, not intending to evaluate them or draw conclusions. Note that not all stakeholders answered all questions.

GOOD PRACTICE	Is it useful for promoting social entrepreneurship?	Do you think that benefits compensate the time and resources invested?	Suggestions for improving	Additional comments
<p>Social Entrepreneurship Programme</p>	<p>Yes 19/20</p>	<p>Yes 18/20</p>	<p>More use of ICT's</p> <p>More activity in SSNN to disseminate projects.</p> <p>More government support</p> <p>More specialised personnel</p> <p>Invite other entrepreneurs to tell them their experience.</p> <p>Finding more investors.</p>	<p>Good example of territorial cohesion.</p> <p>Some projects are not related at all with social issues.</p> <p>It gives good advice and it is well structured.</p>
<p>Social Entrepreneurship Prize</p>	<p>Yes 18/20</p> <p>It depends on if the incubation of the idea is dedicated only to social SMEs or not</p>	<p>Yes 20/20</p>	<p>More visibility in social and mass media.</p> <p>More government support.</p> <p>More funds.</p> <p>Interviews with previous winners to receive feedback.</p> <p>More editions per year</p>	<p>Some entrepreneurs are more interested on training and recognition</p> <p>Evaluation of the impact of this prize on the SME.</p> <p>High quality of projects</p>

GOOD PRACTICE	Useful for social entrepreneurship?	benefits compensate?	Suggestions	comments
CREAS Inicia Foundation	Yes 19/19	Yes 17/18 It depends on the amount of resources it needs More advertising	More advertising. To introduce complementary advisors	Deeper evaluation of the social character
Social and Cooperative Entrepreneurship's ideas contest	Yes 18/19 The focus should not be that cooperatives create only endogenous values	Yes 17/19 It depends on the available funds	More funding More contest per year More social oriented	Projects which have not won can also be established University implication is a good point Cooperatives give social entrepreneurship a collective character
Social Responsibility Plan	Yes 19/19	Yes 16/19 No 1/19 It depends on the validation and monitoring	RSA seal for collectives of enterprises or self-employed people RSA for new entrepreneurship projects	It is a good example for other institutions
WeCare	Yes 16/17 No 1/17	Yes 14/17 No 1/17 It depends on its internal structure	More investments	It puts the person at the centre of the system It is only a novel strategy, not a real legislation

GOOD PRACTICE	Useful for social entrepreneurship?	benefits compensate?	Suggestions	comments
Maramao Social Cooperative	Yes 14/18 No 4/18	Yes 16/17 No 1/17	It should progress towards a social agriculture business model More social oriented	It could create market exclusion It is a best practice in hosting migrants There are a lot of social cooperatives like this one
Torino Social Impact	Yes 15/17 No 2/17	Yes 14/16 No 2/16	Opening in other territories More social oriented More actors inside the platform	It is an ecosystem of actors in social innovation and social impact finance It should improve its definition as "City Lab for Change" Good opportunity for the new type of social entrepreneurship
SocialFare	Yes 17/17	Yes 17/17	Considering people when designing solutions More social oriented More calls per year	Considering the existing tools Market oriented They have a solid way of working An evolution of the incubation stage

GOOD PRACTICE	Useful for social entrepreneurship?	benefits compensate?	Suggestions	comments
2i3T	<p>Yes 11/18</p> <p>No 6/18</p> <p>Not social oriented</p>	<p>Yes 12/17</p> <p>No 5/17</p>	<p>To design another way of collaborating with university in favour of social entrepreneurship</p> <p>More social oriented</p>	<p>Almost all universities have its incubator</p> <p>The territorial area is characterised by a lot of hospitals, so this incubator should explore more ideas in the social context</p> <p>Good opportunity to spread SMEs in the region</p>
Meditel Human Technology Center	<p>Yes 17/18</p> <p>No 1/18</p>	<p>Yes 14/14</p>	<p>More diffusion and information workshops</p> <p>Evaluation of social impact at entrepreneurship level</p> <p>More investors</p> <p>It could be spread over each SME</p>	<p>Essential for social integration, although its purpose is not related with social entrepreneurship</p> <p>This is a very best practice</p> <p>Industry 4.0 technology is a support for the social investment</p> <p>A new life for disabled people</p>
Incubator House	<p>Yes 14/17</p> <p>No 3/17</p>	<p>Yes 14/17</p> <p>No 3/17</p>	<p>More funds</p> <p>Better management of the social and environmental values</p> <p>More local young people to be involved</p> <p>More social oriented</p> <p>Test the impact to the territory</p> <p>More advertising in schools and within young people</p>	<p>Little innovative</p> <p>There are incubators all over the world</p> <p>Sometimes incubators represent an overestimated experience</p> <p>Important for SMEs that are not marketable</p> <p>Social incubation is a specific and useful topic</p>

GOOD PRACTICE	Useful for social entrepreneurship?	benefits compensate?	Suggestions	comments
<p>Savaria Rehab</p>	<p>Yes 14/17 No 2/17</p> <p>It depends on the approach of the ceramics production</p>	<p>Yes 15/16</p> <p>More related with a social action than with a social enterprise</p>	<p>More investors and more involved actors</p> <p>It could be better to involve the single person with a complex social plan of integration inside the market</p> <p>Open the activities to social cooperatives</p> <p>Cooperate more with locals</p>	<p>Interesting complementarity between social action and entrepreneurship</p> <p>There are social cooperatives with similar activities</p> <p>Share the experience with other similar organizations</p> <p>Good way for helping people</p> <p>It seems they are self sustainable</p> <p>Reintegration</p>
<p>Caritas Foundation</p>	<p>Yes 18/18</p>	<p>Yes 15/16 No 1/16</p>	<p>Working on an horizontal governance model could be useful</p> <p>More gardens and more dioceses</p> <p>Networking with other caritas foundations</p> <p>More investors</p> <p>They can train other communities</p> <p>Find other opportunities than the local market</p>	<p>Position in the market</p> <p>Even if it is market oriented it has a strong social impact</p> <p>It is also a best practice for the local market of biological products</p> <p>Caritas foundations are active all over the world</p> <p>It may have also an impact at the tourist level</p>

GOOD PRACTICE	Useful for social entrepreneurship?	benefits compensate?	Suggestions	comments
Self-sustainable village	Yes 12/17 No 4/17 It is a common activity in rural areas that may or not be useful for social entrepreneurship	Yes 14/17 No 2/17 It may be beneficial from a financial point of view	Not to do without the farmer Try to sell products in large supermarket chains More social orientation More investors Create a network with other villages in the surroundings	Low impact and little job opportunities Rural areas are in any case critical areas Test the results It is linked to the rural territory economy and high quality production

Stakeholders also wanted to add some considerations within the three open questions we asked them. The main and more repeated answers were the following:

WHICH PRACTICE DO YOU CONSIDER IS THE MOST USEFUL TO PROMOTE SOCIAL ENTREPRENEURSHIP? WHICH ONE IS THE LESS FEASIBLE IN THIS REGION? (JUSTIFY THE ANSWERS)

- Social Entrepreneurship Program: the social value of the projects, the training and the business analysis made by experts have been positively evaluated.
- Socialfare is considered to be a complete initiative which works from the local territory intending to achieve a systemic change.
- Caritas Foundation is a good idea. It helps not only for the mentally ill and disadvantaged people, but also locals can learn from them and they can socialize, build their network and widen their social views. The tea house could be promoted more.
- RSA has potential as a way to re-orientate resources towards social investments. Social Responsibility has become increasingly important

to companies over the last several years (it gives a better image and improve relationships with customers and employees).

- Meditel is considered a best practice but only private foundations could care its high associated costs, so its services would not be accessible to everybody.
- Social and Cooperative Entrepreneurship Ideas Contest and Creas Inicia are also considered best practices.
- The incubator house has been considered as one of the less feasible practices, although stakeholders think that it could be useful for young people, who usually do not have the financial needs to start their first business.
- Self-sustainable village is also considered one of the less feasible practices, because it needs a strong framework (legislation, funding, a contact network...) and it is also difficult to replicate due to its poorly standardized structure.
- Need of promotion activities in which successful cases were explained. Social Entrepreneurship Prize is a good example of promotion.
- Need of making these initiatives known among university students.
- There are too many incubators, but some of them should be re-orientated towards social entrepreneurship to meet the new needs caused by economic changes.
- Guarantee the consolidation of these programs, so that their reputation increases although part of the interest associated to their novelty could be lost.
- Need to have a good territorial background that can absorb social entrepreneurs.
- Government support, not only economical but also strategical.
- Social enterprises should not have revenues as from market activity but should re-invest all in social projects.
- Main problems: Lack of funding and concrete help in supporting social SMEs.

- Need of experienced people.
- All the initiatives are transferable and necessary.

DO YOU THINK POTENTIAL ENTREPRENEURS KNOW ABOUT THESE INITIATIVES AND HOW THEY COULD ACCESS TO THEM? SUGGEST SOME MEASURES IN WHICH DISSEMINATION OF INFORMATION COULD BE IMPROVED.

- People know the existence of these programs but not all their potential benefits.
- Dissemination should be intensified, not only in social networks but also in television, radio, newspaper.
- Improve and increase the opportunities of oral contact: conferences, workshops...
- Teachers should make programs known among students.
- Knowing other entrepreneurs' experiences is important.
- Social Entrepreneurship Program is a model in Aragon.
- Social entrepreneurship is a very specific type which requires entrepreneurs to have some specific characteristics.
- Necessity to explore dedicated channels for social entrepreneurs, because sometimes we miss important information due to the big amount of inputs we receive.

DO YOU HAVE ANY OTHER IDEA TO PROMOTE SOCIAL ENTREPRENEURSHIP OR SUPPORT SOCIAL ENTERPRISES IN THIS REGION? HOW WOULD YOU IMPLEMENT IT?

- One of the best way of promoting social entrepreneurship is starting from schools. If teachers are able to make it known in a funny but instructive way, children will internalise the concept and may consider it as an option for their future.
- Promoting a new program to help social entrepreneurs to consolidate their business, by using adapted methodologies.

- Specific training in how to elaborate a business plan.
- Mentoring during all the stages of the project.
- Establish a contact network to facilitate collaborations and synergies.
- Increasing the activity in social networks.
- The general economic downturn has put social needs at the end of the list and welfare is no more a priority for any mainstreaming. Lack of funds is constraining the situation, so more sources of funds would be desirable.
- Regional legislative frameworks should support SMEs more.
- Give orientation about entrepreneurship in a responsible way.
- All entrepreneurship projects, whichever their nature is, should be orientated in some way towards social enterprises.
- Nowadays, there are different initiatives to support social entrepreneurship. They should not be market oriented but sometimes it is necessary in order to sustain investment.
- It is necessary to give more importance to the territorial context, since it must be able to absorb social enterprises.

PEER-LEARNING AND COMMON CONCLUSIONS

After analysing in detail all the questionnaires and the comments of stakeholders, we drew some final conclusions that are summarized here:

- Need of promotion activities, such as workshops in which projects which have emerged from this initiatives. This workshops will allow potential entrepreneurs to better know programmes and do networking.
- Making entrepreneurship known among university students, to increase the possibilities that they consider it as a real option for they future.
- More diffusion in mass media and social networks. Considering new channels dedicated only to social enterprises, to avoid missing valuable information.

- More Government support, not only financial but also strategical.
- Need of experts on social entrepreneurship to work on the programs.
- Knowing the experiences of other entrepreneurs will be useful.
- Not to focus only on obtaining funds, because training and recognition are also important.
- Importance of the elaboration of a good business plan.
- Mentoring activities during all the stages of the project.
- To guarantee the consolidation of these programs.
- Entrepreneurs must be capable of operating without the initial investment, so their business must be sustainable and market oriented.
- Create a network of social entrepreneurs on that regions where it does not exist.
- It is difficult to evaluate other regions' practices because the territorial context is of the utmost importance for the correct development of an initiative.
- Necessity to involve more investors and funding, despite the difficulties that economic downturn has created.
- Special character of social entrepreneurs, not looking for their own benefit but for a positive transformation of the whole society.
- Although all the good practices are potentially transferable, the need to adapt each one to each territory must be considered ■

CONCLUSIONS



FINAL CONCLUSIONS AND LESSONS LEARNT

The development of measures and programmes for the promotion of social entrepreneurship and social enterprises is complex, due to the special characteristics that define this type of entrepreneurship:

- Social entrepreneurship does not look for economical returns, but its main objective is achieving a positive transformation of the whole society, trying to improve people's lives. This peculiarity makes the social entrepreneur to have a series of intrinsic qualities beyond the common skills and knowledge required to undertake, so it is not only about providing the entrepreneur with the necessary tools and learning programs, but there are also other uncontrollable factors which should be taken into account.
- The results of social enterprises can not be measured by their economic profitability, so it is difficult to find suitable indicators, which makes the business activity more complicated.
- The importance of the territorial context must not be forgotten, since the good practices we have chosen, and also others which may be developed in other regions, must be adapted to the peculiarities of each territory before being transferred.

It is important to promote social entrepreneurship by facilitating the creation of a network of contacts, a simple but extremely useful tool in regions where it is still not a very widespread type of entrepreneurship.

The need to increase the funding allocated to social entrepreneurship projects has been highlighted in several parts of this document, since the economic downturn which have occurred in the last several years has reduced the available funds. Giving a social character to all kind of entrepreneurship projects would also be very useful and would result in a mutual benefit, since it will give the business public recognition and a positive impact in society.

Taking all this factors and characteristics into account, the exchange of experiences is essential to provide new ideas on promoting social entrepreneurship and social enterprises to the regions interested on this issue. Mobilising the maximum number of stakeholders (universities, research centers, incubators, development agencies and Chambers of Commerce, technological parks, public and private funding agencies agents...) as possible will facilitate the development and implementation of new programmes or measures. Moreover, the possibilities of success of any project will increase significantly if the regional business fabric has support institutions to which to turn when necessary.

DESIGN OPTION PAPER

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PEER LEARNING ON SOCIAL ENTREPRENEURSHIP
AND SOCIAL ENTERPRISE SUPPORT

