


**ReinFORCE SOCIAL Entrepreneurial Spirit through  
 setting up Innovative Support Structures in the  
 cross-border Territory  
 “Social Forces”**

<b>TASK</b>	<b>4.9.1: Design of common Professional Profile for SE's Manager - Common Skills and Qualifications Framework</b>
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<b>Prepared by:</b>	<b>University of Macedonia - Department of Educational and Social Policy - Research Committee of the University of Macedonia</b> 
<b>Contributors:</b>	Faculty of Economics and Social Sciences, University of Plovdiv "Paisii Hilendarski"
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<b>P8</b>	<b>Faculty of Economics and Social Sciences, University of Plovdiv "Paisii Hilendarski" – BG</b>
<b>P9</b>	<b>University of Macedonia - Department of Educational and Social Policy - Research Committee of the University of Macedonia – GR</b>

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## 1. Title and Definition of Business profile

In the Greek market, the profession of Social Enterprise Manager refers to a broad category of employees with different educational levels, knowledge, skills, responsibilities and attitudes due to the great diversification of social enterprises in terms of structure, organization and operation but also the type of products or services they offer. A common point of reference for all employees who are characterized as Social Enterprise Manager is that their tasks are carried out in accordance with their skills and competencies exercised in the "field" of Management and Economy Executive Officer, while the professional ethics, attitudes, administrative culture and organizational behavior serve the basic principles of Social Economy.

Also, due to the specific institutional framework for the establishment and operation of Social Enterprises, the regulatory framework of the employment relationship and the insurance regime may vary depending on whether the employment relationship is regulated by a contract of employment or self-employment or unpaid work.

The profession of Social Enterprise Manager consists of employees with different careers and specialties, such as:

- Economists
- Sociologists
- Social entrepreneurship consultants
- Structures and services executives with administrative experience
- Executives of Social and Solidarity Economy Bodies (e.g. NGOs, Associations)
- Executives of financial institutions that develop alternative financial support tools for enterprises (eg Cooperative Banks).

Therefore, the title "Social Enterprise Manager" integrates and characterizes employees with completely different professional duties, responsibilities and specializations, different insurance regimes and different career.

Different career paths and qualifications does not imply that Social Enterprise Managers are adequate to carry out any tasks, but additional non-formal education and non-formal learning are required to support social enterprises or social economy activities, social economy policies, awareness to principles and values of Social Enterprises, of Solidarity Networks and Local Development Activities. Raising

awareness of values and attitudes of the Social and Solidarity Economy is also essential.

On the basis of the above, trying to attribute the general content of the profession / specialty of Social Enterprise Manager, the person with this specialized knowledge and skills acquired during his / her training and / or career, applies the principles of management, economics-accounting and public relations, marketing and social principles of diversity and of social justice.

## 2. Business profile analysis: Professional Operations and tasks

The Social Enterprise Manager implements modern methods and practices in planning, organization, management and control of the Social Enterprise. Moreover, he/she performs operations related to business planning, business management, and business promotion activities.

The following analysis presents the main Operations of the Profession, which are differentiated into Specific Professional Operations and Professional tasks. Correlation of professional work with skills and training content requires a multidimensional methodology that combines task analysis with performance analysis, a target that is not included in the scope of the present deliverable.

### **Main Professional Operations 1: Support the organizational dimension of Social Enterprise and Business Planning**

***Specific Professional Operations 1.1: Participation in exploring trends and progress in the relationship of supply and demand of the Social Enterprise.***

Professional tasks 1.1.1: Analysis of the factors that shape the needs of social and solidarity economy services.

Professional tasks 1.1.2: Investigation of the beneficiaries' satisfaction with regard to the services and/or goods of the social enterprise.

Professional tasks 1.1.3: Keep informed on products, services, and the social business registry.

***Specific Professional Operations 1.2: Participation in the design of new products and services***

Professional tasks 1.2.1: Composition and evaluation of products and services related to new products and services.

Professional tasks 1.2.2: Investigation of the costs of producing / providing new products and services.

Professional tasks 1.2.3: Proposition of new products and services

***Specific Professional Operations 1.3: Participation in the process of monitoring the business indicators progress.***

Professional tasks 1.3.1: Participation in the General Assembly and the Managing Board and keep informed for operational objectives.

Professional tasks 1.3.2: Monitoring of the business indicators progress and correlation with the initial objectives of the enterprise.

Professional tasks 1.3.3: Provision of information to the relevant persons about the initial objectives.

***Specific Professional Operations 1.4: Contribution to business planning.***

Professional tasks 1.4.1: Recognition and evaluation of business and innovative “opportunities”

Professional tasks 1.4.2: Implementation of strategic analysis and design models.

Professional tasks 1.4.3: Business ideas transformation into specific social business plans.

Professional tasks 1.4.4: Categorization of consumers into individual groups based on specific segmentation methods.

**Main Professional Operations 2: Support of the enterprise’s administrative operation**

***Specific Professional Operations 2.1: Support of the Human Resources Management of the Social Enterprise***

Professional tasks 2.1.1: Coordination of the recruitment procedures on the basis of the objectives and operations of the Social Enterprise.

Professional tasks 2.1.2: Coordination of the training procedures for the workforce and communication and dissemination procedures for the results.

Professional tasks 2.1.3: Hygienic conditions assurance.

***Specific Professional Operations 2.2: Support of financial planning implementation***

Professional tasks 2.2.1: Keep informed on products, services

Professional tasks 2.2.2: Keep informed on expenses and liabilities.

Professional tasks 2.2.3: Preparation of interim financial reports.

***Specific Professional Operations 2.3: Responsible for infrastructure of workplaces, as well as the provision of similar services to the citizens.***

Professional tasks 2.3.1: Supply and maintenance of the enterprise's Software-Hardware.

Professional tasks 2.3.2: Supply and maintenance of the necessary programs for the internal and external communication of the enterprise.

Professional tasks 2.3.3: Maintenance of the computerization and equipment required to serve beneficiaries.

**Main Professional Operations 3: Support of implementation of enterprise's promoting activities.**

***Specific Professional Operations 3.1: Support of the promotion of enterprise's marketing planning***

Professional tasks 3.1.1: Coordination and monitoring of creating printed and electronic material.

Professional tasks 3.1.2: Coordination and monitoring of enterprise's participation in exhibitions, conferences, workshops.

Professional tasks 3.1.3: Coordination and monitoring of enterprise's promotion in the media.

***Specific Professional Operations 3.2: Support of implementation of the business's sales and / or services plan.***



Professional tasks 3.2.1: Coordination and monitoring of the processes of creating the enterprise's printed and electronic sales or services material.

Professional tasks 3.2.2: Monitoring of material distribution related to products and services promotion.

Professional tasks 3.2.3: Provision of information on target groups for products and services.

***Specific Professional Operations 3.3: Support of implementation of communication plan and public relations of the enterprise.***

Professional tasks 3.3.1: Coordination of publicity events.

Professional tasks 3.3.2: Responsible for sending material for print and web media.

Professional tasks 3.3.3: Coordination of the organization of events and attraction of stakeholders.

***Specific Professional Operations 3.4: Actions for promotion of products and services***

Professional tasks 3.4.1: Monitoring of the market needs in order to improve decision making

Professional tasks 3.4.2: Intervention for improving sales and services

Professional tasks 3.4.3: Marketing planning

### **3. Necessary skills, knowledge and competences**

Education, training and information are critical factors for Social economy development, contributing to:

- to cultivate skills of informed citizens in Social Economy Issues
- development of Social and Solidarity Economy Bodies so that they can exploit the strong benefits of sustainability, job creation, democratization and local development.
- the familiarization of the public sector with the Social and Solidarity Economy environment.

The importance on education issues and skills acquisition in the Social Economy is illustrated through the increase of education and training programs related to the Social Economy, as well as through the development of studies on needed skills of employees in social entrepreneurship.

Taking into account the skills and competences needs of the Social Enterprise Manager (Gunn & Durkin 2010), the framework of the subject of education and training is presented below, as well as the learning outcomes to be achieved to correspond to the profession operations.

#### **3.1. General Skills**

- ✓ Native Language
- ✓ English
- ✓ Mathematics
- ✓ Basic IT skills
- ✓ Communication skills
- ✓ Problem solution skills

#### **3.2. Basic skills**

- ✓ E-Commerce Skills (e-COMMERCE)]
- ✓ Theoretical knowledge about social economy, technical and organizational skills on issues:
  - Philosophy of the social economy and social enterprises,
  - Basic Principles of Organization and Management,
  - Marketing of Social Enterprises

- Basic Principles of Public Relations and Communication,
- Accounting management
- Diversity management - special and vulnerable groups
- Social, Operational and Organizational Innovation

### ***3.3. Special professional knowledge***

- ✓ ***Management and operation of Social Enterprises***
  - Basic principles of social economy
  - Funding of Social Economy Bodies-Social Enterprises and Alternative Funding Forms
  - Economic Fields of Social Economy and Social Entrepreneurship Development in Europe & in the country of operation
  - Management & Staffing
  - Diversification of Social Enterprises
  - Business Innovation
  - Organizational Culture & Behavior
  - Documentation & Data Processing
  - Exploitation of Operational Programmes and Resources
  - Quality-Evaluation-Certification of Social Enterprises
  
- ✓ ***Management and product sales from Social Enterprises***
  - Management of Goods Production
  - Supply Chain Management
  - Social Marketing
  - Market Research & Product Sales, door to door and other techniques
  - Cost analysis
  - Accounting Analysis of Financial Data
  - Taxation of Social Enterprises
  - Social Balance Sheet
  - Information Technology and E-Commerce
  
- ✓ ***Law of the Social Economy and Social Entrepreneurship Bodies***
  - Introduction to European and National Law of Social Economy and Social Entrepreneurship
  - Institutional Framework, Laws and Regulatory Actions of Social Enterprises and Social Cooperatives. Legal and Administrative Procedure for the Establishment of Social Enterprises
  - Social Welfare & Social Innovation
  - Social Welfare & Social Entrepreneurship

- Social Insurance & Insurance of Employees and Members of Social Enterprises
- ✓ ***Social Enterprises Development Factors***
  - Social networking
  - Supporting Individuals and Groups in Extroversion and in Joint Business
  - Assessment of Business Risks before the establishment and during operation of Social Enterprises
  - Business Plan of Social Enterprises
- ✓ ***Case studies of Social Economy Bodies and Social Enterprises***
  - Transfer of know-how from experts
  - Eco-tourism & Agro-tourism
  - Hosting and Catering
  - Trade
  - Education
  - Health and Social Welfare
  - Energy Cooperative Enterprise
  - Cooperative Bank
  - Analysis of Social Enterprises Examples

### **3.4. Skills**

The education and training programmes of Social Economy and Entrepreneurship should aim to achieve the following learning outcomes with variations in the level of targeted qualifications.

In particular, trainees, after the completion of the training course in the field of Social Economy should be able to:

- Be aware of the content, history and theoretical foundations of the social economy and social entrepreneurship concepts.
- Be aware of the assumptions and arguments of social economy and social entrepreneurship modern approaches.
- Understand the various types and forms of enterprises, remuneration of employment, funding and transactions of the social economy.
- Have an in-depth knowledge of technologies and practices based on the social economy and social entrepreneurship.

- Explore the field and the new trends in social economy and social entrepreneurship.
- Understand the opportunities and challenges arising from the emergence of new cooperative models for the production of goods.
- Understand the different development approaches and their spatial dimensions.
- Understand the different social innovation approaches.
- To plan at a local or regional level the organization and development of social economy and social enterprise.
- Understand the differences between political visions of public policies as planned and implemented in selected countries.
- Understand the objectives of specific public policies through the perception of the basic parameters that define them.
- Design funding models for social enterprises.
- Understand the impact of public policies on social economy.
- Be aware of and understand the relationship between social movements and social economy.
- Recognize and evaluate business and innovative "opportunities" in the field of social economy and social enterprises.
- Understand the economic and technological progress and their impact on social and solidarity economy.
- Compose appropriate strategies for social enterprise' management.
- Develop appropriate products and services diversification and placement strategies.
- Develop appropriate products and services marketing strategies.
- Understand the various types of teams, the terms and conditions for creating a team and the stages of development of the team to support cooperation.
- Identify issues related to team dynamics.
- Suggest effective communication models among the members of social economy and social entrepreneurship.
- Suggest conflict resolution techniques within a team and self-evaluation procedures.
- Plan the building of collective and solidarity groups and projects.
- Understand the multiplicity of social enterprise' management models.
- Support members of social economy and social entrepreneurship in planning decision-making and governance models.
- Train members of a social enterprise and give them advice with respect to facilitate the internal organization of groups.

- Organize the individual administrative operations of social economy enterprises
- Coordinate collectively the employees.
- Plan and monitor the implementation of the production plan.
- Be aware of European and national policies of funding social economy enterprises and manage the financial statements of enterprises.
- Identify the financial needs of a social economy enterprise.
- Recognize and evaluate the available alternative sources of funding for social economy enterprises.
- Understand the potential risks of alternative funding sources to meet the individual objectives of social enterprises.
- Make decisions in a situation of uncertainty and risk and control the investment readiness of the social enterprise.
- Negotiate and propose funding solutions that suit to the aims and objectives of social enterprises.

#### 4. Suggested paths to acquire skills

Social Enterprise Manager can acquire knowledge and skills to exercise the profession-specialty through a variety of learning paths that combine both formal forms of learning and non-formal learning.

In particular the following learning paths are presented:

**1<sup>st</sup> Path:** Second Degree Secondary Education Graduate, a level of Qualification 4 and Initial Training to acquire knowledge and skills corresponding to Main Professional Operations.

**2<sup>nd</sup> Path:** Initial Vocational Training Graduate with Vocational Training Certificate and/or successful participation in the Initial Vocational Training Certification Exams conducted by National Organization for the Certification of Qualifications and Vocational Guidance, with acquisition of a Level 5 Vocational Education and Training Diploma and at least two years of relevant experience and/or continuing vocational training to acquire knowledge and skills corresponding to the 3 Main Professional Operations.

**3<sup>rd</sup> Path:** Professional High School graduate, after the completion of the Apprenticeship and/or successful participation in the Initial Vocational Training Certification Exams conducted by National Organization for the Certification of Qualifications and Vocational Guidance, with the acquisition of a Level 5 Vocational Education and Training Diploma and at least two years of relevant experience and/or continuing vocational training to acquire knowledge and skills corresponding to the 3 Main Professional Operations.

**4<sup>th</sup> Path:** Higher Education graduate with a level of Qualification 6 and/or two-year experience in exercising knowledge and skills of part and/or all the main professional operations or continuing vocational training to acquire knowledge and skills of part and/or all the Main Professional Operations.

## 5. Review and Suggestions

The present business profile of Social Enterprise Manager attempts to capture the main and specific professional operations as well as the professional tasks that concern the business planning, organization, management and marketing of Social Enterprises actions.

Social Economy and Social Enterprises sector is highly diversified in terms of the type of enterprises, the specialties of their employees, the participation of vulnerable groups, the funding sources, the public and the private sector, but mainly the social impact and the social contribution of private enterprises. Moreover, the skills related to the professional operations of Social Enterprise Manager are differentiated accordingly depending on the type of enterprises. Specifically, Social Enterprise Manager in the Catering Services Sector is required to practice skills that are relevant to a catering enterprise, while the skills of the Social Enterprise Manager in Education are clearly different. Therefore, with respect to specific skills to the type of business, it will be necessary to exploit methodologies related to performance indicators in order to present the specific skills in individual parts of business profile planning.



## ANNEX

**Table of professional operations of Social Enterprise' Manager**

<b>Main Professional operations</b>	<b>Specific Professional Operations</b>	<b>Professional Tasks</b>
<b>Main Professional Operations 1: Support the organizational dimension of Social Enterprise and Business Planning</b>	<i>Specific Professional Operations 1.1: Participation in exploring trends and progress in the relationship of supply and demand of the Social Enterprise.</i>	<p>Professional tasks 1.1.1: Analysis of the factors that shape the needs of social economy services.</p> <p>Professional tasks 1.1.2: Investigation of the beneficiaries' satisfaction with regard to the services and/or goods of the social enterprise.</p> <p>Professional tasks 1.1.3: Keep informed on products, services, and the social business registry.</p>
	<i>Specific Professional Operations 1.2: Participation in the design of new products and services</i>	<p>Professional tasks 1.2.1: Composition and evaluation of products and services related to new products and services.</p> <p>Professional tasks 1.2.2: Investigation of the costs of producing / providing new products and services.</p> <p>Professional tasks 1.2.3: Proposition of new products and services.</p>

Main Professional operations	Specific Professional Operations	Professional Tasks
	<p><i>Specific Professional Operations 1.3: Participation in the process of monitoring the business indicators progress.</i></p>	<p>Professional tasks 1.3.1: Participation in the General Assembly and the Managing Board and keep informed for operational objectives.</p> <p>Professional tasks 1.3.2: Monitoring of the business indicators progress and correlation with the initial objectives of the enterprise.</p> <p>Professional tasks 1.3.3: Provision of information to the relevant persons about the initial objectives.</p>
	<p><i>Specific Professional Operations 1.4: Contribution to business planning.</i></p>	<p>Professional tasks 1.4.1: Recognition and evaluation of business and innovative “opportunities”.</p> <p>Professional tasks 1.4.2: Implementation of strategic analysis and design models.</p> <p>Professional tasks 1.4.3: Business ideas transformation into specific social business plans.</p> <p>Professional tasks 1.4.4: Categorization of consumers into individual groups based on specific segmentation methods.</p>
<p><b>Main Professional Operations 2: Support of</b></p>	<p><i>Specific Professional Operations 2.1: Support of</i></p>	<p>Professional tasks 2.1.1: Coordination of the recruitment procedures on</p>

Main Professional operations	Specific Professional Operations	Professional Tasks
<p><b>the enterprise's administrative operation</b></p>	<p><i>the Human Resources Management of the Social Enterprise</i></p>	<p>the basis of the objectives and operations of the Social Enterprise.</p> <p>Professional tasks 2.1.2: Coordination of the training procedures for the workforce and communication and dissemination procedures for the results.</p> <p>Professional tasks 2.1.3: Hygienic conditions assurance.</p>
	<p><i>Specific Professional Operations 2.2: Support of financial planning implementation</i></p>	<p>Professional tasks 2.2.1: Keep informed on products, services</p> <p>Professional tasks 2.2.2: Keep informed on expenses and liabilities.</p> <p>Professional tasks 2.2.3: Preparation of interim financial reports.</p>
	<p><i>Specific Professional Operations 2.3: Responsible for infrastructure of workplaces, as well as the provision of similar services to the citizens.</i></p>	<p>Professional tasks 2.3.1: Supply and maintenance of the enterprise's Software-Hardware.</p> <p>Professional tasks 2.3.2: Supply and maintenance of the necessary programs for the internal and external communication of the enterprise.</p> <p>Professional tasks 2.3.3: Maintenance of the</p>

Main Professional operations	Specific Professional Operations	Professional Tasks
		computerization and equipment required to serve beneficiaries.
<b>Main Professional Operations 3: Support of implementation of enterprise's promoting activities.</b>	<i>Specific Professional Operations 3.1: Support of the promotion of enterprise's marketing planning.</i>	<p>Professional tasks 3.1.1: Coordination and monitoring of creating printed and electronic material.</p> <p>Professional tasks 3.1.2: Coordination and monitoring of enterprise's participation in exhibitions, conferences, workshops.</p> <p>Professional tasks 3.1.3: Coordination and monitoring of enterprise's promotion in the media.</p>
	<i>Specific Professional Operations 3.2: Support of implementation of the business's sales and / or services plan.</i>	<p>Professional tasks 3.2.1: Coordination and monitoring of the processes of creating the enterprise's printed and electronic sales or services material.</p> <p>Professional tasks 3.2.2: Monitoring of material distribution related to products and services promotion.</p> <p>Professional tasks 3.2.3: Provision of information on target groups for products and services.</p>

Main Professional operations	Specific Professional Operations	Professional Tasks
	<p><i>Specific Professional Operations 3.3: Support of implementation of communication plan and public relations of the enterprise.</i></p>	<p>Professional tasks 3.3.1: Coordination of publicity events.</p> <p>Professional tasks 3.3.2: Responsible for sending material for print and web media.</p> <p>Professional tasks 3.3.3: Coordination of the organization of events and attraction of stakeholders.</p>
	<p><i>Specific Professional Operations 3.4: Actions for promotion of products and services</i></p>	<p>Professional tasks 3.4.1: Monitoring of the market needs in order to improve decision making</p> <p>Professional tasks 3.4.2: Intervention for improving sales and services</p> <p>Professional tasks 3.4.3: Marketing planning</p>