

YOUTH-MOVE

*Engine for EU Social
Economy*

IO1 – IO4: SUB-ACTIVITY A.1

RESEARCH RESULTS

FINAL REPORT

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Национална школа по мениджмънт
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INTRODUCTION

This Report presents the results of the planned research in the countries involved. The main objective of the research is to discover the specificity of social entrepreneurship development in Bulgaria, Portugal, Romania and Spain and to identify the training needs and the best training practices.

In order to attain the research objective, we strictly applied the proposed methodologies in the Research Guide, namely Desk research and Interview.

In the Desk Research we used proposed keywords and sources. The work was concentrated mainly on Internet resources.

For the In-depth Interviews data has been collected from different actors in the social entrepreneurship area through different means, like in personal interviews and Google form questionnaires.

The research was conducted in the period February - March 2018 in three phases:

- Data gathering
- Processing and analyzing
- Translation and report preparation

BULGARIA

Introduction

In Bulgaria in the last years the concepts of development and promotion of social economy and social entrepreneurship are part of the EU policy and tackle the social exclusion of vulnerable persons.

The National Reform Programme (2011-2015) was adopted within the implementation of the Europe 2020 Strategy and contains goals and policies for the development of Bulgaria in short and medium term. There are four priority areas in the document concerning social entrepreneurship development, namely: developing of clearer legislation and rules in the field of social entrepreneurship; developing a national concept for active aging; support for the provision of modern social housing for the vulnerable, minority and low-income people and other disadvantaged groups, creating new and supporting existing enterprises in the social economy which contribute to the development of social entrepreneurship in Bulgaria.

The visions and priorities for promoting the development of social economy in our country are included in the National concept of social economy adopted in 2011. It follows the priorities of the Europe 2020 Strategy for promoting the social economy to achieve sustainability, economic growth and quality of life (especially among disadvantaged groups). The Concept also developed criteria for the identification of enterprises and social economy organizations to serve as basis for the creation of a favorable (administrative and legal) environment for the development of social enterprises (access to funding, social clauses in public procurement, tax incentives, etc.). The Concept serves as a standard to assist in supporting the development of social economy and encourage all participants to promote the spirit of social solidarity. According to the Concept, social economy is "both part of the real economy and of civil society in which individuals and/or legal persons, associations of volunteers or other organized entities do business in the public interest and reinvest profits to achieve social objectives." The Concept refers the scheme "Social entrepreneurship - promoting and supporting social enterprises - pilot phase" which in 2009 funded 46 projects for the creation of 35 new and support for 11 existing social enterprises. 34 of them are social service providers, 11 are municipalities and one is cooperative.

The National Youth Strategy 2010-2020 adopted by the Council of Ministers states that Bulgaria should improve the economic activity and career development of young people and promote social entrepreneurship among them. For this purpose, it is necessary to promote public-private partnerships and social entrepreneurship in services for the development of young people. To

achieve better realization and active participation of young people in social and economic life it is necessary to create an appropriate and comfortable environment and conditions for school and university education in the field of social entrepreneurship.

In 2013 Bulgaria also adopted a National strategy to reduce poverty and promote social inclusion (2020) the priority of which is to provide opportunities for employment and income growth through active involvement of citizens in the labor market. Among the proposed concrete measures is promoting entrepreneurship, including social entrepreneurship.

A long-term Strategy for the employment of people with disabilities 2011-2020 was also elaborated, which aims to provide opportunities for people with disabilities of working age to effectively exercise their right to free choice of career development, to improve the quality of life for free and achieve full inclusion in public life.

In Bulgaria there is still relatively a small number of training possibilities for social entrepreneurship. There are two academic courses for students in a public and a private university. Both courses do not use ICT.

Profile of social entrepreneur: social sensitivity and a lot of pragmatism; clear and strong cause, patience; ability to cope with difficult moments and overcome them; have a business model and clear financial resources and skills to achieve meaningful and measurable social change.

As seen, the profile of the social entrepreneur is related primarily to personality traits and soft skills, i.e. specific knowledge and skills for launching and development of social business are neglected.

Desk research table results

Academic literature on social entrepreneurship		
Name	Link	Main lessons learnt
Institute of Social entrepreneurship www.sociale.bg	https://sites.google.com/a/piamater.org/theinstitute/socialno-predpriemacestvo	List of definitions; national strategically documents; examples for social enterprises; information materials
National Reform Programme (2011-2015)	http://www.minfin.bg/en/867	There are four priority areas in the document concerning social entrepreneurship development, namely: developing of clearer legislation and rules in the field of social entrepreneurship; developing a national concept for active aging; support for the provision of modern social housing for the vulnerable, minority and low-income people and other disadvantaged groups, creating new and supporting existing enterprises in the social economy which contribute to the development of social entrepreneurship in Bulgaria.
National concept of social economy	http://seconomy.mlsp.government.bg/en/page.php?c=1&d=54	The Concept serves as a standard to assist in supporting the development of social economy and encourage all participants to promote the spirit of social solidarity. According to the Concept, social economy is "both part of the real economy and of civil society in which individuals and/or legal persons, associations of volunteers It follows the priorities of the Europe 2020 Strategy for promoting the social economy to achieve sustainability, economic growth and quality of life (especially among disadvan
National Youth Strategy 2010-2020	http://www.youthpolicy.org/national/Bulgaria_2010_National_Youth_Strategy.pdf	Bulgaria should improve the economic activity and career development of young people and promote social entrepreneurship among them. For this purpose, it is necessary to promote public-private

		<p>partnerships and social entrepreneurship in services for the development of young people. To achieve better realization and active participation of young people in social and economic life it is necessary to create an appropriate and comfortable environment and conditions for school and university education in the field of social entrepreneurship.</p>
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Public available information profiles of social entrepreneurs and their education and training needs		
Name	Link	Main lessons learnt
<p>Report – Social enterprises in Bulgaria , OPHRD</p>	<p>http://www.socialenterprise.bg/docs/conference_1/%D0%9F%D0%B0%D1%80%D1%82%D0%BD%D1%8C%D0%BE%D1%80%D1%81%D1%82%D0%B2%D0%BE%20%D0%B7%D0%B0%20%D1%81%D0%BE%D1%86%D0%B8%D0%B0%D0%BB%D0%BD%D0%B8%20%D0%BF%D1%80%D0%B5%D0%B4%D0%BF%D1%80%D0%B8%D1%8F%20-%20%D0%B4%D0%BE%D0%BA%D0%BB%D0%B0%D0%B4%20%D0%BE%D1%82%20%D0%B8%D0%B7%D1%81%D0%BB%D0%B5%D0%B4%D0%B2%D0</p>	<p>The Bulgarian legislation lacks a legal definition of a social enterprise, as well as norms regulating the status, form and activity of the social enterprise. Moreover, the term "social enterprise" does not exist formally in the country's legal framework. The dominant qualities of social entrepreneurs are interpersonal competences, activity, innovation, organizational skills, strategic planning capabilities.</p>

	%B0%D0%BD%D0%B5.pdf	
Capital newspaper Uriy Valkovski / Юрий Вълковски/ CEO of the Foundation "Reach for Change България"	https://www.karieri.bg/management/3143705_image_bum_na_horata_v_bulgariia_koito_iskat_d_a_se/	<p>There is a great deal of concern among young people, but there is no training.</p> <p>Profile of social entrepreneur - social sensitivity and a lot of pragmatism; clear and strong cause, patience; ability to cope with difficult moments and overcome them; have a business model and clear financial resources and skills to achieve meaningful and measurable social change.</p>

Existing offers of education and training for social entrepreneurs		
Name	Link	Main lessons learnt
SU "St. Clement Ohridsky"	https://oib.bg/blog/1391	<p>Since 2017</p> <p>100 students per year</p> <p>Faculty of Economics</p> <p>Main topics: analyzes of various business structures, resource management methods, team structure, effective sales techniques, and marketing. Consider strategies, risks, and challenges when starting and managing a social enterprise.</p> <p>Mostly practical direction.</p>
NBU	http://ecatalog.nbu.bg/default.asp?VYear=2017&PageShow=programpresent&PMenu=generalinfo&Fac_ID=4&M_PHD=&P_ID=2714&TabIndex=	<p>Since 2015</p> <p>Master degree in Department of Philosophy and Sociology, 3 semesters</p>

Academy for social entrepreneurs	http://www.se-academy.bg/	Since 2016 3 modules: Socials change; Business model; Attracting support
Open seminar in Veliko Tarnovo University	http://www.univt.bg/bul/event.aspx?event=rnd-1-708&zid=11	Lecture 1: „ First steps in social entrepreneurship” Lecture 2: „Business model CANVAS”.

Interviews

Number of participants: 7

Profile:

- Job: Teacher, Social entrepreneur, Founder of NGO and social enterprise
Head of NGO, Attorney, COO, Education expert, Executive Director, Entrepreneurship Enthusiast☺
- Age: 30-50 /56% 35 - 42/
- Experience in social entrepreneurship: 1-2 years.
- Type of organizations: NGO

The results show that development of social entrepreneurship in Bulgaria has potential as a business, but there is lack of information, motivation and relevant training.

N	Question	Yes	No
1.	Do you think that the public structure of social/personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?	86%	14%
2.	Do you consider that the existing training offers have an entrepreneurial vision?	-	100%
3.	Do you think that the new technologies/ICT foster or facilitate the social entrepreneurship in the social/personal services field?	71%	29%
4.	Do you believe in public-private partnerships?	80%	20%
5.	Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?	86%	14%
6.	Do you use any technological platform to obtain or manage funding?	29%	71%

According to the participants the main barriers young people face to start social business are:

Because it is not considered "important"/"prestigious" in the eyes of their family, etc.
Its on- line, not digital and requires action and overcoming real obstacles and inconvenient situations.
Lack of good examples and practical opportunities
They lack the necessary entrepreneurial mindset and skills.
Lack of information and willingness for quick results which social business cannot always provide.
They don't embark in business in general.
They don't have the skills, they don't feel ready, and they do not feel confident.
It is regarded that social businesses are neither social, nor businesses. It is a mindset issue.
It is not regarded as trendy /cool.
Social business is first of all business! There is not enough financial support for social start-ups. The available support, i.e. through the BG Operational programs is difficult (time consuming) to be reported. There is no institutional trust within the society which affects young people behavior - especially in the country side. Especially in small places young people don't face support from their surrounding environment - their relatives, friends, etc. They are urged to leave the place/country besides to be encouraged to try with their own business (traditional or social one). There is lack of understanding that the social business can just fill all gaps which are not covered by the traditional enterprises. This leaves wrong expectations and attitudes towards the social business' results and impact. Every business needs time to be developed and to show signs of success. The social one needs even more time as it doesn't work with big profit. In many cases all these mentioned above demotivate young people, etc., etc.

In regards to the main funding needs, most of the participants could not define them.

One of the respondents explained:

I am an economist by profession and can't give you a clear answer to this question before making a business plan. I need to know how "big" your business will be, how wide your target group is, what kind of services do you take into consideration, what is the area you will cover, etc., etc. Few years ago, I was part of the team that created a municipal social enterprise in Cherven Bryag Municipality. Unfortunately, irrespective of its great potential and start, due to political reasons,

the enterprise was closed, however we made a business plan which can be used as a form for any other social business.

Conclusions

The awareness and recognition of social enterprises among government, business and local stakeholders in Bulgaria has improved in recent years, but yet no legal form has been defined for social enterprises in Bulgaria.

At present, the national policy to promote social entrepreneurship in Bulgaria is mainly targeted at people with disabilities.

The future national policy in Bulgaria is to promote social enterprise provides concrete measures, which regardless of their nature (legal, financial, administrative) should be respected and achieve as a result the following principles:

- Promotion and sustainability
- Equal treatment and reduction of administrative burden
- Effectiveness and efficiency
- Coordination and decentralization
- Solidarity and partnership.

The needs analysis shows that social enterprises are only at the beginning of their development in Bulgaria. Young people's needs of further information and training in how to develop their entrepreneurial skills and social enterprise management skills are evident.

At this moment the social entrepreneurship development in Bulgaria requires more political and government support and media support as well.

The training should focus on forming a positive attitude towards social entrepreneurship among young people and its perception as a value other than charity and state subsidy.

PORTUGAL

Introduction:

The social economy is understood as the set of economic and social activities, freely carried out by the entities referred to in article 2 of Law 30/2013 of May 8, 2013.

This law shall apply to all entities incorporated in the social economy, without prejudice to the specific substantive rules applicable to the various types of entities defined by reason of their nature.

There is a social economy database and satellite account; and it is incumbent of the Government to prepare, publish and maintain on a permanent basis the permanent database of social economy entities.

The creation and maintenance of a satellite account for the social economy, developed under the national statistical system, should also be ensured.

The relation of entities of the social economy with their members, users and beneficiaries must ensure the necessary levels of quality, safety and transparency.

In its relationship with social economy entities, the State must:

- a) Stimulate and support the creation and activity of social economy entities;
- b) Ensure the principle of cooperation, including in the planning and development of public social systems, the material, human and economic installed capacity of social economy entities, as well as their levels of technical competence and integration into the economic and social fabric of the country;
- c) Develop, with organizations representing social economy entities, supervisory mechanisms to ensure a transparent relationship between these entities and their members, seeking to optimize resources, in particular through the use of existing supervisory structures;
- d) Ensure the necessary stability of relations established with social economy entities.

Desk research table results

Academic literature on social economy	
Item	Main lessons learnt
<p>Entities of the social economy in Portugal</p>	<p>The following entities are part of the social economy, provided they are covered by the Portuguese legal system (article 4 of Law 30/2013 of May 8, 2013 ; CASES¹):</p> <p>a) Cooperativas (Cooperativas are autonomous collective bodies, with a free constitution, variable capital and composition, which, through the cooperation and mutual aid of their members, in accordance with cooperative principles, are aimed at satisfying the needs and economic, social or cultural aspirations of those Cooperatives, in pursuit of their objectives, may carry out operations with third parties, without prejudice to any limits set by the laws of each branch.</p> <p>b) Mutual Associations (Mutual associations are private institutions of social solidarity with an unlimited number of associates, indefinite capital and indefinite duration that, essentially through the contribution of their associates, practice reciprocal assistance in the interests of these and their families, in particular:</p> <ul style="list-style-type: none"> - Providing social and health insurance benefits to repair the consequences of the verification of contingent events concerning the life and health of members and their families and to prevent, as far as possible, verification of these facts. - Other purposes of social protection and promotion of the quality of life through the organization and management of equipment and social support services, other social works and activities that aim especially at the moral, intellectual, cultural and physical development of members and their families.); <p>c) The Misericórdias (The Misericórdias or holy houses of Mercy are associations formed in the canonical legal order with the purpose of satisfying social needs and practicing acts of Catholic worship, in harmony with their traditional spirit, informed by the principles of Christian doctrine and morals.</p>

¹ CASES - Cooperativa António Sérgio para a Economia Social: <http://www.cases.pt/#economia-portugal>

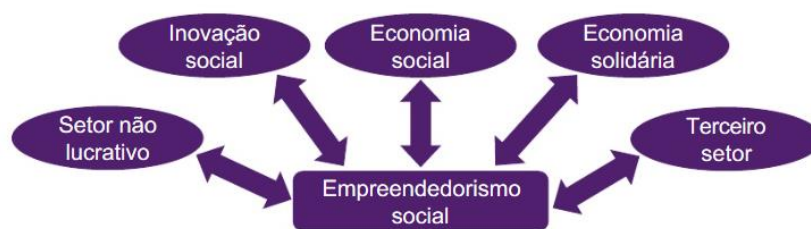
	<p>The brotherhoods associate lay people, animated by the same faith and united by the same objectives of witnessing in collegiality a fraternal charity, constituting a presence and a strength of hope among all those who need it.);</p> <p>d) The Foundations (The foundation is a non-profit-making collective, created on the initiative of one or more natural or legal persons (founders), endowed with a sufficient, definitive and irrevocably inherent property to pursue an eminently social purpose;</p> <p>e) The Particular Institutions of Social Solidarity not covered by the previous paragraphs (the Instituições Particulares de Solidariedade (IPSS) are institutions constituted without a lucrative purpose, on the initiative of individuals, with the determination of giving organized expression to the moral duty of solidarity and justice between individuals and provided they are not administered by the State or by an autarchic body.</p> <p>The objectives of these institutions are:</p> <ul style="list-style-type: none"> ☐ Support for children and youth; ☐ Family support; ☐ Protection of citizens in old age and disability and in all situations of lack or diminution of means of subsistence or capacity for work; ☐ Promotion and protection of health, namely through the provision of preventive, curative and rehabilitative care; ☐ Education and professional training of citizens; ☐ Resolution of the housing problems of the populations; ☐ Other non-profit activities compatible or connected with those described above; <p>f) Associations with Altruistic endings that act in the cultural, recreational, sport and local development;</p> <p>g) Entities covered by the Community and self-managed subsectors, integrated under the Constitution in the cooperative and social sector;</p> <p>h) Other entities with legal personality that respect the guiding principles of the social economy provided in article 5 of this law and are included in the social economy database.</p>
<p>Guiding principles.</p>	<p>The social economy entities are autonomous and act within the scope of their activities in accordance with the following guiding principles:</p>

<p>Organization and representation.</p>	<p>a) The primacy of persons and social objectives;</p> <p>b) Free and voluntary membership and participation;</p> <p>c) The democratic control of the respective bodies by its members;</p> <p>d) Conciliation between the interests of members, users or beneficiaries and the general interest;</p> <p>e) Respect for the values of solidarity, equality and non-discrimination, social cohesion, justice and equity, transparency, shared individual and social responsibility and subsidiarity;</p> <p>f) The autonomous and independent management of public authorities and of other entities outside the social economy;</p> <p>g) The allocation of surpluses to the pursuit of the ends of social economy entities in accordance with the general interest, without prejudice to the specific nature of the distribution of surpluses, inherent to the nature and substrate of each constitutionally consecrated entity.</p> <p>- Social economy entities can freely organize and form themselves into associations, unions, federations or confederations that represent and defend their interests.</p> <p>- The entities of the social economy are represented in the Economic and Social Council and other bodies with competence in the definition of strategies and public policies for the development of the social economy</p>
<p>Promoting social economy</p>	<p>It is considered of general interest to stimulate, enhance and develop the social economy, as well as the organizations that represent it.</p> <p>Pursuant to the provisions of the preceding paragraph, the public authorities, within the scope of their skills in matters of policies to encourage the social economy, must:</p> <p>a) Promote the principles and values of the social economy;</p> <p>b) Encourage the creation of mechanisms to strengthen the economic and financial self-sustainability of social economy entities, in accordance with Article 85 of the Constitution;</p> <p>c) To facilitate the creation of new social economy entities and to support the diversity of initiatives in this sector, by being an instrument of innovative responses to the challenges facing local, regional, national or other</p>

	<p>communities, removing obstacles which prevent the constitution and development of the economic activities of the social economy entities;</p> <p>d) Encourage research and innovation in the social economy, vocational training within social economy entities, as well as support their access to the processes of technological innovation and organizational management;</p> <p>e) To deepen the dialogue between public bodies and representatives of the social economy at national and EU level, thus promoting mutual understanding and the dissemination of good practice.</p>
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Academic literature on social entrepreneurship	
Item	Main lessons learnt
<p>Social entrepreneurship.</p> <p>What is it?</p>	<p>"Social Entrepreneurship" is surely a concept in vogue in our society, having become popular and focusing attention by various bodies and professional entities from the economic and academic sectors, all over the globe. It can be said that this is a modern expression, a kind of "new fashion", however, the same does not happen with the phenomenon itself, since there have always been social entrepreneurs, even if they were not distinguished as such (Ricardo Marques, s/d²).</p> <p>An example of this is the different institutions of solidarity that we have always known and which have been created through initiatives of this nature, without ever having the terms associated with social entrepreneurship. Today the expression has acquired a marked emphasis, to the point of being considered a dynamic and revolutionary movement that responds to the many problems that society faces and that is even capable of transforming the way we think about it. It overlaps with the notion of social responsibility already common to companies, which seems to be limited to a moral duty to contribute to the sustainable development of the society in which they are inserted.</p>

² Disponível em: <http://empreendedorismo.pt/empreendedorismo-social-o-que-e/>



Social entrepreneurship is yet another buzzword that the paradigm crisis of economic and social development has brought to the agenda on the way to the 21st century. It is a field of analysis and intervention that emerges in political and scientific terms, in an accelerated expansion phase, with great media coverage. It has attracted the interest of the different sectors of society and of the most varied political quarters worldwide, both European and national, as a solution to solve the problems of employment, poverty and social exclusion.

In general, the concept emerged in the 1990s, first in the United States and then in Europe, to describe the responses that concrete citizens and civil society generally have to face in response to the non-response, retreat or incapacity of the State and also the market to the specific social needs of vulnerable people. Notwithstanding the long historical roots of this type of initiative, integrated in the so-called non-profit sector in the English-speaking world and in the social economy in the European reality, the novelty in terms of expressions and concepts is significant. At European policy level, social entrepreneurship, social enterprises and social innovation play a key role in the Europe 2020 strategy.

The use of these words in Portugal has intensified in the last decades, assuming greater vigor in the political and academic discourses and in the social communication. The proliferation of the use of the term and the complexity of the problem has translated into a state of great conceptual uncertainty and confusion with other nearby realities, such as association with non-governmental organizations or corporate social responsibility.

If the term is new and its recent dissemination, it is only a composition between two much older words, that is, the concept of classic entrepreneurship - oriented to the market - which juxtaposes the concept of social always ambiguous and often empty of meaning, which refers to equally

secular practices. What, then, distinguishes classic entrepreneurship from social entrepreneurship? And what distinguishes the secular origins of social entrepreneurship from its present configuration?

Social entrepreneurship in its more ancestral forms finds in Portugal its origins in the idea of charitable welfare that prevailed in institutions such as the mercies of the fifteenth century. The organizations that can accept the logics of social entrepreneurship have therefore a centenary origin. In these we integrate the plurality of organizations of the different families of the Third Sector such as: associations, mutuels, cooperatives, foundations, mercy among others, trying to understand what their management and intervention models, their political and legal framework and what the assumed role by this "new" old actor in its relationship with the State and the Market, both in terms of macroeconomic and social regulation, and at the micro level of daily life of organizations facing new managerial and social intervention challenges.

In the current OTS (Third Sector Organizations) that we consider to be oriented towards profiles of social entrepreneurship, the intervention assumes an aspect of citizen emancipation and the empowerment of the recipients that can create a lasting and systemic transformation in attitudes, behaviors and ways of life. These impacts of structuring change, both in the personal and labor domain, and in the economic and territorial sphere, are social entrepreneurship purposes. These goals are eventually nobler for society at large when compared to the purposes and meanings of classical entrepreneurship. So why draw a parallel between classic entrepreneurship and social entrepreneurship?

Both can be conceptualized on the basis of the same structuring pillars, distinguishing themselves in their motivations and their meanings. In the opportunity pillar, if for the first the objective is to create a business capable of conquering a growing market, for the second the purpose is to identify and respond to a need, by basic and lasting norm, through a product / service, lacking in value of competitive exchange in the market and not made available by the State. In the mission pillar, the creation of social value for the public or common good through innovative activities in social entrepreneurship, stands in the way of creating profit for the private shareholders of classic entrepreneurship. In the pillar of risks, the management and mobilization of

resources - scarce (although with different meanings) for both types of entrepreneurship, are different due to the results themselves, in which the distributive restriction of the economic surpluses generated by the OTS makes access difficult the financing of organizations and the capacity to pay people, while in classical entrepreneurship the return of capital attracts investment and human resources. Finally, in the pillar of the evaluation of organizational performance or the activities and projects developed, the results are easily measurable in classic entrepreneurship, namely by financial return, and difficult to measure in social entrepreneurship given the complexity in evaluating results and social impacts.

It emphasizes OTS's ability to combine market principles and resources through the production of goods and services and the state through the use of government subsidies and incentives and the community in the form of social capital. Through the practice of reciprocity, mutual help, trust and collaborative work. This way of acting also refers to a process of social innovation that seeks new tools and intervention methodologies to achieve social results and impacts. The intervention model is not limited to the social security aspect, but to actions that promote the sustainability of the solutions, both for those involved and for the territories, taking into account the paradigm of sustainable development.

The organizational approach was based on an eclectic theoretical matrix, inspired by four schools that define the outlines of the understanding of the processes of social entrepreneurship in this work. Several scholars (Defourny & Borzaga, 2001; Dees & Anderson, 2006) have tried to cross the main European and American contributions of the concepts of social entrepreneurship, a presupposition that we subscribe to. In the problematization of the phenomenon, the organizational forms and normative principles of the European School of Social Enterprises and, on the other hand, the Anglophone contributions to economic sustainability and the rationality of business practices stand out. In this paper, we have chosen to enrich these contributions with the assumptions of the school of solidarity economy of Latin American origin and of the world semi-periphery, which includes both the components of efficiency and viability of an economic nature, and those of self-management and cooperation, organizational

nature. The first, closer to the postulates of the Anglophone strand of social entrepreneurship and the second, the European schools of social economy. It was with this lens that we analyzed the profiles of social entrepreneurship in the OTS, which constitute our central empirical object and the micro level of analysis.

This object of study was, in turn, problematized upstream by the analysis of a macro analysis dimension of political and legal nature and of a meso dimension of the educational and formative offer. We assume the first is contextualizing and conditioning the configurations assumed by the processes of social entrepreneurship in the OTS in several domains, of which we highlight the relations established with the State and with the Market; the second is also considered as a contingent variable either of the current conceptions of the phenomenon, through the formation of its human resources (HR), mainly leaders / managers and technicians, or because it is responsible and driving the future social entrepreneurship in Portugal.



Create social value.
Financial return or social return.

In turn, social entrepreneurship excels by a greater objectivity, focusing on the role of the entrepreneur as a social agent and on the methodology that follows to achieve its main purpose: to create social value. Thus, it is undeniable to recognize that it translates into a more stimulating concept, which contributes to intensifying its practice, as well as broadening the boundaries of the field where it operates.

Basically, social entrepreneurship is about innovation and impact, to the detriment of profit. This does not mean that both ways cannot coexist, since socially designed projects that generate revenue are also included in this type

	<p>of work. In addition, some characteristics of a commercial entrepreneur, such as the capacity for initiative, innovation, management and resource mobilization and the sense of opportunity are equally indispensable in a social entrepreneur. The difference is that the latter develops his work in the context of a social mission that he intends to carry out and, therefore, faces other types of challenges that any definition that applies to him will have to reflect. The impact of this mission affects how it discovers and evaluates opportunities, and profit from its actions is no more than a means to an end.</p>
<p>Social entrepreneurs.</p>	<p>Because they are agents of change in society, social entrepreneurs begin by selecting a mission to create and sustain social value. They acknowledge and firmly pursue new opportunities to serve this function, engaging in a process of continuous innovation, flexibility, adaptation and learning, without allowing the resources they have available to be a limiting factor. In the same way, they are full responsibility and commitment to those who serve and with the effects / results they produce. Thus, the greater the innovation and the impact of their measures, the greater the likelihood of revolutionizing social thought. Therefore, in addition to immediate small-scale effects, they mainly aim for radical changes across the globe.</p>
<p>Focus on social problems.</p>	<p>The goal is to identify situations in which a part of society is neglected or disadvantaged, providing ways to solve these problems, solving their underlying causes rather than treating only the symptoms they manifest. They uncover the failures of the system, altering it and persuading entire societies to evolve according to the most appropriate responses. Networked partnerships and cooperative work become essential for the sustainability of their endeavors, especially in a world where the odds of success are frightening, and it is necessary to bring together minds that can capitalize on the efforts of a community that seeks solidarity with the social differences. In other words, it is crucial to exploit the full potential of society, for only then can we effect real change.</p>
<p>Conceptual framework.</p>	<p>Nowadays, the scenario of economic and financial crisis, accompanied by the complex process of globalization and increased competitiveness, makes it imperative to have a greater involvement by civil society in order to respond to a whole range of needs in the social field (Vieira, 2011). Problems such as the inability to create employment for the majority of the population, the</p>

increase in structural social unemployment, the persistence of traditional forms of poverty, new forms of poverty and social exclusion, and growing family social issues that have become worse over the last few decades. Social protection systems have proved insufficient to cope with the sharp increase in social needs, in particular the needs of the most disadvantaged and most vulnerable sections of the population, such as the elderly and those with physical disabilities (Quintão, 2004).

Alongside this growth in social needs, the State, in its social function, has an increasingly limited response capacity due to the public debt crisis and strong scrutiny for the reduction of public spending.

Conventional entrepreneurship and management models, on the other hand, have not been able to adequately respond to the needs of contemporary societies, giving rise to the emergence, in recent years, of new models of response (Vieira, 2011). Social entrepreneurship is one of these new tools (Azevedo, et al., 2010; Quintão, 2011), where citizens become an active agent in the configuration of responses within the social field (Vieira, 2011).

Given the inability of existing institutions (and their traditional welfare models) to respond effectively to these social needs, there is a need to find socially inclusive development models. These new models include, in their modus operandi, greater openness, greater creativity and, above all, the capacity to think and perform differently (Quintão, 2011). With this new approach, we seek to respond to current social needs, improve people's quality of life and create social value in a sustainable way.

According to Quintão (2011), social entrepreneurship has emerged within the scope of the third sector, at the confluence of three sectors of activity:

- (i) The State, through its forms of organization and public administrations, which constitute a public sector;
- (ii) The business sector, made up of private, for-profit business organizations;
- (iii) The domestic sphere as a space for the production of primary solidarities.

The third sector thus emerges as a hybrid field located in the intermediate space at these three vertices (Evers et al., 2005). It is an area of diffuse contours, which shares many of the characteristics of the sectors with which it intersects. It is this plurality that configures the idiosyncratic nature of social entrepreneurship by combining in an organizational model the

	<p>entrepreneurial character of the business sector with the creation of social value to which the public sector and nonprofit sector aspire.</p> <p>For this reason, social entrepreneurship is nowadays a rapidly expanding emerging field that has attracted increasing attention in the various sectors of activity, including the scientific community and public policy activity (Santos, 2010).</p> <p>Despite the enormous potential that social entrepreneurship presents for solving social issues, its hybrid nature poses important challenges that successful organizations will have to overcome (Santos, 2010).</p>
<p>Challenges to organizational processes in social entrepreneurship.</p>	<p>Social entrepreneurship has come to be seen as an innovative way of addressing unmet social needs. The emergence of social entrepreneurship arises at the same time as they have been intensifying criticisms of traditional sources of response, their bureaucracy and resistance to change.</p> <p>In this context, social entrepreneurs play an important role since they are agents of change (Sharir & Lerner, 2006), who develop and implement innovative programs for resolving social issues that remain unanswered by traditional mechanisms. However, your ideals and your dreams will not be enough to start and develop a social entrepreneurship project, since many are the challenges you face.</p> <p>Social entrepreneurship as an eminently hybrid field has specific characteristics that make its mode of action peculiar. The main purpose of this work is to create social value, which is characteristic of the social sector. These organizations incorporate an entrepreneurial character with the aim of building a sustainable and sustainable response model, taking into account the sustainable development paradigm (Parente et al., 2013). In the opinion of Sharir and Lerner (2006) a social entrepreneurship project will be qualified as successful if it satisfies three criteria:</p> <ul style="list-style-type: none"> • Achieve the proposed objectives; • Ensure the continuity and sustainability of its services; • Have solid bases for growth and development. <p>The combination of two bottom lines, the creation of social and economic value, in a single organizational model imposes important challenges that successful organizations will have to overcome.</p>

Social entrepreneurship and the construction of an impact economy.	<p>One of the most relevant management trends in the last decade is the increasing incorporation of social concerns in the activity of entrepreneurs and companies (Santos, 2017³).</p> <p>At its core, social entrepreneurship is the development and validation of new solutions to important and neglected societal problems.</p> <p>Social entrepreneurship began as an activity enlivened by individuals who combined their ability to idealize a better society with their capacity to act, transforming their ideas into concrete initiatives. From new ways of accessing microfinance, to new educational models, to digital platforms for sharing knowledge, to models for the use of local resources, or to low-cost access to energy or health care models, social entrepreneurs are distinguished from commercial entrepreneurs for their goal of creating value for society and distinguish themselves from traditional social support organizations for their willingness to develop economically sustainable models, generating revenues, disseminating their innovations and seeking to increase their impact.</p> <p>Today, according to data from the Global Entrepreneurship Monitor, social entrepreneurship involves between 2.5% and 5% of the European population, and is an important driver for increased inclusion, fairness and prosperity. Among us are good examples of social entrepreneurship, such as Color Add in the inclusion of people with color blindness, Speak in the integration of refugees and emigrants, the Code Academy in programming education, or Kitchen with Soul in support of families who have fallen in poverty, among many others, inspired a new public policy - Portugal Social Innovation - and made our country an international reference in support of social innovation.</p> <p>The example of social entrepreneurs is positively polluting companies. More and more companies assume a social mission or implement good practices of environmental and social management, adopting a more systemic perspective of action. One example is the global movement of B (B Corp) companies, which already has more than 2,200 companies worldwide, including in Portugal, companies such as Hovione, Abreu Advogados and BioRumo. At the same time, large companies and multinationals deepen their sustainability strategy and seek to develop innovations that respond to the concerns of</p>
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³ Disponível em: <https://www.jornaldenegocios.pt/opiniao/colunistas/detalhe/o-emprededorismo-social-e-a-construcao-de-uma-economia-de-impacto>

society, believing not only what they should do ethically but also what is the right strategy for their business and organization.

This strategy is finding a response from the financial system and investors. An important trend is the integration of ESG criteria - Environment, Social, and Governance - in the selection and management of investment portfolios. The volume of funds invested in companies with good ESG criteria is very high, already accounting for 10.4 trillion (millions of millions) worldwide and is growing at more than 15% per annum, and may soon become investment.

But will not social concerns be a distraction for companies in running their business? On the contrary, recent data show that the adoption of social and environmental concerns by companies has positive implications for their performance and the performance of those who invest in them. An article in The Financial Times of Sept. 4 ("The Big Read - The Ethical Investment Boom") reveals that, since the financial crisis of 2008, investment strategies based on ESG criteria bring more returns than more or more generic investment strategies. social concerns. And it even suggests that investment in ESG will become dominant, so companies that do not incorporate these management criteria will risk losing not only financing opportunities but also their ability to attract and retain talent.

What all this tells us is that the foundations for a real economy of impact are being created, where economic agents are rewarded, not only for generating more profits in the short term, but for putting the long-term concerns of society as source of inspiration in defining your business and your business conduct.

Existing offers of education and training for social entrepreneurs

Name	Main lessons learnt
Educational programs aimed at social entrepreneurship	We now turn to an analytical deepening of structuring macro trends, revealing more specific aspects of the educational offer at this level, such as the programmatic content embodied in curricula, the nature of the educational intentions associated with the expected learning outcomes, or even the definition normative of pedagogical practices. From this perspective,

	<p>we will focus on synthesizing, in a synthetic way, the general tendencies of education for social entrepreneurship, with regard to:</p> <ul style="list-style-type: none"> i) Learning objectives; ii) knowledge to be mobilized; iii) pedagogical practices, including evaluation of learning outcomes; <p>With regard to the specific learning objectives for social entrepreneurship, from their studies on the educational offer in this field and through the analysis of several definitions of this concept, Brock and Steiner (2009) propose the structuring of educational programs around seven central objectives:</p> <ul style="list-style-type: none"> i) Ensure that students understand the centrality of the social mission and are oriented towards seeking social impact in the communities where they operate; ii) Train students' perceptions to understand social problems as opportunities, identifying and selecting them; iii) Motivate the understanding of social problems "in a new way", triggering an innovative thinking, which seeks new solutions not only in terms of results, but also at the process level; iv) Emphasize the importance of obtaining information and communication with different capital circulation networks (financial, human and social), which is decisive for the allocation of resources; v) Motivate the use of the business plan as a structuring tool for the communication of the long-term value of the organization; vi) Encourage focus on the scale of solutions, elucidating various modes of expansion, to achieve systemic impact and long-term value; vii) To enable students to monitor initiatives, which implies a mastery of the various approaches to measurement and evaluation of results and impacts.
<p>Offer of continuing and post-graduate training.</p>	<p>In general terms, a multiplicity of programs is evident in both continuing and post-graduate training, especially in large urban centers. In the continuous formation, a great involvement of organizations of the Third Sector (OTS) that dynamize it, stands out as well as the promotion of events through intersectoral partnerships, mainly between the State and the Third Sector. In</p>

post-graduate education, public university education predominates, with the interinstitutional promotion of courses being somewhat reduced and the involvement of OTS is even more limited. Regarding the type of offer, there is a proportional number of masters and post-graduates, and the fact that the majority of the latter does not award ECTS opens the door to the questioning of the reasons for their non-titling, in a time of valuation of diplomas in a context of lifelong learning.

As an example, we highlight a Teaching Establishments in Portugal where courses are taught that cover Social Entrepreneurship:

- IES-Social Business School

The IES-Social Business School is composed of inspiring, dynamic programs that combine cutting-edge knowledge with practical tools to train agents from the private, public and social sectors and academia to create, develop and disseminate initiatives that are intended to effectively address society's neglected problems.

The educational offer is structured by the phase of the Social Entrepreneurship life cycle - problem and solution, business modeling, organizational growth and dissemination of the solution - and by management skills, for people who want or are already developing, managing or investing in initiatives of high impact for society.

Programs by Competencies

Managing Impact Business (MIB) is a modular and executive training program for people seeking to develop skills in the field of Innovation and Social Entrepreneurship and who wish to connect with a network of transformation agents with the aim of improving performance and accelerate the impact of your initiatives / organizations.

The courses are taught by internationally renowned professors and have in-depth knowledge of the field in this field.

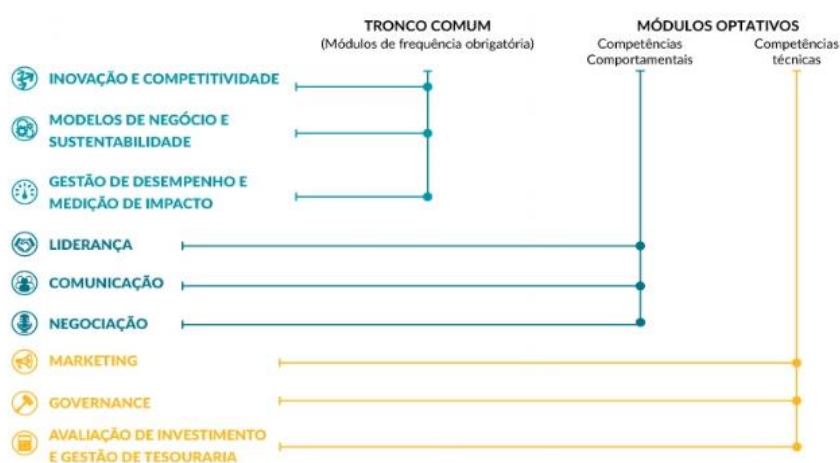
To whom it is intended:

- Entrepreneurs and managers who lead initiatives with social mission in the Lusophone world;
- Professionals and managers of projects of Foundations with responsibility of management in programs of impact philanthropy;

- Directors of Corporate Social Responsibility and business leaders for projects of involvement with the community;
- Representatives of the local and central public sector who work in areas of dynamism of social innovation;
- Financial sector professionals and fund managers with an interest in innovative and alternative financial instruments.

Common Trunk / Optional Modules

The modules allow the exploration of additional contents according to the needs of the impact initiative and personal interests as shown below.



Interviews

In- depth Interview Nr: 1

Date: 10/05/2018

Duration: 1hour

PERSONAL DATA:

Name of interview partner: Ana Cláudia Milheiro

Type of institution he/she works for: care services (service provider company)

Profession and field of work: Social Worker – social area

Years of experience in personal / social services area: 8 years

Gender: Feminine

Age: 30

Nationality: Portuguese

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***

I work in the social area, namely as Technical Director of a home support company (Life and Comfort) which has several capacities (SAD (home support service), SD (domestic service), and Babysitting, Technical Assistance, Internal, palliative care, nursing and physiotherapy). As a Social Worker I manage the service, I take the responsibility for organization, planning, execution, control and evaluation. I assure the recruitment of professionals with training / qualification appropriate to the provision of the proposed service. Ensure the technical quality of the diagnosis of each situation and the preparation of the respective plan of care, as well as sensitize all the staff to the problem of the users; - as well as the technical framework for assessing the evolution of each situation according to the defined care plan.

- ***Now I would like to know what kind of personal or social services you carry out in your organization?***

As I said above, we provide home support services, which is the main focus of the company. That is included in the personal services to people with difficulties in daily tasks as well as suffering from some disease (ex: Parkinson, Alzheimer, among others). At the social level, we try to fill these difficulties by giving a higher quality of life to these users, as well as raising the awareness of family members and the surrounding population to join this type of support.

- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

In a nutshell: as a Social Worker, I would say that these support services to the other - CARE - should not be paid, but rather - be done with the heart. Rate from 0 to 5 with a 3.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***

Lack of opportunity and charisma. SOCIAL has to be worked out. We cannot change the world, but we can try to make our mentalities more cohesive.

- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***

Yes, entrepreneurship is not born ready, finished, much less present, visible and evident. It reveals itself gradually. Depending on the place, the angle of vision, the perspective or the imagination.

- ***Do you consider that the existing training offer has an entrepreneurial vision?***

Not always. But in my opinion, as a social worker, there should be more training in the personal area (personal care). Make the trainees feel the vulnerability in this area. eg caring for children, the elderly, the disabled and the disabled is an extremely burdensome burden on most families given their low incomes and the scarcity of formal and informal support they can count on.

- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

Yes. There is a greater approximation of the population in general, attending to the ICT, because nowadays there is a range of very great research that facilitates the vision of the person to be entrepreneur. (eg compare ideas, companies, marketing, among other things). ICT is the future of our young people.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***

This issue in my opinion has to do with social policies - more social support, more training, and more autonomy.

- ***Which aspects do you think are key for getting proper funding?***

Appropriate funding? In order to reach him he has to take many turns. Some aspects are fundamental in my view: the sources of financing must match the investment needs, the entrepreneur himself is the primary source of the financing, he must identify the appropriate financing alternatives and present his project to ensure the funding support together of the competent authorities.

- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***

There is not. We work hard in the company where I work Networking, a very important tool both professionally and personally today. It is important to mention here that networking is not just about getting new contacts, it is also about maintaining contacts already made in the past, quality is more important than the quantity of those contacts.

- ***What do you think is the most adequate or suitable organisational structure for a social business in the personal / social services area?***

An organizational structure integrates but I struggle daily for a functional organizational structure.

- ***Do you believe in public-private partnerships?***

Believe sometimes they work. But they have to be well worked out at the social level.

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***

At this moment we are the ones that promote the personal exchange and implementation of new solutions. There are daily precedents that lead us to think about it. Do you use any technological platform to obtain or manage funding?

- ***Do you use any technological platform to obtain or manage funding?***

No.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***

Networking. Quality in services, plus face-to-face communication.

- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***

The company website, and as I mentioned Networking.

- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***

It is a good working tool

- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***

Quality instead of quantity.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***

It depends, we are talking about the social, because it covers different areas, namely "touching people", is not exactly like "touching" a key on the computer.

- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***

Personal customer reviews, monthly reports, quality questionnaires to provide services.

- ***Do you use ICT for the management of your business and define your strategy?***

Yes, we use the company website a lot. The strategy? Word goes by word.

- ***Are you familiarized with Business Model Canvas?***

Business models ... I'm not much into the subject.

EXTRA

- ***Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?***

- No.

In –depth Interview Nr:2

Date: 10/05/2018

Duration: 1hour

PERSONAL DATA:

Name of interview partner: Mariana Vides dos Santos Neto

Type of institution he/she works for: IPSS

Profession and field of work: Social Educator; target audience: beneficiaries of the RSI (Rendimento Social de Inserção)

Years of experience in personal / social services area: 10 years

Gender: Feminine

Age: 31

Nationality: Portuguese

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***

At the moment I am working on an IPSS that accompanies 240 families benefiting from the RSI. Our main mission is to promote the social autonomy of the beneficiaries, through strategies for their real social, labor and community insertion. My job now is to carry out home visits to the beneficiaries who have an Intervention Plan, that is, that they need some kind of closer monitoring (economic situation in crisis - monitoring of services, school absenteeism, housing hygiene, among others).

- ***Now I would like to know what kind of personal or social services you carry out in your organization?***

Our IPSS has several social projects in the following areas of intervention: training and employment; domestic and economic management; recreational activities (workshops and support groups).

- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

In my opinion today, existing services (such as Social Security and IEFPP) are failing to respond effectively to the population.

MODULE 1 - INTRODUCTION: “THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS”

- ***What are the main barriers you consider why young people do not embark on a social business?***

Lack of state funding and support. Values too high for the creation of the social business itself.

- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***

It does not stop, but it makes it very difficult.

- ***Do you consider that the existing training offer has an entrepreneurial vision?***

The existing training has undoubtedly a great entrepreneurial component, it is only regrettable that this training is not applicable on the ground.

- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

No doubt they make it easy!

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***

I do not know how to answer this question.

- ***Which aspects do you think are key for getting proper funding?***

I do not know how to answer this question.

- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***

Yes, through food collections and fairs / social events that have a symbolic cost.

- ***What do you think is the most adequate or suitable organisational structure for a social business in the personal / social services area?***

I do not know how to answer this question.

- ***Do you believe in public-private partnerships?***

Yes

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***

No

- ***Do you use any technological platform to obtain or manage funding?***

No

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***

No

- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***

We have Facebook page and official website.

- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***

They are very promoters of our work. Through the social networks we can reach a greater number of people to have knowledge of our solidarity events.

- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***

No

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***

Yes No doubt!

- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***

Every day we register any kind of contact we have with our beneficiaries. Monthly, these data are entered into a database and subsequently evaluated every three months.

- ***Do you use ICT for the management of your business and define your strategy?***

Yes. But in this matter I cannot stretch much since I am not the person responsible for this management.

- ***Are you familiarized with Business Model Canvas?***

No.

EXTRA

- ***Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?***
- No.

In-depth Interview Nr: 3

Date: 10/05/2018

Duration: 45 min

PERSONAL DATA:

Name of interview partner: *Tânia Filipa Gonçalves Ribeiro*

Type of institution he/she works for: *Public Entity of Vocational Training (IEFP)*

Profession and field of work: *Social Worker - Professional Training*

Years of experience in personal / social services area: *8 years*

Gender: *Feminine*

Age: *30*

Nationality: *Portuguese*

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***

I work in the Center of Employment and Professional Training between Douro and Vouga - Professional Training Service of Rio Meão. In relation to my daily tasks, in summary form: I manage training actions; I collaborate in the process of recruiting and

selecting the candidates for the training actions; conflict management in training; processing and payment of social support by training frequency; as well as personalized attendance to the trainees at personal, social and family level with subsequent referral to the appropriate local entities.

- ***Now I would like to know what kind of personal or social services you carry out in your organization?***

Daily I carry out various services of a personal and social nature, just to deal daily with people, all different, with personalities and particular characteristics, with different family and social problems. I manage conflict. Guidance and referral of trainees to local authorities competent to solve some of their personal problems. Integrate the unemployed into training, making them active in society and with the prospect that training will be a plus in their integration into the labor market.

- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

Many trainees are not aware of the services in their area of residence, such as institutions that can support them at the level of food or clothing, or even the simple integration of a minor in day care or an elderly person in a Day Care Center.

As a Social Worker, I try to inform them and send them to the competent entities, sometimes I make contacts with the institutions' techniques in order to achieve a faster process. Overall, I evaluate services in a positive way.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***

Trust, the fear of risk and the financial structure to be able to create a business

- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***

Yes, in a certain way, yes.

- ***Do you consider that the existing training offer has an entrepreneurial vision?***

Yes, more and more.

- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

Yes, new technologies in one way or another always make it easier.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***

Human Resources, physical space of the entity, and everything depends on the type of service provided.

- ***Which aspects do you think are key for getting proper funding?***

A well-designed diagnosis, the foundation / development of the idea and a good organization.

- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***

No

- ***What do you think is the most adequate or suitable organisational structure for a social business in the personal / social services area?***

In the social area I consider that a multidisciplinary team, with a coordinator of the work team, works very well.

- ***Do you believe in public-private partnerships?***

Yes of course.

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***

No.

- ***Do you use any technological platform to obtain or manage funding?***

I use a computer system to process the social supports inherent in the frequency of the unemployed in training. (I do not know if that's what they're referring to)

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***

I cannot mention any need.

- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***

Use clear language, that is, verbalize words of understanding from all and be able to empathize with the target audience, make them realize that no one is free from being unemployed and that training should not be seen as something tax or pejorative.

- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***

It is a very important instrument, through social networks can show a lot of work provided, as well as cover a wider range of people. As they say "we are within one click".

- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***

At this moment I cannot think of anything.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***

Of course yes.

- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***

It is not my responsibility to evaluate. However, the training is evaluated in a qualitative way, at the end of each training the trainees are given a brief questionnaire where they evaluate the training, the location of the training, contents, trainer etc.

- ***Do you use ICT for the management of your business and define your strategy?***

Of course, all people use ICT for everything.

- ***Are you familiarized with Business Model Canvas?***

No.

EXTRA

- ***Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?***
- No.

In-depth Interview Nr: 4

PERSONAL DATA:

Name of respondent: Catarina Sousa

Type of institution you work for: IPSS (Private social solidarity institutions)

Profession and field of work: Social Educator - responsible for the Office of Professional Insertion

Years of experience in the area of personal / social services: 14 years

Gender: Female

Age: 36

Nationality: Portuguese

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***

Performance functions as animator of the Office of Professional Insertion and provide support to unemployed youth and adults to define or development their path of insertion or reintegration into the labour market.

- ***Now I would like to know what kind of personal or social services you carry out in your organization?***

Information sessions on measures to support employment, professional qualification and recognition, validation and certification of skills.

Information on Job Searching Techniques (proper forms of curriculum development, cover letters, responses to job advertisements, behaviour and strategies to adopt at a job interview).

Dissemination of Community programs to promote mobility in employment and vocational training in the European area.

Presentation and placement of unemployed in job offers.

- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

Taking into account the parish where I work, I recognize that people know where to turn and the purpose of services. Overall, I evaluate positively the existing services.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***

I think, essentially, for lack of detailed knowledge.

- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***

Yes, the bureaucratic part doesn't facilitate.

- ***Do you consider that the existing training offer has an entrepreneurial vision?***

No.

- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

Yes.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***

It is very relative, but I think the lack of human resources and sometimes material.

- ***Which aspects do you think are key for getting proper funding?***

A good evaluation of resources management.

- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***

Yes.

- ***What do you think is the most adequate or suitable organisational structure for a social business in the personal / social services area?***

Without a doubt, a multidisciplinary team.

- ***Do you believe in public-private partnerships?***

Yes.

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***

I haven't knowledge.

- ***Do you use any technological platform to obtain or manage funding?***

I haven't knowledge.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***

I don't have enough information to have an opinion.

- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***

Speak calmly and always listen to what they have to say.

- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***

I don't use social networks as a working tool.

- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***

I don't have knowledge.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***

Completely.

- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***

This responsibility isn't mine, however my work is all registered.

- ***Do you use ICT for the management of your business and define your strategy?***

Yes.

- ***Are you familiarized with Business Model Canvas?***

I am, but not because of my professional activity at the moment.

EXTRA

Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?

The motivation part is essential.

In-depth Interview Nr. 5

Date: 29/05/2018

Duration: 45 min

PERSONAL DATA:

Name of interview partner: Márcia Esteves

Type of institution he/she works for: IPSS (private social solidarity institutions)

Profession and field of work: Social Worker – Social Assistant

Years of experience in personal / social services area: 5 years

Gender: Feminine

Age: 30

Nationality: Portuguese

E-mail: marcia.r.t.esteves@hotmail.com

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***

In a IPSS, being part of the technical team of the community center I have several projects like the Senior Movement (group of elderly people who attend our institution daily with various activities such as boccia, hidroinastica, informatics, music among others) food bank, Feac, boutique social, and social action with networking with RELIS and other institutions, other activities ...

I am responsible for the social response, Home support service with 40 users and as main service Food Supply, Personal hygiene, housing hygiene and treatment of clothing ...

- ***Now I would like to know what kind of personal or social services you carry out in your organization?***

Social response Daycare with 52 children, CATL (Free Time Activity Center) with extended schedules i.e. develops Holiday activities, SAD / Community Center (mentioned above)

- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

Few social services to meet the needs of the population at this time the nursery response has a large waiting list being impossible to match the needs of the county ... lack of response at mental health level, institutions without adequate responses as well as the national system of health.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***

Social support, that is, difficulties in obtaining cooperation agreements with social security), and motivation on the part of the government to create new social responses capable of responding to the needs of the population.

- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***

There are also many constraints to innovation and a different view of the typical social responses that exist, especially in the area of mental health.

- ***Do you consider that the existing training offer has an entrepreneurial vision?***

No, I think training for us brings us the basics....

- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

Yes, I think technology will be a good facilitator for social entrepreneurship...

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***

Agreements of cooperation with the entities I think are the great supports of IPSS, associations, cooperatives and mercies...

- ***Which aspects do you think are key for getting proper funding?***

A good technical team able to identify the needs of home territory, and have the LUCK of the project / social response be approved in headquarters for support...

- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***

Yes.

- ***What do you think is the most adequate or suitable organisational structure for a social business in the personal / social services area?***

I do not know how to answer this question

- ***Do you believe in public-private partnerships?***

Yes.

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***

No.

- ***Do you use any technological platform to obtain or manage funding?***

No.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***

I cannot mention any need.

- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***

Sending information on paper

- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***

Good, shows our activities throughout the year...

- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***

No.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***

Yes. It is necessary to know if we are fulfilling our objectives and essentially to support the target population...

Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?

Evaluation and self-assessment by the technical team of each activity developed by each social response

- ***Do you use ICT for the management of your business and define your strategy?***

No.

- ***Are you familiarized with Business Model Canvas?***

No.

Conclusions

Social Entrepreneurship is already a practice in Portugal and to be increasingly explored. In Portuguese territory, entrepreneurship is important in social development and current economies, in terms of job creation, innovation, wealth creation, and it is also increasingly a career choice for a good and growing workforce. Despite all the progress and results that have already been achieved, Portugal still has much to develop in the area, because above all else there is still no consensus around the definition of the field of Social Entrepreneurship. All this justifies the need to promote the visibility of Social Entrepreneurship as a field with its own distinct identity and to which the work presented here has tried to contribute.

Based on the analysis carried out, it is concluded that the socially entrepreneurial practice is characterized by having a focused mission of responding to social problems through innovative and self-sustaining solutions that promote the creation of social value and social and local development, assuming a posture of initiative, motivation and commitment.

The conclusions obtained through the comparison between the empirical results and the theoretical production in the form of dimensions and indicators revealed, with regard to the socially entrepreneurial organization: tendency towards a financing model aimed at the development of economic activity generating revenues; tendency for these organizations to be designed with a socially entrepreneurial vision; tendency to adopt a legal nature in accordance with the legislation of the Third Sector; propensity to sell products and / or services on the market through which they can achieve a good percentage of income to reinvest in the organization; concerns about social innovation; tendency towards the valorization of the indicators related to the presence of ethics, and underlying the social mission. With regard to the socially entrepreneurial personality, the trends identified were: a tendency to project to the near future, that is, there is a definition of long-term goals and a tendency to project with a view to their pursuit; propensity for the social entrepreneur to be directly involved in the organization and its activities because it participated in its design; because there is also the tendency to occupy leadership positions.

It was concluded that the practice of Social Entrepreneurship in Portugal is defined by the performance of a non-profit organization that responds to social problems in an innovative and self-sustaining way through the development of an economic activity that generates income.

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ROMANIA

Introduction:

Still limited in size the social economy is an essential pillar of the European social model. The data currently available show that approximately 2 million social economy-specific entities at European level are active accounting for about 10-12% of all enterprises in the same territorial context. According to the European Commission, social economy entities (aggregated cooperative entities, mutual societies, associations and foundations) employed 6.5% of the entire working population of the European Union. There is a positive trend that indicates a growing importance of this type of economic entity across the European economic context.

The situation varies greatly between Member States, social economy entities are present in almost all sectors of the economy, such as banking, insurance, agriculture, various trades, medical services and social services. There are also new extensions of economic activity that meet collective needs in additional areas: the environment (for example, organic farming, horticulture, food processing, environmental services and environmental protection) in countries such as the Czech Republic, Malta and Romania.

Community service: (needs in the general interest) in countries such as the UK, Germany and the Netherlands (for example housing, transport and energy); cultural, sporting and leisure activities (for example, arts, crafts, music and, increasingly, tourism) in Croatia, Estonia, Finland, Greece, Hungary, Malta and Sweden.

The social economy is an important pillar in the context of the need to reduce social disparities between and within Member States.

In Romania the discussion about the social economy is somewhat recently stimulated by the measures included in the projects funded by the European Social Fund, in particular through the Operational Program Human Resources Development 2007 - 2013. The discussion of generating income by social organizations to support their specific purposes is older and is estimated to have started shortly after 2000. Then the prospect of European integration has made traditional, public or private international donors and their beneficiaries, especially those who have developed social services, to address the issue of long-term sustainability of these types of activities.

Romania has a serious deficit compared to the EU average in terms of capacity to provide social, education and health services. This entire deficit should be seen as a natural and necessary area

in which to support the development of social economy structures. In the social field, the state, at central and local level, has a serious restraint in subcontracting non-governmental partners for the provision of social services. As a general behavior the state used to support people in need with small subsidies that are not taught as empowerment or stimulation of initiative, but rather as a basic support for survival.

Desk research table results

Academic literature on social economy	
Item	Main lessons learnt
Social Entrepreneurship in Romania - State of the art	<p>In Romania, the social economy is still in the phase of a new beginning, its evolution in the last 20 years being marked by the communist period. However, starting from 2016 we can already see it as an important sector of the economic and social life in our country.</p> <p>The social economy is an important employer with a share of 1.9% of the total number of employees in Romania in 2012, the social economy provided 131,127 jobs in Romania. The contribution of the social economy to employment is significant and its share as an employer in Romania increased from 1.7% in 2010 to 1.9% in 2012 of the total number of employees. The non-governmental sector represents the main actor of the social economy in Romania. When it comes to the Romanian social economy, we need to take into account that more than 100,000 nongovernmental organizations, distinct entities registered between 1990 and 2017, with an activity rate close to that of enterprises of about 55%. Associations and foundations are the most representative segment of the Romanian social economy, both in terms of numbers and in terms of income, fixed assets or employees. The other types of organizations had a slow progress, some of them stagnating or even involution. Cooperatives, on the other hand, with a share of only 8% as a number of organizations still give a significant number of jobs in the social economy. In Romania the share of these organizations in the total number of jobs in the social economy is 24%.</p> <p>There is a positive dynamic of the social economy through the contribution of the nongovernmental sector in the context of a sharp decline of the cooperatives.</p> <p>The number of social economy organizations grows year by year being initiated and sustained by associations and foundations. More than 90% of the social economy entities belonging to the associative world of the non-governmental sector were created after 1990, while cooperatives are in most cases heirs of significant assets accumulated before 1990. That is why we can see the</p>

	<p>dynamics and freshness of the non-governmental sector, a young sector, a true incubator of social innovation in Romania.</p>
<p>Legal framework.</p>	<p>The legal framework related to the Social entrepreneurship / Social economy is relatively new and is regulated by the Law 219 adopted in 2015. The Romanian law in the field defines Social entrepreneurship / Social economy as the 3rd sector activities organized independently of the public sector, whose purpose is to serve the general interest, the interests of a community and / or personal non-patrimonial interests, by increasing the employment of the vulnerable group and / or the production and supply of goods, provision of services and / or execution of works.</p> <p>The social economy is still in the phase of a new beginning; its evolution in the last 20 years is marked by the communist period. Since 2011 we can already notice it as an important sector of economic and social life in the country. Even if in Romania there is still no sector-specific legislation, the social economy has a regulatory framework and public policy defined by:</p> <ol style="list-style-type: none"> 1) Normative acts regulating the establishment and functioning of social economy organizations (cooperatives, associations and foundations, mutual credit institutions); 2) Normative acts regulating the activity of enterprises in general (eg Tax Code, Public Procurement Law, etc.) or certain fields of activity such as social and employment services; 3) Normative acts that regulate certain areas of activity such as social and employment services - insertion into work of persons with disabilities or, more generally, of disadvantaged groups such as subcontracting, outsourcing procedures; <p>Special measures provided by social economy regulations or new types of social enterprises (insertion companies, social cooperatives, etc.). These regulations are in the phase of legislative proposals, such as the Social Entrepreneurship Act or the Social Economy Framework Act initiated by the Labor Ministry. Some of them also regulate the role of these enterprises in the respective public policy fields as service providers, respectively as employers or re-entry actors on the labor market of some disadvantaged categories.</p>

<p>Guiding principles.</p>	<p>The Law 219 emphasizes several principles as a framework of the social entrepreneurship in Romania:</p> <ul style="list-style-type: none"> - Priority given to the individual and the social objectives towards the increase of the profit. - Solidarity and collective responsibility. - Convergence between the interests of associates members and the general interest and / or interests of a community. - Democratic control of the members, exercised over the activities carried out. - Voluntary and free association in organizational forms specific to the social economy. - Autonomy of management and independence from public authorities. - Allocation of the largest part of the financial profit / surplus to achieve the objectives of general interest, of a collectivist or non-patrimonial personal interest of the members.
<p>Social Economy structures in Romania.</p>	<p>Social enterprise in Romania is defined as any legal person of private law who carries out activities in the field of social economy, which has a certificate of social enterprise and respects the principles stipulated in art. 4 of the Law 219 presented above.</p> <p>There is also another type of social enterprise focused on insertion of disadvantaged people on the labor market. A Social Enterprise of Insertion is defined as a social enterprise that fulfills cumulatively the conditions stipulated in art. 10 of the Law 219 respectively: has at least 30% of the staff employed belonging to the vulnerable group the cumulative working time of these employees represents at least 30% of the total working time of all employees.</p>
<p>Social entrepreneur in Romania</p>	<p>In the framework established through the occupational standard for the qualification Entrepreneur in the Social Economy a social entrepreneur is a person able to offer innovative solutions to the most challenging social issues of society, a person with determination and competences that made him able to address major social problems offering transformative solutions. Social entrepreneurs are also perceived as people passionate about their ideas with a practical vision as well, being able to turn challenges and problems into opportunities.</p>

Public available information profiles of social entrepreneurs and their education and training needs	
Name	Main lessons learnt
Recognised professions in the field.	<p>In the context of European Social Fund, under Human Resources Development Programme 2007 - 2013 (POSDRU) there were also initiatives focused on topics related to social entrepreneurship including training for professionals involved in social entrepreneurship.</p> <p>In the official list of occupations/professions in Romania there are 3 qualifications recognized by laws:</p> <p>Government Order 1832/856 issued on 6 July 2011 allocated the number COR 112032 for the occupation Social Economy Entrepreneur</p> <p>Government Order 177 issued on 7 February 2012 allocated the number COR 112036 for Social Enterprise Manager and COR 341206 for Specialist in Social Entrepreneurship</p> <p>For the 3 professions there were developed professional standards and criteria for qualifications, including key competences and specific competences for learners.</p> <p>As mentioned above, the NGO sector is the most active and the main stakeholder in regards with social entrepreneurship. We shall present some good practices and resource centres in the field, but for now it's worth mentioning the fact that the civil society succeed in blocking a legislative initiative aiming to transfer the main role related to social entrepreneurship initiative either to the state or private sector and to limit the involvement of the NGO sector into it.</p>
Needs and challenges.	<p>Young entrepreneurs initiate most of the social entrepreneurship initiatives in Romania. According to the most studies and reports in the field, we can speak about a wide range of competences needed by a young person in order to initiate and administrate a professional activity in the field of social entrepreneurship. The fields of knowledge are related to: business planning, marketing and branding, funding, leadership and communication, legal and financial administration, public speaking, innovation. The necessary skills and competences for a social entrepreneur are related to: vision, capacity to make</p>

	<p>connections, critical mindset, ability to learn, take risks, abilities related to marketing.</p> <p>The 3 occupational standards are reflecting very well the transversal skills imposed by the active involvement in social entrepreneurship initiatives as well as the technical and the practical competences related to the field.</p> <p>During our research we have identified several training resources for those interested in developing social entrepreneurship initiatives:</p> <ul style="list-style-type: none"> • Social Economy Institute (http://www.ies.org.ro) an initiative of the NGO sector.
<p>Competences needed by social entrepreneurs</p>	<p>The occupational standards for the professions related to the field of social entrepreneurship emphasize the following competences:</p> <ol style="list-style-type: none"> 1. Soft skills connected to motivation, vision and leadership 2. Emotional intelligence 3. Creativity and capacity to innovate 4. Networking and capacity to communicate 5. A good knowledge of the business 6. Management and administration skills including knowledge on legal framework 7. Capacity to mobilize resources 8. Sensitivity towards social issues and sense of public interest
<p>Training offer on Social Entrepreneurship in Romania</p>	<p>Based upon the research made we have identified several training opportunities on the topic for those aiming to get a specialization on social economy / social entrepreneurship:</p> <p>In regards with the 3 recognized professions in the field, any authorized training provider can deliver the training for the interested people based upon the criteria of the occupational standards of:</p> <ul style="list-style-type: none"> • COR 112032 – Social Economy Entrepreneur • COR 112036 – Social Enterprise Manager • COR 341206 – Specialist in Social Entrepreneurship <p>Relevant training providers for social entrepreneurs:</p> <ul style="list-style-type: none"> • Romanian Institute for Social Economy - http://www.ies.org.ro • NESST https://www.nesst.org/romania/ • CRIES - http://www.cries.ro

Provider	Name and type of the study/training programme
Babes Bolyai University – Cluj Napoca	<i>Social Entrepreneurship – Master Programme 4 semester 120 credits</i>
SNSPA – The National University of Political Studies and Public Administration - Bucharest	<i>Entrepreneurship and Strategic Management - 4 semester 120 credits</i>
<i>The Bucharest University of Economic Studies</i>	<i>Various master programs not directly related to social entrepreneurship / economy, but with topics related to it.</i>
Nicolae Titulescu University	<i>Entrepreneurship and Business Administration - 4 semester 120 credits</i>
Emanuel University - Oradea	<i>Programmes and projects in Social Assistance - 4 semester 120 credits</i>

Good practices in social entrepreneurship

Name	Main lessons learnt
<p>The Institute of Social Economy - http://www.ies.org.ro</p>	<p>It is a program of the FDSC Foundation, initiated and developed within the project "PROMETEUS - Promoting Social Economy in Romania through Research, Education and Vocational Training at European Standards", co-financed by the European Social Fund through the Operational Program Sectoral Development of Human Resources 2007-2013.</p> <p>The aim of IES is to actively participate in the development and consolidation of the social economy in Romania by achieving the following OBJECTIVES:</p> <ul style="list-style-type: none"> • Promoting national and local public policies aimed at developing the social economy; • Creating a wider partnership framework at national level with social economy actors, academics and researchers and data providers; • Regular analysis of the share of the social economy in the economy and its evolution - The Atlas of Social Economy • Assessing the social impact of this type of economy and measuring economic solidarity

	<ul style="list-style-type: none"> Raising public awareness of the social economy
<p>NESST https://www.nesst.org/romania/</p>	<p>NESST is an international network active in the development of social enterprises. It is a social business incubator that provides the right framework and support for materializing the best ideas of social entrepreneurship. In Central Europe, NESST operates in five countries, including Croatia, the Czech Republic, Hungary, Romania and Slovakia. Starting to 2007 NESST Romania provided assistance to more than 100 social enterprises, supporting their initiators in developing sustainable business plans and providing incubation services for their entrepreneurial development.</p>
<p>CRIES - Centrul de Resurse pentru Inițiativa Etice și Solidare http://www.cries.ro</p>	<p>CRIES Association - Resource Center for Ethical and Solidarity Initiatives is a non-governmental organization established in 2009. The main types of actions are: training courses, exchange of experience and piloting of innovative approaches in the field of social economy. The areas of interest of the organization are: community-supported agriculture, participatory budgeting, social welfare and co-responsibility, responsible consumption, fair trade, ethical funding. Through its activities, the CRIES Association addresses a diversified target group, and they offer support and training for social entrepreneurs or people willing to be involved in the field.</p>
<p>Princess Margareta of Romania Foundation</p>	<p>Is one of the few non-governmental organizations that run social programs dedicated to seniors, with the support of volunteers, in an intergenerational manner. Over time, the Foundation has come to support elderly people in Romania through programs designed to bring about an increase in their quality of life and to fight against their isolation. The Elder's Phone is a free and confidential telephone line that meets the needs of all elderly people in Romania, either for information, counseling, practical or emotional support. At 0800 460 001, elderly people receive advice and guidance for solutions that are appropriate to their needs. Those who want to report an abuse or a difficult situation for a senior can access the phone line. Specially trained volunteers are giving them the moral support they need. The project comes as a response to the aging population, a growing phenomenon that affects the whole of Europe. According to the National Institute of Statistics, over 3 million people in Romania are aged over 65 years. To this situation is added the emigration of young people, the modern diseases, the insufficiency of specialized human and financial resources and the lack of an integrated support system. All this</p>

	contributes to a significant percentage of elderly people living alone, isolated and lacking social contact.
Impact HUB București	part of the Impact Hub Global Network with physical presence in more than 100 locations across 5 continents and a community with more than 15,000 members they give you access to a whole ecosystem of resources, inspiration and opportunities. Impact Hub Bucharest initiated a social entrepreneurship and innovation platform https://www.startarium.ro aiming to support initiation and to accelerate business with a clear social dimension.
Niciodată singur (Never alone)	Put together, in several cities in the country single elderly people and volunteers willing to help them. http://www.niciodatasingur.ro

Interviews

Interview N: 1

Date: 04/04/2018

Name of the interviewed partner: MIHAELA BREAZ, representing CNIPMMR, Arad Branch (National Council for SMEs in Romania)

Type of institution he/she works for: Association

Profession and field of work: Legal advisor and Executive director

Years of experience in personal / social services area: more than 14 years.

Gender: Female

Age: 40

Nationality: Romanian

E-mail:

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about your workplace, your tasks and what you do on a daily basis.***
- I am an executive director of an association, which is member of a national network of associations, which have the mission to encourage and support SMEs and

entrepreneurship at local level. Our branch has over 80 members and provides information, training and consultancy for its members. Recently, CNIPMMR Arad Branch manages grants for start-up, provides training on entrepreneurship and awards the grant to best business plans within a competition. Nine business plans will be supported to start and to function during minimum 18 months.

- ***Now I would like to know what kind of personal or social services you carry out in your organization?***
- Within start-up, competition will be awarded to 10% of the business plans, which are supporting social innovation, according to national guidelines of POCU 2014 - 2020 - Operational Program for Human Capital, funded by European Social Fund.
- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***
- I think the social services are financed and managed by the state. As far as I know private enterprises are few and supported by powerful foundations.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATION"

- ***What are, in your opinion, the main barriers why young people do not embark on a social business?***
- The lack of necessary knowledge and the lack of legislation to encourage young people to develop this type of initiatives.
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***
- At least in Romania, yes. Even though, there are a few initiatives on the market, legislation and fiscal rules are not favorable for this sector.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- No! The existing training offer is too theoretical and less practical and useful elements!
- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

- Yes!

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs an entity operating in the personal services field has?***
- The main needs are related to payment of staff, for marketing costs to access on the market with services and products to offer.
- ***Which aspects do you think are key for getting proper funding? What are the key aspects for getting proper funding?***
- Fiscal and tax exemption, tax incentives, support from local public authorities, public awareness to involve in social entrepreneurship, to consume/buy products, services from social enterprises.
- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Yes.
- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- Foundation or NGO.
- ***Do you believe in public-private partnerships?***
- Personally, I don't believe!
- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- Yes.
- ***Do you use any technological platform to obtain or manage funding?***
- Not yet, because I do not know about the existence of this type of platforms.

MODULE 3 - “TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING”

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- I do not know about this type of services - personal services!
- ***What are your main communicational strategies to engage your audience? What means do you use?***
- Written communication, through the newsletter of the organization, posts and feeds on social media, articles, and online media.
- ***What is your opinion of social networks as an instrument to communicate with? your audience and brand image?***
- Social media is useful.
- ***Is there any good practice related to a communication strategy that you use that a young person willing to run a business in the social field could implement?***
- To use social media to promote social business.

MODULE 4 - “GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN”

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***
- Absolutely! Business plan is important to establish a new business, even though it is on social field.
- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- We do not have such an instrument. We are currently using interim evaluation of results and financial analysis.
- ***Do you use ICT for the management of your business and define your strategy?***
- More or less.

- **Are you familiarized with Business Model Canvas?**
- I know about it but I did not put into practice.

Interview N: 2

Date: 06/04/2018

Name of the interviewed partner: Daniel Octavian Nita

Type of institution he/she works for: Association

Profession and field of work: Consultant EU Funds/Youth Worker/Trainer

Years of experience in personal / social services area: 17

Gender: Male

Age: 39

Nationality: Romanian

INTRODUCCION:

- **First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about your workplace, your tasks and what you do on a daily basis.**
- My current activity is related to elaboration of content and documentation used for fund raising by SMEs, NGOs public or private entities. I am also providing trainings and implementing educational programs for young entrepreneurs.
- **Now I would like to know what kind of personal or social services you carry out in your organization?**
- Facilitation for non-formal training activities for youngsters (learning by doing) and elaboration of documentation within the context of youth projects and business plans for start-ups.
- **I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?**
- I would assess them as being of a large variety and that there is a large space of being improved, mostly in central-eastern European countries.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***
- The lack of social entrepreneurship education. Most of youngsters do not have direct experience in this field before 18, mostly in rural areas.
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***
- Yes to both questions.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- In most cases I think there is a lack of entrepreneurial vision in most of the existing training offer promoted by schools.
- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***
- Yes, I do think so, they have the potential to foster it, but without a clear guidance in most of the cases, the new technologies/ICT do not push the changes by themselves.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***
- Most relevant needs: fundraising specialists to get online and offline innovative solutions.
- ***Which aspects do you think are key for getting proper funding?***
- Having social capital and using innovative/effective fundraising methods.
- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Yes, it does.

- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- I think it depends a lot of the target groups, level of activity and annual targets. I think there is no formula to be provided for personal/social services area which could be considered the best.
- ***Do you believe in public-private partnerships?***
- Yes, I do believe.
- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- Yes, it is.
- ***Do you use any technological platform to obtain or manage funding?***
- Yes, we do use.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- We need to be more dynamic and visible in the online environment.
- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***
- Online dissemination by the help of social networks and independent multipliers.
- ***What is your opinion of social networks as an instrument to communicate to your audience and brand image?***
- Social media are good environment and good instruments to communicate our audience and brand image.
- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***

- We cannot name it for the moment because we did not capitalize enough our online experience.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***
- Yes, it is vital.
- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- Until now we did not assess the impact using proper instruments and objective approach.
- ***Do you use ICT for the management of your business and define your strategy?***
- Yes we do, and we prepare ourselves to exploit it better in the future.
- ***Are you familiarized with Business Model Canvas?***
- No.

Interview N: 3

Date: 24/04/2018

Name of the interviewed partner: Halgatina Cristina Lavinia

Type of institution he/she works for: DEZINVOLT - Non Governmental Organization

Profession and field of work: Social field.

Years of experience in personal / social services area: 15

Gender: Female

Age: 37

Nationality: Romanian

INTRODUCCION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***
- I started my career in the field of social assistance 15 years ago, working for DGASPC Arad, the main structure responsible at regional level for social services for all kind of beneficiaries: children, disabled people, elderly people. I have continued my work as manager of a Foundation active in field of social services Pro Prietenia (we were working with a wide range of beneficiaries such as elderly people, children, families in need, disable, victims of human trafficking). Starting from 2015 I continued to work in ASPIS, an NGO focused on disabled beneficiaries. Starting with January 2018, I am working more in the education sector at a private kindergarten but I am still focused on social services.
- ***Now I would like to know what kind of personal or social services you carry out in your organization?***
- I am the representative of Dezinvolt association, an NGO created in 2015 and we provide services to disabled people, elderly people and families in need.
- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***
- I have worked in the social sector for 14 years, first in the public social sector as an educator and then as an inspector. For 9 years I have worked as a director for two NGOs: one working with victims of human trafficking and domestic violence as well as youth and the other one working with people with disabilities, home care services and children. In my opinion, the existing social services in the city of Arad, as well as in the country do not cover some services for disadvantaged categories: victims of human trafficking (lack of residential centers to assist beneficiaries, lack of protection for victims), victims of domestic violence - lack of residential centers to assist the beneficiaries), elderly people – the available services are really expensive and the access of those in need is really prohibitive, being conditioned of a high level of revenue for the beneficiaries. The offer is quite limited.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATION"

- ***What are the main barriers you consider why young people do not embark on a social business?***
- The main aspects that are coming now into my mind are:
 - Lack of finance
 - Lack of self-confidence
 - Bureaucracy
 - A lot of taxes
 - Lack of entrepreneurial mindset
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***
- The public structures active in the areas would be interested to facilitate the contact with the beneficiaries. There is a lot of space in the market – especially because in this area the market is under developed. In many cases the people in need used to ask services from friends, neighbors, members of the family who are not always available.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- There is a lack of training in this field, and in many situations the training is more theoretically focused than oriented to really provide concrete competences / skills necessary in field.
- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***
- Of course – the problem is that in many cases the ICT tools are not exploited, as they should, also the training related to the use of ICT is still an important need for those active in the sector of social services.

- **MODULE 2 - “LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS”**
- ***What are the main funding needs you consider an entity operating in the personal services field have?***
- I would say:
 - Business development and training / training of the staff / employees
 - Equipment
 - Salaries
- ***Which aspects do you think are key for getting proper funding?***
- A better connection between the actors in the field, and a collaborative approach. In this field there is no competition, there is room for everybody, and those with more experience, as well as the public stakeholders should better share the information. The concept of communities of practice should be more operational and the donors or the funding programs should promote a close connection with the beneficiary entities, focused on guidance, and support.
- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Fundraising, fundraising events, project based approach.
- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- Social enterprise, business or non-governmental organization.
- ***Do you believe in public-private partnerships?***
- Yes, I do and I have some good experiences in this regard.
- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- Yes.
- ***Do you use any technological platform to obtain or manage funding?***

- Not the case.

MODULE 3 - “TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING”

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- No strategy, intuitive use of the marketing and communication tools. Needs: professionalization, exposure to the communities of practice and experts and training.
- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***
- Social media tools, contacts and connections with mass media stakeholders.
- ***What is your opinion of social networks as an instrument to communicate to your audience and brand image?***
- A valid and accessible tool, unfortunately we’re not always aware of a professional way to use it.
- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***
- I personally do not have a really large expertise on that.

MODULE 4 - “GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN”

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***
- Lack of a well-defined Business Plan would determinate lack of sustainability of the business. In the field, the approach related to commitment and passion is very popular, sometimes, or too often, I would say, there is lack of business approach and entrepreneurial mindset, and that may kill the passion if the business is not sustainable.

- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- Not applicable.
- ***Do you use ICT for the management of your business and define your strategy?***
- We use ICT tools for operational work, rather than for planning and strategy.
- ***Are you familiarized with Business Model Canvas?***
- Yes, I had the chance to participate in a training in Latvia.

Interview N: 4

Date: 26/04/2018

Name of the interviewed partner: Sorin-Victor Roman

Type of institution he/she works for: Experienta Multisport - Sport Club

Profession and field of work: Grass root sport.

Years of experience in personal / social services area: 5

Gender: Male

Age: 38

Nationality: Romanian

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***
- I supervise the activities of the club as a legal representative, I do not work there on a regular basis.
- ***Now I would like to know what kind of personal or social services you carry out in your organization?***
- Annually sports events for amateurs.
- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

- They are positive and they can be improved in areas.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***
 - Lack of knowledge and lack of advantages in Romania, compared with regular business.
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field***
- Yes.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- Maybe.
- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***
- Yes.
- **MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"**
- ***What are the main funding needs you consider an entity operating in the personal services field have?***
 - Yearly grant support is a huge need in this area, from my point of view.
- ***Which aspects do you think are key for getting proper funding?***
- Long term grants based on proper results.

- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Yes.
- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- Permanent staff, project's staff and executive director.
- ***Do you believe in public-private partnerships?***
- It depends on the country.
- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- Yes.
- ***Do you use any technological platform to obtain or manage funding?***
- No.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- Identity, advantages for the clients/communities etc.
- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***
- They are based on projects and events approach.
- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***
- You cannot skip them.

- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***
- Not applicable.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***
- Yes.
- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- Projects and events indicators.
- ***Do you use ICT for the management of your business and define your strategy?***
- Yes.
- ***Are you familiarized with Business Model Canvas?***
- No.

Conclusions

Desk research and the 5 interviews allowed us to identify the main elements of the social entrepreneurship and social economy context in Romania:

- In the recent years social entrepreneurship has become a concept that is increasingly being talked about in Romania, in reality there are very few initiatives in the field and the most of the projects are now work in progress in order to gain sustainability and visibility. Implementation of the majority of social entrepreneurship initiatives all these projects involves sustained work mostly from the non-profit organization sector.
- Currently, the most important player in local social entrepreneurship is represented by NGO sector becoming a way of offering sustainability to organisations.
- In Romania a social enterprise can be set up by anyone, from private person, companies, NGOs to students, as long as the emphasis is on the social mission.
- The fields of action for social entrepreneurship enterprises in Romania are usually focused on producing handicrafts, small production and various services (recycling, IT & C services, jewellery, interior design products, gardening, fruit growing, jams, tourism, etc.).
- There is a potential of growth if the state would create more policies related to tax facilities for social enterprises.
- Transnational partnerships in the field and exchange of good practices with structures from other EU countries would increase the professionalization in the field.
- There is a huge need of training for social entrepreneurs as well as for young people with ideas that would be able to generate social entrepreneurship initiatives.

Bibliography

******Programme Guide for European Social Fund – SPECIFIC CONDITIONS Support for social economy structures AP 4/PI 9.v/OS 4.16**

******SOCIAL INNOVATORS PROGRAMME TRAINING GUIDELINES** - A complete training helping young people develop social innovation and social entrepreneurship projects

******Materiale de instruire pentru cursuri postuniversitare de formare și dezvoltare profesională continuă în domeniul economiei sociale** / Anton Adămuț, Dorel Ailenei, Tudorel Andrei; referent științific: Victor Nicolăescu. - București: ADD Media Communication, 2014

******The Atlas of Social Economy** / Ștefan Constantinescu, Institute of Social Economy Romania, <http://www.ies.org.ro>

**** *Guideline of good practices in the field of social inclusion* - <http://www.cries.ro>

ONLINE RESOURCES:

Social Economy

<http://www.ies.org.ro/ce-este-economia-sociala-1>

<http://www.mmuncii.ro/j33/index.php/ro/2014-domenii/munca/economia-sociala>

<http://www.eco-social.ro/ce-este-economia-sociala>

Social Entrepreneurship

<http://success-romania.ro/economie-sociala/antreprenoriat-social.htm>

<http://www.startups.ro/analize/cat-de-dezvoltat-este-antreprenoriatul-social-in-romania>

<http://socialenterprise360.org/media/stiri/media-3>

<http://vrinceanu.ro/subiecte/antreprenoriat-social/>

SPAIN

Introduction

In Spain, In Spain, despite the fact that there is a large number of companies that operate in the social sphere and are defined as social economy entities, there is no regulatory framework for these entities.

In 2015 a law to promote the social economy was passed, article 1 establishes that the purpose of this Law is to establish a common legal framework for all the entities that make up the social economy, with full respect for the specific regulations applicable to each of them, as well as to determine the measures to promote favor of them in consideration of the purposes and principles that are proper to them.

According to this law the entities of the social economy act on the basis of the following principles:

- a) Primacy of people and of the social purpose over capital, which is embodied in autonomous and transparent, democratic and participative management, which leads to prioritizing decision-making more in terms of people and their contributions of work and services rendered to the entity or in function of the social purpose, that in relation to its contributions to the social capital.
- b) Application of the results obtained from the economic activity mainly in terms of the work contributed and service or activity carried out by the members and partners or by their members and, where appropriate, the social purpose object of the entity.
- c) Promotion of internal solidarity and with society that fosters commitment to local development, equal opportunities for men and women, social cohesion, insertion of people at risk of social exclusion, generation of stable employment and quality, the reconciliation of personal, family and work life and sustainability.
- d) Independence with respect to public powers.

According to the latest study by the Global Entrepreneurship Monitor (GEM), only the 0, 51% of the adults with ages between 18 and 64 years old embarks on a social entrepreneurship project.

Taking into account that young consumers increasingly demand products from companies with social responsibility, the potential for entrepreneurship is enormous.

Desk research table registration

Academic literature on social entrepreneurship		
Name	Link	Main lessons learnt
<p><i>The Promotion of Social Entrepreneurship by Means of Innovative Methodologies: Towards a New Educational Paradigm.</i></p>	<p>https://dialnet.unirioja.es/servlet/articulo?codigo=6204588</p>	<p>To be able to examine and assess the use of innovative methodologies such as strategy to learn how to become an entrepreneur, first, it is convenient to study, separately, the meaning of the following terms: social entrepreneurship, the scope of social entrepreneurship and innovative methodologies.</p> <p>Ashoka, the largest international network of social entrepreneurs, conceives social entrepreneurship as a fundamental pillar to promote sustainable development. This organization does not define the scope of phenomenon, but refers to social entrepreneurs as <i>“The individuals who formulate and present new solutions to social issues”</i> (Ashoka 2016:6)</p> <p>On their behalf, Mair and Marti define social entrepreneurship as <i>“a process that integrates the use and innovative combination of resources aimed at the search for opportunities in order to favor social change and /or address social needs”</i> (Mair and Marti, 2006:37)</p> <p>In the current economy context, post-financial crisis, and facing the political, socio-economic and environmental reality, social entrepreneurship takes on special relevance. To promote this type of entrepreneurship it is necessary to create a collective social conscience, and awaken in society the need to get involved in social problems. For this part, the European Union has been expressing the need to face the new global and economic challenges through the participation of innovative citizens and entrepreneurs.</p> <p>The methodologies proposed in this article are:</p> <ul style="list-style-type: none"> - Service-learning: this concept refers to two main elements, namely, the learning process and the service

		<p>to the community, placing them at the same level and considering them as complementary and inseparable elements.</p> <ul style="list-style-type: none"> - Learning by projects: students start from a problem or a need and, based on them, define their purpose, which should consist of creating a final product that solves the initial problem. - Problem-based learning: teachers collect problems, described them clearly and simply and those problems are presented to students. Thus, students must perform a critical and structured analysis of the problems, raised for the sake of seeking an explanation and solving it. - Cooperative learning: involves the organization of students in small and heterogeneous teams to carry out a specific task. The components of the group have a common purpose and must cooperate actively and directly to achieve it. <p>The learning that actively involves the student in the process, theoretically, has proven to be an effective method for the development of skills and abilities linked to social entrepreneurship, but it also shows the need to implement these methodologies to check their effectiveness from a practical perspective.</p>
<p><i>The use of ICT for achieving the objectives of the business model: social enterprise perspective.</i></p>	<p>https://www.infona.pl/resource/bwmeta1.element.baztech-ec322abe-8dfc-436f-</p>	<p>The modern business model means that, regardless whether for-profit or non-profit, an organization should use ICTs in their activities as it supports entrepreneurship and innovation. In the right hands effective ICT is a powerful tool for empowering people and delivering change, by increasing the effectiveness of the efforts of staff, volunteers, other stakeholders, delivering better quality services and making better use of scarce resources through more efficient working methods. Therefore,</p>

	<p>a095-888f15c98590</p>	<p><i>it is necessary to equip social entrepreneurs with tools and techniques to effectively accomplish their goals related to serving more of their target beneficiaries</i> (Koch et al., 2004; Wronka, 2013). ICTs can improve communications with stakeholders, enable higher quality performance at a lower cost, or can be used as a key tool to promote transparency. ICTs can help social enterprises and other organization to reach they goals in the following issues:</p> <ul style="list-style-type: none"> - Access to resources: ICTs can help social enterprises to capture economic funds or to attract voluntary work. - Using ICT for creating apps: Innovative apps may help to face challenges to people with mental or physical disabilities. - To perform measurement: it is essential to companies to measure and report their social initiatives, and this can be made by using ICTs. - Creation of networks: the creation of a social ecosystem is fundamental to boost social entrepreneurship. In this way entrepreneurs can share their business ideas, doubts and success stories and also rely on the knowledge of other people to develop their projects, attract talent, or cooperate. ICTs will help them reduce costs and not depend on the proximity of other social entrepreneurs. The existence of a support network for entrepreneurship is essential for the creation of new social initiatives; especially in those cases in which the offer of training in this area is scarce.
<p><i>The identification of skills and competencies for effective management in social enterprises.</i></p>	<p>https://www.degruyter.com/view/j/manmen.t.2016.20.issue-</p>	<p>In this study, social cooperatives and social entrepreneurs identified the essential skills and competences for social management. Although the sample was limited to entities from a single country, in a globalized market, the results can be extrapolated to any European entity that operates in the sector.</p>

<p>A managerial perspective.</p>	<p>1/manmen-t-2015-0023/management-2015-0023.xml</p>	<p>The sample was selected randomly, comprised 100 social cooperatives in Poland and took place in the period from 1 December 2014 to 31 January 2015. Many of these skills are transversal to any entrepreneurial project, but to the extent that social enterprises have less orientation to obtaining economic results, the efficient use of resources is even more necessary than in other entities.</p> <table border="1" data-bbox="671 618 1436 1384"> <thead> <tr> <th colspan="2">SKILLS</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Creative use of minimal resources</td> </tr> <tr> <td>2.</td> <td>Ability to relate / evaluate the feasibility of/ implementation of business plan.</td> </tr> <tr> <td>3.</td> <td>Conflict resolution skills</td> </tr> <tr> <td>4.</td> <td>Ability to communicate with customers, suppliers and other stakeholders.</td> </tr> <tr> <td>5.</td> <td>Identification with the idea, actors and activities of the social economy.</td> </tr> <tr> <td>6.</td> <td>Confidence to succeed at challenging task</td> </tr> <tr> <td>7.</td> <td>Ability to manage administrative work</td> </tr> <tr> <td>8.</td> <td>Optimism</td> </tr> <tr> <td>9.</td> <td>Ability to identify social problems</td> </tr> <tr> <td>10.</td> <td>Ability to lead and develop others</td> </tr> </tbody> </table>	SKILLS		1.	Creative use of minimal resources	2.	Ability to relate / evaluate the feasibility of/ implementation of business plan.	3.	Conflict resolution skills	4.	Ability to communicate with customers, suppliers and other stakeholders.	5.	Identification with the idea, actors and activities of the social economy.	6.	Confidence to succeed at challenging task	7.	Ability to manage administrative work	8.	Optimism	9.	Ability to identify social problems	10.	Ability to lead and develop others
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10.	Ability to lead and develop others																							
<p>The concept of ecosystem for social entrepreneurship. Page 69 and following).</p>	<p>https://www.accionco.ntraelhambre.org/sites/default/files/documents/rets_17_0.pdf</p>	<p>An ecosystem is an economic community sustained by a base of organizations that interact and revolve around the production of goods and services (Moore, 1966: 26). It is a concept that goes beyond traditional frameworks, such as value chain, value chains or value systems (Porter, 1985). The entrepreneurial ecosystem has some needs, identified on the article:</p> <ul style="list-style-type: none"> - Training and research: an ecosystem of social entrepreneurship needs, then, training centers that accompany social entrepreneurs and that collaborate in the creation of a sector culture. 																						

		<ul style="list-style-type: none"> - Networks: the creation of collaborative networks between social entrepreneurs, is what makes the entrepreneur ecosystem grow in the long term. - Innovation: innovation in this sector is aimed at empowering collectives, and therefore, web platforms and open resources are used to take advantage of collective knowledge. - Dissemination: dissemination tools are important, both to publicize projects and initiatives, to involve society in them, or to attract talent to the sector. - Advice: social entrepreneurs need other organizations to accompany them during their development phases in the market. - Financing: given the difficulty of financing faced by the entities, specific investment funds are being created for the sector, as well as financial mechanisms. <p>Therefore, there is an opportunity to promote the generation of an ecosystem to support social entrepreneurs in Spain and other European countries. Several initiatives are already being developed for a few years, but the space to grow and innovate is enormous. This ecosystem will not only be a source of jobs, knowledge, innovation and inspiration, but will be the key factor that promotes the proliferation of more successful social enterprises.</p>
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Public available information profiles of social entrepreneurs and their education and training needs		
Name	Link	Main lessons learnt
Emilio Froján Fernández	https://es.linkedin.com/in/emiliofrojan?trk=a	Despite his vast experience on social economy companies, NGOs and entrepreneurship his profile shows the need to continue learning throughout life. He has done post-graduate studies on

<p><i>Development director in Impact Hub Madrid.</i></p>	<p>uthor mini : profile title</p>	<p>business management, as well as other specific studies of the social economy sector.</p> <p>His LinkedIn profile shows that he is participating in networking events, short training courses etc.</p>
<p>Edo Sadikovic <i>Co-founded: sende.co, Moops, Cohubiting, Grow.rs, Project crafters, and Jump. Managing partner at Impact Hub Vigo.</i></p>	<p>http://edo.sende.co/</p>	<p>His public profile only shows a Bachelor Degree in economics. He has founded and co-founded many social entities. His profile shows the importance of the entrepreneurial ecosystem. Edo is in contact with other social entrepreneurs, and also participating in many exchanges, and short training activities.</p> <p>This shows the lack of specific training programs in social economy, and how people use their network in order to obtain the specific knowledge on project management, and entrepreneurship.</p>
<p>Cristina Balbás Martínez <i>Founder of Escuelab</i></p>	<p>https://www.linkedin.com/in/cristinabalbas/?locale=es_ES</p>	<p>She has a PhD in philosophy and Biomolecular medicine, and her profile shows that she started working in social economy entities and ended up founding her own company. In order to become an entrepreneur, she did a course in social entrepreneurial initiative. Her profile shows the need of a specialization in social economy and management in order to succeed in social entrepreneurship.</p>
<p>Victoria Vicente <i>Founder of La Exclusiva</i></p>	<p>https://www.linkedin.com/in/victoria-tortosa-vicente-b43a1030/</p>	<p>Her profile does not show any specific training in social entrepreneurship, in this case Victoria had 8 year-work-experience as a project consultant, before starting her own company. Her previous job experience might have been enough to become an entrepreneur.</p>

<p>Miriam Reyes Oliva Founder of <i>Aprendices visuales</i></p>	<p>https://www.linkedin.com/in/miriamreyesoliva/</p>	<p>In this case, Miriam’s profile shows that she has been taking different courses in order to acquire specific knowledge related with entrepreneurship, coaching and so on. As seen in others profiles, entrepreneurship requires strong knowledge of many different topics or a strong network of other entrepreneurs to lean on.</p>
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Existing offers of education and training for social entrepreneurs

Name	Link	Main lessons learnt																																																																						
<p>MELIÁN, A., CAMPOS, V. & SANCHIS, J.R. (2017): “Social Economy post-graduate studies at Spanish universities. A pending task?”, CIRIEC-España, Revista de Economía Pública, Social y Cooperativa, 89, 33-54</p>	<p>http://www.redalyc.org/pdf/174/17450967002.pdf</p>	<table border="1" data-bbox="678 817 1444 1388"> <thead> <tr> <th>Master’s Degree</th> <th>College</th> <th>Public/Private</th> <th>Official title</th> <th>Type of course</th> <th>Number of credits</th> <th>Time</th> </tr> </thead> <tbody> <tr> <td>Master’s Degree in Social Economy and Non-profit Entities.</td> <td>Univ. de Valencia</td> <td>Public</td> <td>Yes</td> <td>Face to face</td> <td>60</td> <td>Annual</td> </tr> <tr> <td>Master’s degree in Administration and management of social economy entities</td> <td>Polytechnic de Cartagena</td> <td>Public</td> <td>Yes</td> <td>Face to face</td> <td>60</td> <td>Annual</td> </tr> <tr> <td>Master’s degree in leadership and management of cooperatives and social economy enterprises</td> <td>Catholica San Antonio</td> <td>Private</td> <td>Yes</td> <td>Blended</td> <td>60</td> <td>Annual</td> </tr> <tr> <td>Master in social economy and management of non-profit entities.</td> <td>Univ. de Barcelona (CIES)</td> <td>Public</td> <td>No</td> <td>Blended</td> <td>30</td> <td>Annual</td> </tr> <tr> <td>Master in Sustainable Social Economy and entrepreneurial development in the territory.</td> <td>Univ. Camilo Jose Cela</td> <td>Private</td> <td>No</td> <td>Blended</td> <td>60</td> <td>Annual</td> </tr> <tr> <td>Master in social economy, local development and entrepreneurs.</td> <td>Univ. de Seville and CEPES</td> <td>Public</td> <td>No</td> <td>Face to face</td> <td>60</td> <td>Annual</td> </tr> <tr> <td>Master in sustainable local development and social economy.</td> <td>Univ. de Huelva</td> <td>Public</td> <td>No</td> <td>Face to face</td> <td>60</td> <td>Annual</td> </tr> <tr> <td>Master in management of cooperative enterprises.</td> <td>Mondragon Unibersitatea</td> <td>Private</td> <td>No</td> <td>Blended</td> <td>60</td> <td>2 years</td> </tr> <tr> <td>Master in management of agricultural cooperatives</td> <td>U. Polytechnic de Valencia</td> <td>Public</td> <td>No</td> <td>Blended</td> <td>50</td> <td>Annual</td> </tr> </tbody> </table> <p>The promulgation in 2011 of the Law of Social Economy in Spain supposed the explicit recognition to the activity that this one carries out. Despite this, the specific training for managers in the social economy is poor. Of the total of 511 titles in Economics, only 7 include specifically in its title the Social Economy.</p> <p>It is true that the social economy is dealt with transversally in other titles, but the specific offer is poor.</p> <p>List of specific Masters in the Spanish Universities in the field of Social Economy and Cooperativism.</p>	Master’s Degree	College	Public/Private	Official title	Type of course	Number of credits	Time	Master’s Degree in Social Economy and Non-profit Entities.	Univ. de Valencia	Public	Yes	Face to face	60	Annual	Master’s degree in Administration and management of social economy entities	Polytechnic de Cartagena	Public	Yes	Face to face	60	Annual	Master’s degree in leadership and management of cooperatives and social economy enterprises	Catholica San Antonio	Private	Yes	Blended	60	Annual	Master in social economy and management of non-profit entities.	Univ. de Barcelona (CIES)	Public	No	Blended	30	Annual	Master in Sustainable Social Economy and entrepreneurial development in the territory.	Univ. Camilo Jose Cela	Private	No	Blended	60	Annual	Master in social economy, local development and entrepreneurs.	Univ. de Seville and CEPES	Public	No	Face to face	60	Annual	Master in sustainable local development and social economy.	Univ. de Huelva	Public	No	Face to face	60	Annual	Master in management of cooperative enterprises.	Mondragon Unibersitatea	Private	No	Blended	60	2 years	Master in management of agricultural cooperatives	U. Polytechnic de Valencia	Public	No	Blended	50	Annual
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<p>FLORES RUIZ, David, GUZMÁN ALFONSO, Carmen, de la O BARROSO GONZÁLEZ, María, LA FORMACIÓN EN ECONOMÍA SOCIAL. ANÁLISIS DE LA OFERTA UNIVERSITARIA DE POSGRADO EN ESPAÑA. REVESCO.</p>	<p>http://www.redalyc.org/articulo.oa?id=36746512004</p>	<ul style="list-style-type: none"> - The specific postgraduate training in social economy only represents around 4% of the total offer of qualifications of the Spanish university system in the branch of Economics and Business. - There are certain significant differences in the type of training between this group of degrees and those that are more oriented to form in the prevailing economic current (capitalist market system). These characteristics refer to aspects such as: the values, the way of understanding the behavior of the economy and the importance that the Social Economy should have within it, the competences and skills to be acquired by the managers, etc. - The specific qualifications in Social Economy, compared to the rest of the degrees, encourage less entrepreneurship among their students, so it would be convenient to confront this weakness and take action in this regard. <p style="text-align: center;">Postgraduate qualifications in Spain related to Economic and Business Sciences</p> <table border="1" data-bbox="707 1196 1431 1312"> <thead> <tr> <th></th> <th>Social economy and entrepreneurship, and social innovations.</th> <th>Administration and business management, entrepreneurship and innovation.</th> <th>Economy, Development and Management of certain sectors and companies.</th> </tr> </thead> <tbody> <tr> <td>Number of degrees</td> <td>32</td> <td>472</td> <td>312</td> </tr> <tr> <td>Percentages</td> <td>3.92%</td> <td>57.84%</td> <td>38.24%</td> </tr> </tbody> </table>		Social economy and entrepreneurship, and social innovations.	Administration and business management, entrepreneurship and innovation.	Economy, Development and Management of certain sectors and companies.	Number of degrees	32	472	312	Percentages	3.92%	57.84%	38.24%
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<p>European Commission/EACEA/Eurydice, 2016. Entrepreneurship Education at School in Europe. Eurydice Report. Luxembourg: Publications Office</p>	<p>https://publications.europa.eu/en/publication-detail/-/publication/n/74a7d356-dc53-11e5-8fea-01aa75ed7</p>	<p>Although in Europe there is no specific strategy to support social entrepreneurship, it is true that there are different support programs for entrepreneurship in general and programs to support the social economy.</p> <p>However, the “Strategy for Entrepreneurship and Youth Employment 2013-2016” had a broader national strategy linked to economic development. It included 85 short and long-term measures designed to reduce the rate of youth unemployment and deal with its structural causes. Of the 85 measures, four are explicitly relevant to EE:</p>												

<p>of the European Union.</p>	<p>1a1/langua ge-es</p>	<ul style="list-style-type: none"> - <i>To expand on the curriculum content that relates to entrepreneurship and career opportunities, as well as knowledge of labor relations and the job market.</i> - <i>To implement training programs with specific differential funding for young people to acquire skills in certain activities and employment opportunities that may involve the creation of jobs and opportunities for entrepreneurship.</i> - <i>To facilitate entrepreneurship among university and vocational training students through incentives to help them undertake their training alongside self-employment.</i> - <i>To encourage the media to communicate a positive outlook on young people's entrepreneurship.</i> <p>Despite entrepreneurial strategies, it is necessary to create specific entrepreneurship programs in the social economy, due to the particularities of the sector and the small variety of studies currently available.</p>
<p>Master's Degree in Social Economics (Cooperatives and Non-Profit Organizations) University of Valencia</p>	<p>www.uv.es/master_economia_social</p>	<p>As an example, we have chosen a public Master's Degree of a Spanish University, in this case University of Valencia, in Social Economics, to analyze the subjects they are offering, and also the competences the students will acquire during the realization of the Master.</p> <p>Subjects and competences from a Master's Degree in Social Economics (Cooperatives and Non-Profit Organizations).</p> <p>Total credits: 60. Compulsory: 36. Optional: 24.</p> <p>Compulsory subjects and number of credits:</p> <ul style="list-style-type: none"> - Accounting of social economy enterprises: 3 - Management of human resources in social economy enterprises: 3

		<ul style="list-style-type: none"> - Strategic management of social economy enterprises: 4 - Taxation of social economy enterprises: 3 - Fundamentals of social economy: 3 - Marketing of the social economy enterprises: 3 - Public policy and environment of social economy: 3 - Legal status of social economy enterprises: 4 - ICT, networks and innovation in the social economy: 4 - Master's Final Project: 6 <p>Elective subjects and number of credits:</p> <ul style="list-style-type: none"> - Agricultural cooperatives and rural development: 3 - Consumer cooperatives and other kinds: 3 - Associated work cooperatives, worker-owned companies and mutual companies: 3 - Social enterprises: 3 - Social action organizations and volunteering: 3 - Development aid entities: 3 - Cooperative credit entities: 3 - Foundations: 3 - Management and evaluation of projects applied to cooperatives: 3 - Management and evaluation of projects applied to nonprofits: 3 - Research in social economy: 9 - External internships: 9 <p>Competencies:</p> <ul style="list-style-type: none"> - Basics: <ul style="list-style-type: none"> o CB1: Students can apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study.
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		<ul style="list-style-type: none"> ○ CB2: Students are able to integrate knowledge and handle the complexity of formulating judgments based on information that, while being incomplete or limited, includes reflection on social and ethical responsibilities linked to the application of their knowledge and judgments. ○ CB3: Students can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences, clearly and unambiguously. ○ CB4: Students have the learning skills that will allow them to continue studying in a way that will be largely self-directed or autonomous. ○ CB5: Students have the knowledge and understanding that provide a basis or an opportunity for originality in developing and/or applying ideas, often within a research context. <p>- General:</p> <ul style="list-style-type: none"> ○ CG1: participate in debates and discussions, direct and coordinate them and be able to summarize them and draw from them the most relevant and accepted conclusions by the majority. ○ CG2: Be able to search, order, analyze, synthesize information, selecting the one that is relevant for decision making. ○ CG3: Know how to work in a team effectively and efficiently. ○ CG4: Being able to make both individual and collective decisions in their professional and / or research work.
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		<ul style="list-style-type: none"> ○ CG5: Have a proactive attitude to possible changes that occur in their professional and / or research work. ○ CG6: Be able to integrate new technologies in their professional and / or research work. ○ CG7: Know how to write and prepare presentations to later expose and defend them. ○ CG8: Be able to analyze critically both the own work and the other colleagues work. <p>- Transversal:</p> <ul style="list-style-type: none"> ○ CT1: Know how to work in multidisciplinary teams reproducing real contexts and contributing and coordinating their own knowledge with those of other branches and interveners. ○ CT2: Use the different exposures techniques: oral, written, presentations, panels etc. to communicate their knowledge, proposal and positions. ○ CT3: Project your knowledge on specific problems and know how to summarize and extract the most relevant arguments and conclusions for its resolution. ○ CT4: Be able to coordinate into teams, both in terms of executives or coordinators, as well as specific limited functions and in support functions for the team itself or for others. <p>- Specifics:</p> <ul style="list-style-type: none"> ○ CE1: Understand the functioning of the entities and companies that make up the Social Economy. ○ CE2: Know the legal peculiarities (mercantile and labor) of the companies and entities of the Social Economy.
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		<ul style="list-style-type: none"> ○ CE3: Know the accounting and fiscal peculiarities of social economy entities. ○ CE4: Know how to apply the process of Strategic Management. ○ CE5: Know how to apply marketing strategies. ○ CE6: Know how to apply human resources strategies. ○ CE7: Know how to apply financial strategies. ○ CE8: Know how to analyze public policies related to Social Economy. ○ CE9: Know how to carry out management and evaluation of socio-labor insertion projects. ○ CE10: Understand the scope of an action of the Social Economy from its different points of view and perspectives. ○ CE11: Understand the role that ICT play in the sector. ○ CE12: Understand the functioning of business networks. ○ CE13: Understand the process of social innovation. ○ CE14: Understand the sectoral reality of cooperatives and labor societies: their functioning and weight within the Social Economy. ○ CE15: Understand the sectoral reality of non-profit entities (associations and foundations) their functioning and weight within the Social Economy. ○ CE16: Understand the functioning and usefulness of insertion companies and social action and social services entities.
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		<ul style="list-style-type: none"> ○ CE17: Understand the cooperation of credit cooperatives and agricultural cooperatives and the relationship between them. ○ CE18: Analyze the situation of development cooperative entities from the social economy and their role in international development cooperation. ○ CE19: Understand the operation of consumer cooperatives and other types of cooperatives such as professional services, housing etc. ○ CE20: Understand the functioning of the associated work companies (cooperatives and labor companies) and mutual societies.
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Interviews

Number of interviews: 5

The interviews were conducted following a mixed method, in depth-interviews and a closed questionnaire.

In depth-Interview 1:

Type of institution he/she works for: Telecommunications engineering student and social entrepreneur.

Profession and field of work: student and entrepreneur.

Years of experience in personal / social services area: Less than a year.

Gender: Male

Age: 21

Nationality: Spanish

INTRODUCCION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***

- Right now what we are doing, especially is trying to make a business plan with figures, because we do not have it. We had the idea of revenue routes, but now we are trying to put figures to the business plan. On the one hand I'm a technician, and I'm in charge of the technical part, and a colleague of mine is in charge of the business plan.
- ***Now I would like to know what kind of personal or social services you carry out in your organization?***
- The app is aimed at young people, because it is an application, but is open to everyone, and to young drivers specially. What we intend is to reward them for not using the vehicle, and use the bicycle or bus instead of.
- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***
- The social services existing are fine but there is always room for new ideas to arise. As we progress technologically, in new development and new innovations, each new technology is associated with many possibilities in terms of entrepreneurship, so of course there is room for new social ideas and development to emerge.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***
- The first barrier is society, since you were a child you have been educated to work for someone, and have a quiet and safe life for someone who works for a company or a large multinational. That makes people afraid to start, to lose money, even to think that you can ruin yourself. That is the main barrier.
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***
- On innovative products I don't think this is applicable.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- Increasingly, but not enough. There are many courses, universities increasingly offer more subjects focused on entrepreneurship, but there is still a lack of training offer.

- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***
- Yes, especially in the technological field you can start practically for free. You start to program an application and you can start for free. So I will say that they help.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***
- My problem, rather than initial funding, is how to survive in the middle or long term. It's long-term funding that worries us. At the beginning it is easier for someone to disburse an amount of money, but it is more difficult for others to continue believing in the idea and keeping it sustainable in time.
- ***Which aspects do you think are key for getting proper funding?***
- A good business model with figures, a value purpose that has value in society, and then contacts, many contacts.
- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Yes, the idea is that we benefit from the public and private sectors. On the part of the private sector through advertising. The idea is that the application rewards users with discounts and promotions on certain products or services, and that all comes from the private sector. This is how we understand that the application can be sustainable.
- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- In my case, I think that the structure that best adapts is a limited company, since what you invest is what you can lose.
- ***Do you believe in public-private partnerships?***
- Yes, as long as they are beneficial for all parties involved, why not?

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- Not yet.
- ***Do you use any technological platform to obtain or manage funding?***
- Not yet.

MODULE 3 - “TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING”

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- We have not reached that part yet, but we are sure that it is necessary to focus a lot on social networks.
- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***
- Social networks.
- ***What is your opinion of social networks as an instrument to communicate your audience and brand image? Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***
- Well, I've joined this question and the next one. I think social networks have to be a mirror of the audience you want to reach. And it is very important that if we want to reach young people, we should have a network with a youthful appearance. And in relation to the segment you are targeting, guide the social network to that segment. I think it's fundamental.

MODULE 4 - “GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN”

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***

- Yes, the business plan. At the beginning we were a little bit naive. We know where we want to go, and how to earn money, but we do not have clear numbers. For example, the figures of benefits, the clients that we can reach, etc. If an entity is not sustainable, however good the purpose is, it will not survive.
- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- Not applicable.
- ***Do you use ICT for the management of your business and define your strategy?***
- Yes, if by ICT tools you understand the use of communication tools, elaboration of Gantt diagrams, etc. Yes, we use them.
- ***Are you familiarized with Business Model Canvas?***
- Yes, and I think it's the first thing to learn before starting a business.

EXTRA

- ***Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?***

It is necessary to have clear values to be an entrepreneur, it is good to have technical knowledge but other values are missing, such as perseverance. Any entrepreneur should be clear that if he starts a project he would have to finish it, since a project half done does not help anyone.

About participating in a mentoring program of the Fundación Telefónica, it was very useful, on the one hand it forced you to continue advancing with the project, to organize yourself, to set dates, to advance with the phases of the project, etc. Also training activities, we had talks with lawyers, marketing people all that is very enriching, not only for this project, but also on a personal level. Any person that becomes an entrepreneur needs a support network, and contacts to get training and advice; which in many cases are more necessary than obtaining money directly.

In-depth Interview 2:

Type of institution he/she works for: Non-profit association of social initiative

Profession and field of work: Social worker.

Years of experience in personal / social services area: 5

Gender: Female

Age: 30

Nationality: Spanish

INTRODUCCION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***
- The daily activity in an association is very different from what you can imagine while studying a degree. In an association you end up doing everything, you do not stick to your own functions, since it is impossible. We do a lot of telephone reception, reception of new users, callers asking for information, people who call disoriented because they do not know if we can help them here or not ... The search of funding sources is also another task that consumes a lot of time, also the elaboration of projects and all the tasks that entails. In addition, if they grant you a project you also have to keep track of it, and make the justifications for expenses. In addition to being a social worker, I am the coordinator of the entity, so I am also in charge of coordinating the entire team, since after all we are looking for users to receive our services.
- ***Now I would like to know what kind of personal or social services you carry out in your organization?***
- We work mainly in mental health, with adults and young people who have some type of mental disorder. We organize activities every afternoon, they are rehabilitation activities. They are very varied activities and are carried out by monitors or educators. We also offer support services for young people who do not want to leave home and others, job counseling, advice on the first symptoms of mental illness. We also offer training, since we are a free time school.

- ***I am very much interested in your personal experiences and views on social or personal services. How would you assess the existing services?***

As for public services, they exist but are scarce for the current demand. That is, very broad ratios are fulfilled so it is impossible to attend to a person well because of the schedules that are very strict; the waiting lists of social workers that I know are also too long, just over a month. It is something that should invest more and hire more people for public services. In conclusion, public social services that exist are fine, but more could be done because they are scarce.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATIONS"

- ***What are the main barriers you consider why young people do not embark on a social business?***
- First of all, the risk involved, and also the lack of funding for this type of projects.
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***
- Yes, because for example in our case, we started as a free-time school and then we had to establish ourselves as an association, since as a school we could no longer perform according to social service activities, we had to be a non-profit association. And that the school was not for profit either. In the end it is the bureaucracy that sets the limits. There are many things to do, especially in the field of social services. But there are people who intend to get rich, and no, there are people who want to take advantage of a social need to make a high economic benefit, and that is not good either.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- No, although it is true that there is more support, such as the EUSUMO network, which promotes entrepreneurship a bit, but there is a lack of training. When I studied at any time someone talked about entrepreneurship as professional option, until I came here I did not hear about entrepreneurship. It is true that in the degree they did not talk too much about professional options, they talk about associations as places to work, but they never talk to you about founding your own association.
- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***

- Yes, new technologies facilitate everything always.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***
- Human resources, always. In the social services it is necessary to have professionals in the entities, and the professionals have to be paid. Not everything can be volunteered, it is necessary to professionalize the sector more, and that is done by hiring staff. As for infrastructures, at the public level there are spaces of public ownership that can be transferred perfectly to carry out these projects, so resources must be used in professionals.
- ***Which aspects do you think are key for getting proper funding?***
- Be clear about the idea, be clear about where to invest the money, and think well before spending it.
- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Yes, although it costs a lot to attract private funds. We get funds through social works from banks, we also have micro-donation projects like Teaming and right now we are launching a Crowdfunding campaign to buy a greenhouse that we need. At a private level we received some donations and that's it.
- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- For me, the most appropriate structures for social entities are associations, cooperatives or special employment centers. Purely commercial entities such as limited liability companies I don't consider them adequate, if there are profits they must be always reinvested in the entity, nobody remains with the benefits. I think that in the social field there is no place for entities with profit motive.
- ***Do you believe in public-private partnerships?***
- Yes, I think they are efficient.

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- Not formally. We try that the people who join our team visit the other associations with which we usually collaborate so that they know them, but they are brief and informal exchanges.
- ***Do you use any technological platform to obtain or manage funding?***
- Teaming and the crowdfunding campaign is being done through Triodos Bank platform.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- Yes, in our case we do not have specific knowledge about marketing. We learn on the go, and if you have to make a poster to promote something, you design what you like, but we do not have specific marketing knowledge. We have never been taught to use specific design programs that can be used for that task, or to make a good communication plan, and it is something shared with other associations.
- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***
- • Users and users will come to the association through contact with other organisms, and also word of mouth between them. At the level of partners and people interested in volunteering, they come through our collaborations with universities. Through social networks, people do come, but much less than what could come, since attending to social networks takes a long time, and that time is not always available to dedicate them.
- ***What is your opinion of social networks as an instrument to communicate your audience and brand image? Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***
- I like them, and they seem like a good communication channel, I would like there to be only one social network, and not so many to choose from, since I can be in one, but other associations are in others, and you are not always clear on what network you should dedicate more time, and they consume a lot of time. Or you have a person just for that, and from the point of funding the entity does not make sense, we have other

priorities. They generate a lot of work and little benefit. The general public uses social networks to entertain themselves, not to search for information, so we do not really benefit much from them.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***
- Yes, of course, it is fundamental to have clear the objectives of the entity. In associations, the business plan is constantly changing, the demands of users are changing, the staff also changes based on those needs, since we cannot always count on the same permanent staff, we have a fixed staff and the rest go rotating, and that slows down some things.
- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- We follow up and every three months we evaluate the three previous months and we draw a route plan for the following three months. Although the general idea is clear, sometimes it is necessary to modify small things. The evaluation is done through interviews with the children, a group activity to know in a large group what users demand, and how they see the development of activities. Then the team meets to assess and that is how we evaluate our performance.
- ***Do you use ICT for the management of your business and define your strategy?***
- Sometimes we use Skype to have meetings with the director's board, that's all.
- ***Are you familiarized with Business Model Canvas?***
- No.

EXTRA

- ***Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?***

For me, entrepreneurship in social services has to start from a social need and not from an individual need. There are many unmet needs that need innovative and different ideas, since there are collectives that are totally unattended because they do not have anyone to care about them, there is a lack of people involved.

I would also like to add that to become an entrepreneur in this area it is necessary to be very creative and have a lot of patience to be able to take a project forward.

In-depth Interview 3:

Type of institution he/she works for: Psychologists (2 people)

Profession and field of work: Psychologists and entrepreneurs.

Years of experience in personal / social services area: 8

Gender: Female

Age: 58 and 44

Nationality: Spanish

INTRODUCTION:

- ***First, I would like to get a feel for your field of work and your everyday working experiences. Please tell me a little bit about where you work, your tasks and what you do on a daily basis.***
- We have daily sessions, preparation of the sessions and paperwork in general. We also make reports when necessary and we both attend the telephone, which is never answered while we are in session. We return calls and provide information on the duration of the sessions, the price, appointments, etc. That is what our daily work is reduced to.
- We are very interested in sources of referral, that is, where patients come from. Sometimes a doctor recommends us, other times it is another patient, knowing the source allows us to indicate in it and increase the flow of patients.

MODULE 1 - INTRODUCTION: "THE SOCIAL ENTREPRENEURSHIP WORLD: CONCEPT, BUSINESS IDEAS, POSSIBILITIES AND MOTIVATION"

- ***What are the main barriers you consider why young people do not embark on a social business?***
- In most cases, we think that fear and uncertainty suppose a brake when it comes to starting your own business. Another important factor is the lack of financial resources to launch, since starting a project requires a minimum of investment and not always the person has that minimum. The lack of training also influences the elaboration of market strategies; strategies that allow reaching an end and generating a minimum of benefits. I believe that the most important thing when it comes to entrepreneurship is knowing how to handle fear and uncertainty.
- yes, I agree on that.
- ***Do you think that the public structure of social / personal services provision prevents the entrepreneurship? Do you consider that there is a niche market in this field?***
- No, there is a very important market niche in the private sphere, mainly because in mental health, in public health psychologists give appointments every 6 months and have little capacity to care for the patient. in fact, many of the patients who come to us, either come bouncing or keep coming to both, keep the public but come to the private one because they do not have time to improve since the appointments are every 6 months.
- The testimony of patients is quite recurrent. When they go to public health they demand more service, more attention, more continuity; and in fact they are attended every 3, 4 months, the sessions last very little and they feel that it does not reach them. That's why sometimes they have to combine private therapy with therapy through social security.
- ***Do you consider that the existing training offer has an entrepreneurial vision?***
- Let's see, there are people trained, but it is difficult to start with the lack of help. There are many cabinets that open but within a few months they have to close. The constant flow of patients can be difficult to maintain, in our business you work a lot with word of mouth, and to achieve this you have to have a significant input of patients. There are patients who may come once or twice, there are people who do come longer, because they need more continuous therapy and come several months. We do systemic therapy

and brief therapy, we try to use as few sessions as possible, so there are people who do not return in two or three sessions; so we need a very constant flow of patients to be able to maintain ourselves.

- That initial entry and that begins to be constant soon is fundamental, since there may be a lot of training but then the business is not viable, and that can cause a stoppage or stagnation.
- ***Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?***
- We think that new technologies undoubtedly facilitate entrepreneurship. New technologies have a direct influence when it comes to issuing information, when it is received and it is very important. This facilitates a much more direct access to the offers and the demands of the different services, and a continuous readjustment of what we are doing. We have incorporated the services of Skype, because although we give priority to face-to-face therapy, we do notice that the fact that some of our patients have had to go to live far away and have had to follow the therapy with them through Skype, has allowed us to verify that this modality does work as well. We have incorporated it into our services and we are carrying it out, although at first we greatly value face-to-face therapy and we had not considered it. Then experience has shown us that Skype worked well.
- We place great value on the therapeutic relationship, we consider it essential for a patient to feel comfortable and begin to modify things. We were very reluctant to that type of therapy, but, the truth is, with a series of specific patients that we had that moved to live somewhere else, we started to do therapy through Skype because the therapeutic relationship was already consolidated, we saw that it worked. Then through word of mouth in those cities where they had moved, or acquaintances of those people, we tried it for the first time with someone we did not know, and it worked. In this part, the internet has helped us.

MODULE 2 - "LOOKING FOR SUPPORT: FUNDING AND ORGANISATIONAL FORMS"

- ***What are the main funding needs you consider an entity operating in the personal services field have?***

- We needed help especially for the fixed expenses that we have, which above all are: self-employed quota, the derivatives of the premises, the psychologists' school, insurance, association fees, etc. We personally have not had any kind of help, because the help that there was for self-employed workers was for minors under 35, which personally seems to me quite unfair. I mean, it is very good to promote work in young people but sometimes undertaking is done in later years. Maybe you start working for someone else and you end up on your own, or the other way around, but we would have liked to get some help in this aspect. The grants for self-employed workers only last one year, but as we did not meet the requirement of being under 35 years old, we did not have any kind of help.
- ***Which aspects do you think are key for getting proper funding?***
- In our case, to detect the real needs of financing that we had to be very, very realistic, since we depended on ourselves; analyze the project in detail, quantify how much we would need to start, design the project and start directly. We did not think too much about it either. We took into account the risks, and in spite of everything we decided to start the project.
- ***In addition to the public funding received (if any), does your institution look for external resources or design active funding strategies in order to get more funds or income?***
- Does not apply.
- ***What do you think is the most adequate or suitable organizational structure for a social business in the personal / social services area?***
- We do not know exactly which the best is. What we form is a community of goods, in which we distribute both expenses and benefits, halfway. Regardless of the patients who have each, since sometimes one month one has more sessions, and another month another, we distribute 50%. They advised us that it was good to form a community of goods, and we have done so, but I could not say which the best option is.
- ***Do you believe in public-private partnerships?***
- In our case, we do, at the beginning we only worked in the private sector, but we reached an agreement with a mental health association, and cooperated with them by offering our services. We believe that they are necessary, and especially in our sector, many more people could receive better services in this area.

- ***Is your institution involved in active exchange of staff, information or some professional network that fosters the continuous improvement or the implementation of new solutions?***
- We are in continuous training, because we consider it fundamental in this work. We both do all kinds of courses, masters, seminars that are organized and that we believe can be good for the performance of our work. We are also up to date on all the information that the official school or the Spanish federation of family therapists can give us. Sometimes if you have called us people we also offer to participate in training activities, we have formed a group that participated in a master, and if they call us at some point to give a talk we will also go. We are always in continuous training trying to be up to date.
- ***Do you use any technological platform to obtain or manage funding?***
- Does not apply.

MODULE 3 - "TELL YOUR STORY: COMMUNICATION, MARKETING STRATEGY AND NETWORKING"

- ***Could you identify any need in terms of marketing and communication in personal services world? Do you consider any aspect in this regard that should be improved?***
- ***Which are your main communicational strategies to engage your audience? ¿Which means do you use?***
- The main strategies right now are social networks and our website that we are constantly updating with new articles and publications that we usually write. That is our main source right now. We have an active profile on Twitter and Facebook, but the fundamental channel that works best is word of mouth.
- We live mostly by word of mouth, initially when we started we were paying Google AdWords to position ourselves well the page, and initially many people entered through Google. People look for the psychologist through the internet, because although word of mouth ends up working is not something that everyone talks about. Not everyone likes to say that he goes to the psychologist, so sometimes, at the beginning, word of mouth is very slow. In that sense, Google's positioning helped us a lot, but afterwards as more and more competition we had to pay more, it did not compensate us, and we left it. We are trying through the movement in social networks and a greater number of

articles to obtain a better SEO positioning. Right now we are working on improving SEO positioning, and especially word of mouth.

- ***What is your opinion of social networks as an instrument to communicate your audience and brand image?***
- For us it is a way of interacting with our followers, offering a close image of what we do, and thus disseminating articles of interest, messages that can contribute to better manage daily problems ... We emphasize the importance of everyday things, and the relationship it can have with our state of mind, our ability to make decisions. We use this way to approach people and try in some way to feel close to them and give vent to the concerns that ordinary people have, we try to use these channels to reach them.
- ***Is there any good practice related to communicational strategy that you use that a young person willing to run a business in the social field could implement?***
- We have been very concerned about the image of the cabinet from the beginning, we have always focused on that. We have never wanted that, in the interest of reaching the whole world, the image and the concept that we want to give will be damaged. We give great importance to the service we provide, to the therapy, we believe it is a personal and particular issue, and that it cannot be advertised as a consumer good. In the image that we try to transmit we try to show that importance we give to wanting to listen to the patient, to empathy, to make people feel comfortable, that the psychologist is not a person who will judge you, far from it; we are here trying to help the patience in the search for common goals and we try to ensure that this concept is never distorted, that people feel closeness.
- That's what we basically recommend to someone who wants to communicate well with someone, regardless of the area in which they move. We move in the field of psychology, and we look for closeness, not just to communicate, but also to listen, not just to talk but to listen very well, try to put yourself in the skin of the other to realize that what you are communicating is of interest to who receives it. They are qualities that can be taken to any field, not only to psychology.

MODULE 4 - "GET YOUR PROJECT SET UP AND RUNNING: THE BUSINESS PLAN"

- ***The lack of a well-defined Business Plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?***
- We consider it of vital importance to start doing therapy and that the people who come were happy. Our initial business plan was pretty basic; we made calculations of the fixed expenses per month and the patients that we needed to cover these expenses. At first we did not cover the expenses, we stayed several months like this, and we covered the expenses with other activities such as teaching courses and others.
- ***Which instruments do you use to assess the impact of your activity, quantify your performance and deal with business strategy in the short, medium and long term?***
- We use the testimonies of the patients, we use it to evaluate the service, and on those testimonies we change things. As the treatment we have with people is so direct, the source is direct too. Sometimes we get testimonials and opinions through social networks and others, but our main source is the testimonies of patients.
- We always know where each patient comes from, to be able to influence referral sources, or if SEO positioning works, because if patients who come to us do not come through the website, then that positioning is not being effective and that investment therefore it is not either.
- ***Do you use ICT for the management of your business and define your strategy?***
- Basically the tools we use have already been discussed, such as social networks, constant updating of content on our website.
- ***Are you familiarized with Business Model Canvas?***
- No.

EXTRA

- ***Are there any aspects that are important to you that we did not cover in this interview that can help young people set a social business in the personal services area?***
- No.

Results from questionnaires:

Result 1:

- **Type of institution you work for:** Not-for-profit
- **Years of experience:** +5
- **Gender:** Female
- **Age:** above 30 years old
- **What are the main barriers you consider why young people do not embark on social business?** Uncertain success and exaggerated bureaucracy.
- **Do you consider that the existing training offer has an entrepreneurial vision?** Yes
- **What are the main funding needs you consider and entity operating in the personal services field has?** Human resources, operational costs and training.
- **Do you believe in public-private partnerships?** Yes
- **What is your opinion of social networks as an instrument to communicate your audience and your brand image?** They have a lot of visibility and they can surely be useful.
- **The lack of a well-defined business plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?** Yes
- **Do you use ICT for the management of your business and to define your strategy?** Yes.
- **Are you familiarized with Business Model Canvas?** Yes.

Result 2:

- **Type of institution you work for:** Not-for-profit
- **Years of experience:** +5
- **Gender:** Female
- **Age:** above 30 years old
- **What are the main barriers you consider why young people do not embark on social business?** The lack of knowledge on the subject, also the mistreatment by the Government and anxiety on entrepreneurship in general due to economic crisis
- **Do you consider that the existing training offer has an entrepreneurial vision?** Yes

- **Do you think that the new technologies / ICT foster or facilitate the social entrepreneurship in the social / personal services field?** Yes.
- **What are the main funding needs you consider and entity operating in the personal services field has?** Human resources and operational costs due to the high cost of living as opposed to the large taxation.
- **Do you believe in public-private partnerships?** No.
- **Do you use any technological platform to obtain or manage funding?** No.
- **What is your opinion of social networks as an instrument to communicate your audience and your brand image?** I think they are extremely useful and direct as long as you can cope with the competition
- **The lack of a well-defined business plan is the main mistake committed by entrepreneurs in all business areas. Do you consider it of vital importance in social entities as well?** Yes
- **Do you use ICT for the management of your business and to define your strategy?** Yes.
- **Are you familiarized with Business Model Canvas?** Yes.

Conclusions

Conclusions from desk-research:

As conclusion from the desk research on the academic literature on social entrepreneurship, the main conclusions refer to the skills needed to become a successful entrepreneur and the needs to create an entrepreneurial ecosystem.

The main skills needed are:

- Creative use of minimal resources.
- Ability to manage administrative work.
- Confidence to succeed at challenging tasks.

Needs of the entrepreneurial ecosystem:

- Training and research: the ecosystem of social entrepreneurship needs researchers and also training centers that cooperate together.
- Collaborative networks: thanks to ICT's there is no need of proximity to create collaborative networks, as entrepreneurs can collaborate through online tools.
- Innovation: in social entrepreneurship innovation is aimed at empowering collectives.
- Dissemination tools: to promote social initiatives and also to disseminate results.
- Advice and mentorship during the development of phases on the market.
- Financing: specific investment funds.

The desk research on public profiles of social entrepreneurs, to detect education and training needs, shows that, after analyzing 5 public profiles of social entrepreneurs, all of them have the same training needs in common:

- Business management: all social entrepreneurs analyzed have studies in business management or previous work experience on this field.
- Studies in social economy: almost all of the social entrepreneurs have studies related to social economy or have taken a postgraduate course before starting their own business in this field.

- Soft skills are also important to become an entrepreneur, and the most useful skills are related to networking and public speaking. Most of entrepreneurs had taken short training courses in public speaking or coaching.

In Spain, the specific training for managers in the social economy is poor. Of the total of 511 titles in Economics, only 7 include specifically in its title the Social Economy.

It is true that the social economy is dealt with transversally in other titles, but the specific offer is poor.

The training offer in postgraduate studies is even scarcer, only 9 Masters Degrees include in its title the Social Economy, 6 of them are offered by public universities and 3 of them by private universities.

Conclusions from interviews:

The interviewees had different projects of entrepreneurship in different stages of maturity, from projects in launch phases to consolidated projects. We have tried to find points in common to all the entrepreneurs, regardless of the phase in which their project is.

As for the disintegration of the sexes, we have found a feminine majority, 75% of the participants on the interviews are women.

Regarding their studies, all the participants have university education, and most have had previous work experience before starting their own business.

Common conclusions to all the respondents:

- There is always room to new ideas to arise, especially in innovation linked to technological applications and in vulnerable groups that are not receiving attention.
- The main barriers are: education, social perception of entrepreneurship and the risk involved in starting a new business, also the lack of funding for social entrepreneurship.
- The main costs that a business operating in social services field has are human resources costs, this sector needs professionalization, and they cannot survive with volunteering.
- Social networks are important, but they consume a lot of resources, since there are many and maintaining them to be visible is complicated. Many entities do not have an

expert dedicated to social networks, since they have other professional profiles to cover that are more important to them.

- Having a well-defined business plan is very important, paraphrasing one of the interviewees: *“If an entity it is not sustainable it won’t survive, however good the purpose is”*.
- All interviewees except one think that public-private agreements work and must be promoted.

Main differences:

- The main difference between all the interviewees comes from their perception of which is the best organizational form for a social entity. We have interviewed two NGOs, an association, a community of assets and a project in launch that hopes to establish itself as a limited liability company.
- One of the interviewees believes that for-profit entities should not receive the same benefits that are applied to non-profit social entities, or that they should not operate in this sector.