EDUCATIONAL PROGRAM DESCRIPTION IN SOCIAL ENTREPRENEURSHIP

Objective

The objective of the program is to provide the most up-to-date knowledge in a simple and understandable way and the development of the necessary skills for both the more efficient development and management of social enterprises.

Description

Social entrepreneurship has recently taken the form of a social movement that contributes to face the growing social problems. It actually covers a gap, because on the one hand the state is unable to resolve all social problems, because of the economic crisis, and on the other hand the private sector is either not willing to take initiatives, since the economic benefits are usually minimal, or it is not able to provide organized social services (Kiriakidoy and Salavou, 2014).

The Educational Program for the Certification of the Social Entrepreneur is an integrated approach to the subject of social entrepreneurship. The participants will acquire knowledge in order to help them create their own social enterprise or to work in social economy enterprises by maximizing the social impact of their actions according to the contemporary challenges and needs of the business environment. Successful completion is accompanied by a "Social Entrepreneur" Training Certificate.

The program includes five weeks of education and training. The core of the course consists of online lectures as well as experiential learning opportunities through real business challenges both in an international and national level. For the needs of the program it is used the asynchronous training platform OPEN e-CLASS of Technological Instituted of Eastern Macedonia and Thrace.

The Bulgarian participants will use the platform during the program, while the Greek participants will also have to show a physical presence at the institute during the 5th week of the program(due to proximity). In particular, weeks 1 to 5 include both 21 video lectures and supporting educational material. Participants should watch videos, to study the required educational material and take part in online discussions with each other. The fifth week focuses on experiential learning and it is more relevant to practical application and the real needs of the market. It includes not only workshops in which real business plans are being developed, but also open discussions with social economy specialists and analysis (diagnosis and proposals) of real case studies.

The educational program includes the following training methods:

- Video lectures, practice exercises, proposed, directed and self-managed study, research activities, and feedback given by the responsible professor
- Weekly web discussions and reflection questions about the educational material
- Study of real business challenges through case studies
- Individual or group activities on a social problem or a chance of a social impact that interests the participants - developing a business plan.

The main objective of the educational program is to help participants (potential or current entrepreneurs) to move their mission forward by learning how to apply knowledge and skills in social entrepreneurship. It

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will help participants to conceive, plan or further improve their own social ventures and maximize social impact.

The successful completion of the training course will be accompanied a **Certificate on "Social Entrepreneurship"** by the Business School of Eastern Macedonia and Thrace Institute of Technology (EMaTTech)

Content of the course
The modules of the training program include:

Week 1
1. Introduction.
2. Historical review, development, concepts and definitions, experience, prospects.
2.1. The field of Social Economy and Social Entrepreneurship.
2.2. The Role of Social Enterprises and the Social Entrepreneur
2.3. Types and Legal Forms of Social Enterprises
2.4. Best practices of Social Entrepreneurship in Greece and abroad
3. Legal forms of social enterprises
3.1. Institutional framework and general characteristics of social enterprises in Europe
3.2. Legal forms, general characteristics and policies for supporting social enterprises in Bulgaria
3.3. Legal forms and general characteristics of social enterprises in Greece
3.4. Start-up procedures, management and policies of supporting social enterprises in Greece

Weeks 2-3
4. Startup
4.1. Business Opportunity Recognition (Week 2)
4.2. Develop business models (week 2)
4.3. Market Research (Week 2)
4.4. Business Plan Training (Week 3)
4.5. Social Enterprises Funding (Week 3)

Week 4
5. Development
5.1. The Marketing of Social Enterprises
5.2. Social marketing by using the tools of modern marketing for social change.
5.3. Sales
5.4. Impact measurement and performance of social enterprise
6. Communication and group management
6.1. Communication strategies for social enterprises
6.2. Group Management

Week 5
Empirical learning
7.1. Experiential learning activities from the perspective of virtual or real business simulations.
7.2. Open Discussions with Specialists
7.3. Special Project: Business Planning Development Lab

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	Eastern Macedonia and Thrace Institute of Technology **Department of Business Administration** **Educational Program in Social Entrepreneurship. Edition 1.0**

PROJECT:

"Support of Social Enterprises and Enhancement of Employment", SoSEDEE

DELIVERABLE 3.3.2:

Development of SYLLABUS. Includes external expertise from consultants and experts in social entrepreneurship and education/ training. Includes material related to the real needs of the market (e.g. real cost studies, business plan templates) and will add real value to the skills of the participants

D3.3.2b: SYLLABUS translation from Gr to En

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PROGRAMME	INTERREG V-A GREECE – BULGARIA 2014-2020
Priority Axis	4. A Socially Inclusive Cross-Border Area
Thematic Objective	09 - Promoting social inclusion, combating poverty and any discrimination
Investment Priority	9c. Providing support for social enterprises
Specific Objective	9.To expand social entrepreneurship in the CB area
Project Title	Support of Social Enterprises Development and Enhancement of Employment
Project Acronym	SoSEDEE
Proclamation	2367/02-05-2018 (1/2018) Special Account for Research Funds Eastern Macedonia and Thrace Institute of Technology
Subsidy Contract	B2.9c.01
Project Beneficiary	Special Account for Research Funds Eastern Macedonia and Thrace Institute of Technology
Project MIS Code	5016218
Project ΠΔΕ Code	2017 ΕΠ 23160001
Deliverable	D3.3.2b «Development of SYLLABUS»
Sub-contractor	DOMI DEVELOPMENT PC

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Deliverable 3.3.2b:

SYLLABUS translation from GR to EN

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1. EDUCATIONAL PROGRAM DESCRIPTION IN SOCIAL ENTREPRENEURSHIP

1.1 Objective

The objective of the program is to provide the most up-to-date knowledge in a simple and understandable way and the development of the necessary skills for both the more efficient development and management of Social Enterprises.

1.2 Description

Social Entrepreneurship has recently taken the form of a social movement that contributes to face the growing social problems. It actually covers a gap, because on the one hand the state is unable to resolve all social problems, because of the economic crisis, and on the other hand the private sector is either not willing to take initiatives, since the economic benefits are usually minimal, or it is not able to provide organized social services (Kiriakidou and Salavou, 2014).

Social Entrepreneurship is a distinct form of entrepreneurship, which aims both to achieve a social purpose through the creation of a social value and to resolve pressing social problems such as poverty, environmental protection, health care provision, etc. Social Entrepreneurship can be both profit-making and non-profit-making, but without changing its final purpose that is the achievement of a social goal. Social Entrepreneurship start because of visionary and persistent people so as to achieve not only the goal of social change, but also the achievement of solutions with durability that apply basic principles of entrepreneurship to the operation of their organizations (Katsikis and Papagiannakis, 2012).

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The program includes five weeks of education and training. The core of the course consists of online lectures as well as experiential learning opportunities through real entrepreneurship challenges both in an international and national level. For the needs of the program it is used the asynchronous training platform OPEN e-CLASS of Eastern Macedonia and Thrace Institute of Technology. The Bulgarian participants will use the platform during the program, while the Greek participants will also have to show a physical presence at the institute during the 5th week of the program(due to proximity). In particular, weeks 1 to 5 include both 21 video lectures and supporting educational material. The participants watch videos, they study the required educational material and they take part in online discussions with each other. The fifth week focuses on experiential learning and it is more relevant to practical application and the real needs of the market. It includes not only workshops in which real business plans are being developed, but also open discussions with Social Economy specialists and analysis (diagnosis and proposals) of real case studies.

The program of the learning and training methods include:

- Video lectures, practice exercises, proposed, directed and self-managed study, research activities, and feedback given by the responsible professor

- Weekly web discussions and reflection questions about the educational material

- Study of real entrepreneurship challenges through case studies

- Individual or group activities on a social problem or a chance of a social impact that interests the participants - developing a business plan.

1.3 Target group

The training program is aimed to:

- existing and potential social entrepreneurs, who want to broaden their scientific background and to improve their professional and personal skills,
- Social Entrepreneurship consultants, managers of organisations and Social Entrepreneurship support services or social activities so as to enrich their knowledge and skills of the objective,
- entrepreneurship executives who are active in Corporate Social Responsibility actions.

1.4 Goals

1. Understanding contemporary issues and developments in Social Entrepreneurship.
2. Improving the capacity to design and develop initiatives with a social impact.
3. Developing both deeper critical thinking and knowledge on practical issues of Social Entrepreneurship with the help of experiential education and empirical decision-making tools.

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1.5 Learning outcomes

With the successful completion of the program the trainees will be able to:

A. Knowledge and Understanding

- Understand the modern concepts and challenges of Social Entrepreneurship and social entrepreneur.
- Acquire knowledge about the institutional framework governing Social Entrepreneurship both at international and national level.
- Acquire knowledge and skills that are related to entrepreneurship start-up development and communication in topics such as recognizing entrepreneurship opportunity, developing entrepreneurship models, market research, business plan preparation, finance, marketing, sales, social impact measurement, communication strategies and group management.

- Recognize and evaluate the practices of selecting, educating, developing, evaluating and rewarding human resources.
- Draw ideas of Social Entrepreneurship from the existing international and national practices.
- Understand and evaluate real issues or problems related to Social Entrepreneurship through case studies.
- Planning a business plan for setting up a enterprise in the field of Social Entrepreneurship.

B. Mental skills

After having successfully completed the program the trainees will be able to:

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- Develop analytical and critical thinking skills related to the creation and management of Social Enterprises.
- Assess the nature of Social Entrepreneurship and the organizational dynamics that are involved in its effective management.

C. Other abilities

- Taking responsibility in the framework of the requirements for independent research and study.
- Effective time management in the context of successful completion of study and work.
- Skills for effective presentation of ideas in written form.
- Ability to interpret and synthesize knowledge.
- Ability to reflect, revise or challenge the ideas of the same and co-educated learners.
- Managing co-operation and learning relationships with colleagues and academics.

1.6 Evaluation and certificate issued

The Social Entrepreneurship Training Program will provide the participants with the latest tools and approaches so as to address the major social challenges at international and national level. The certification verifies the ability of being a "social entrepreneur" and validates the individual's ability to design, create and effectively manage a Social Enterprise.

The participants of the program are evaluated according to the following table:

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Learning results	**Learning results**	**Value**	**Notes**
A, B, C	Final exams	100%	Multiple-choice exams by using an online platform one week after the end of the program **(exam materials: modules 1, 2, 4 and 5)**
	Total	100%	Minimum total rating of 50% for certification

The final exams demand the participants to attend at the campus of Technological Institute of Eastern Macedonia and Thrace in order to be ensured the relevant credibility through the direct supervision by trainers. Exams include the use of an electronic platform with random multiple choice questions that come from a tank of questions which covers the entire curriculum. The examiners have the opportunity to receive immediate feedback on the results at the end of the exam.

A minimum total score of 50% is required for being successfully completed and it is accompanied by a "Social Entrepreneur" Training Certificate.

1.7 Content of the course

The modules of the training program include:

Week 1

1. Introduction
2. Historical review, development, concepts and definitions, experience, prospects
    2.1. The field of Social Economy and Social Entrepreneurship

2.2. The Role of Social Enterprises and the Social Entrepreneur
2.3. Types and Legal Forms of Social Enterprises
2.4. Best practices of Social Entrepreneurship in Greece and abroad

3. Legal forms of Social Enterprises
3.1. Institutional framework and general characteristics of Social Enterprises in Europe
3.2. Legal forms, general characteristics and policies for supporting Social Enterprises in Bulgaria
3.3. Legal forms and general characteristics of Social Enterprises in Greece
3.4. Start-up procedures, management and policies of supporting Social Enterprises in Greece

Weeks 2-3

4. Startup
4.1. Entrepreneurship Opportunity Recognition (Week 2)
4.2. Develop business models (week 2)
4.3. Market Research (Week 2)
4.4. Business Plan Training (Week 3)
4.5. Social Enterprises Funding (Week 3)

Week 4

5. Development
5.1. The Marketing of Social Enterprises
5.2. Social marketing by using the tools of modern marketing for social change.
5.3. Sales
5.4. Impact measurement and performance of Social Enterprise
6. Communication and group management

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6.1. Communication strategies for Social Enterprises
6.2. Group Management

Week 5

7. Empirical learning
7.1. Experiential learning activities from the perspective of virtual or real business simulations
7.2. Open Discussions with Specialists
7.3. Special Project: Business Planning Development Lab

1.8 Suggested bibliography

Greek				
ISBN	**Writer**	**Date**	**Title**	**Publications**
9789607745361	Olivia Kiriakidou, Eleni Salavou	2014	Social Entrepreneurship	Rosili publications
9789604186815	Sarri and Trichopoulou	2018	Entrepreneurship and Social Economy: From the perspective of the sex	Tziola publications
9789604271405	Team-written	2016	Social Economy	Alternative publications
9789604186396	Steve Mariotti, Carolin Glackin	2016	Entrepreneurship and small businesses management	Tziola publications
Foreign				

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9781138903845	Jill Kickul. And Thomas Lyons	2016	Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World Paperback	Routledge
978019539633	David Bornstein (Author) and Susan Davis (Contributor)	2010	Social Entrepreneurship What Everyone Needs to Know Paperback	Oxford University Press
9781118356487	Chao Guo and Wolfgang Bielefeld	2014	Social Entrepreneurship: An Evidence-based Approach to Creating Social Value Paperback	John Wiley & Sons
9780816676071	Gibson-Graham, Jenny Cameron and Stephen Healy	2013	Take Back the Economy: An Ethical Guide for Transforming Our Communities	Univ Of Minnesota Press

Bibliography

Katsikis, I. and Papagiannakis, G. (2012). Social Entrepreneurship. In: S. Lioukas, *Innovate, Make business*. Athens, University of Economics and Business.

Kiriakidou, O. and Salavou, E. (2014). *Social Entrepreneurship*. Athens, Rosili publications.

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1.9 Studying and evaluation timetable

STUDYING WEEKS	STUDYING DATES	UNITS	STUDYING AND ACTIVITES
1	19/11/2018 - 25/11/2018	1. Introduction 2. Historical review, development, concepts and definitions, experience, prospects 2.1. The field of Social Economy and Social Entrepreneurship 2.2. The role of Social Entrepreneurship and the Social Entrepreneur 2.3. Types and Legal forms of Social Enterprises 2.4. Best practices of Social Entrepreneurship in Greece and abroad 3. Legal types of Social Enterprises 3.1. Institutional framework and general characteristics of Social Enterprises in Greece and abroad 3.2. Legal forms, general characteristics and policies for supporting Social Enterprises in Bulgaria 3.3. Legal types and general characteristics of the Social Enterprises in Greece 3.4. Start - up procedures, management and policies of supporting	First time E-CLASS group meeting of the participants Webinar1, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4 Educational material given: units 1 to 3 Questions/answers relevant to the educational material during the e-class group meeting

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		Social Enterprises in Greece	
2	26/11/2018 - 02/12/2018	4. Start-up 4.1. Business Opportunity Recognition 4.2. Develop business model 4.3. Market research	Webinar 4.1, 4.2, 4.3. Educational material given: unit 4 Questions/answers relevant to the educational material during the e-class group meeting
3	03/12/2018 - 09/12/2018	4.4. Business – plan training 4.5. Social Enterprises Funding	Webinar 4.4, 4.5. Educational material given: unit 4 Questions/answers relevant to the educational material during the e-class group meeting
4	10/12/2018 - 16/12/2018	5. Development 5.1. Social Enterprises Marketing 5.2. Social marketing by using the modern tools for social change 5.3. Sales 5.4. Impact measurement αnd performance of Social Enterprise 6. Communication strategies for Social Enterprises 6.1. Communication strategies for Social Enterprises	Webinar 5.1, 5.2, 5.3, 5.4, 6.1, 6.2 Educational material given: unit Questions/answers relevant to the educational material during the e-class group meeting

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		6.2. Group management	
5	17/12/2018 - 21/12/2018	7. Empiricall earning 7.1. Experiential learning activities from the perspective of virtual or real business simulations	Participants in Bulgaria: Educational material given: unit 7 Questions/answers relevant to the educational material during the e-class group meeting.
6	22/12/2018 - 12/01/2019	7.2 Open discussions with specialists 7.3 Special project:business planning	Writtenexamspreparation. (units:1,2,4 and 5) The multiple-choice written exams will take place on the 12th of January 2019 from 15:00 till 16:30 Greek time.

2.1 THE SOCIAL ECONOMY AND SOCIAL ENTREPRENEURSHIP

2.1.1 What is the historical evolution of the Social Economy and what were the reasons and the causes that led to its development?

According to Geormas (2013:24), the evolution of the Social Economy has been experienced in three phases. The first phase includes the period from the birth of the Social Economy in the early 19th century to the Second World War. The second period concerns the post-war period up to the 1970s. The third is from the 1980s till today.

The "classical - historical" version of the term "Social Economy" appears at the end of the 19th century that is determined by the types of statutes and the legal forms of its organisations which set as essential requirements the democratic way of their operation with the absence of appropriation of potential profits. The duration of this phase is completed in the early 1980s, and it is replaced with the modern form of the term that is "Social and / or Solidarity Economy" (Kapogiannis and Nikolopoulos, 2005:47-48).

The historical, social, political and economic reasons (and developments) as well as the main reasons for the growth of the Social Economy sector since the mid-1970s were the economic crisis, the "end" of Fordism, the deconstruction of the welfare state, the transformations in market operation, the rising of the long-term unemployment, etc. The consequent results were not only the increasing situation of poverty and social exclusion, but also the steep rise in people's living, social and economic needs that the private and public sectors did not have the potential to face effectively. For these reasons, civil society has started to become active, to develop initiatives and establish organisations that were mainly aimed at creating new job positions at the social and economic support of vulnerable and susceptible people (and their families) to address the growing needs that have already been reported (Fefes, 2007:25-33, Kostas, 2014:20-21).

Therefore, in the context of the above developments, the role of the Social Economy was recognised as it found "opportune territory" as a complementary source of employment, entrepreneurship and support of vulnerable and susceptible people from the 1990s onwards. Parallelly, there was an increase of the organisations and the amount of people working in them.

2.1.2 What is the Social Economy and what are the aims and the objectives of their organisations?

According to the national, European and international scientific literature, the basic terms that are related and / or overlap the concept of "Social Economy" are among others the "Non-Profit Sector", the "Third System", the "Third Sector", and the "Solidarity Economy". However, there is neither cohesive nor globally accepted conceptual term" Social Economy" the most widespread, especially in Europe.

By the term of Social Economy it is characterised the area of the economy that it is being put placed between the public sector and the private sector, when those traditional sectors (state and market) either they are unable or unwilling to develop an economic activity with social goals. So it is the society that it is activated and holds the forts of the needs that show up (Rimke, 2000, Borzaga and Defourny, 2001, Defourny, 2001, Chrisakis et al., 2002, Moulaert and Ailenel, 2005).

Additionally, Defourny (2001) defined the Social Economy as a broad range of not-for-profit mainly activities that aim in producing products and services for the satisfaction of collaborative, social and economic needs of the community and its members, which were developed by institutions, organisations and enterprises with primary social goals so as to support mainly people who are members of vulnerable and susceptible social groups.

The Social Economy includes a set of promotional, backing and supportive actions for the employment, the entrepreneurship and the social inclusion in order to protect vulnerable and susceptible people, such as the prevention of unemployment, the upgrading of the education, the developing of the health system, the protection of the environment, the well-being of the local community, and so on. The organisations of the Social Economy are not aimed to seeking a private profit, but to the production and supply of products and services for the satisfaction of collaborative, social and economic needs of the local community and its members. These organisations include the Associations, the Cooperatives, the Mutual Insurance Organisations, the Foundations, the Associations, the Voluntary Organisations, the Non-Governmental Non-Profit Organisations (NGOs) and the Social Enterprises, whose operation is based on the principles of justice, independence, democracy, free participation of the individual’s priority, the solidarity, the equality of sustainability and so on (Borzaga and Maiello, 1998, Rimke, 2000, Borzaga and Defourny, 2001, Defourny, 2001, Chrisakis, 2002, Mitrosili, 2007, Fefes, 2007, Nikolopoulos, and Kapogiannis, 2012,Geormas, 2013, Kostas, 2014, Ntoulia, 2015).

2.1.3 What are the basic principles of the Social Economy and its organisations?

The Social Economy is based on the principles of justice, democracy, solidarity, equality, independence, freedom of participation, respect for the man and the environment, individual's priority and sustainability (Rimke, 2000, Borzaga and Defourny, 2001, Defourny, 2001, Mitrosili, 2007, Fefes 2007, European Economic and Social Committee, 2013).

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The principles that are mainly focused on the Social Economy Organisations (and are related to its basic principles) are: (a) the individual's priority over private profit, (b) the voluntary / participative cooperation system of their members, (c) democracy in all its dimensions, (d) the reconciliation of the interests of their members / users with the social / collaborative interest, (e) the application of the principles of democracy, justice, solidarity, equality and mutuality in their activities, (f) their autonomous management and independence from the state, (g) the use of their surpluses (profits) to achieve mainly social objectives, (h) the creation of new actions aimed to sustainable development and serving the interests of the members of the community (European Economic and Social Committee, 2013).

More specifically, according to Defourny (2001), Social Economy Organisations are governed by the following principles: 1) aim to producing goods and / or providing services to their members and / or to the society rather than attaining profitability, 2) they are both managed and operated autonomously and independently, 3) they apply in their procedures a system of democratic decision-making, 4) their priority is the man and the employment, not the capital.

2.1.4 What is Social Entrepreneurship?

It is concerned that Social Entrepreneurship as a term was emerged in the 1990s mainly in Anglo-Saxon countries.

As in Social Economy does not exist a globally accepted conceptual term, same thing happens in Social Entrepreneurship. The Social Entrepreneurship, like the Social Economy, aims mainly to solve social problems that neither the state can support (public sector) nor the market wishes to step in (private sector).

According to a general definition, the Social Entrepreneurship is characterized the wide range of relationships, actions, initiatives and enterprises operations that

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explicitly pursue, inter alia, a social purpose and aim to solving social problems that cannot be covered by the state and the market do not wish to intervene (European Commission, 2013:14).

In addition, Social Entrepreneurship is being emerging as a new alternative and innovative institution that aims to resolving vital labor market problems, through the development of actions of producing goods and the provision of services, boosting the employment, supporting the entrepreneurship, providing the necessary social services, etc., so as to improve social cohesion, local development, the adoption of new flexible forms of employment, competitiveness and the continued social and economic activity of the community and its members (Borzaga and Defourny, 2001, Chrisakis et al., 2002, Geormas, 2013, European Commission, 2013).

2.1.5 What are the characteristics of Social Entrepreneurship?

Social Entrepreneurship is a distinct form of entrepreneurship for the achievement of a social purpose through the creation of social value, aiming to solve important social, economic and environmental problems such as poverty, social exclusion, unemployment, lack of access to social services and health services, environmental pollution and so on. It is both profit and non-profit without changing its ultimate purpose, that is to achieve a social purpose (Katsikis and Papagiannakis, 2012:3).

According to Light (2006:50), as Kiriakidou and Salavou (2014:34-35) show, the Social Entrepreneurship is undertaken and developed by an individual, a group, an organization, a network, etc., aiming to a sustainable social change through innovative ideas in order to address key social problems that cannot be solved by public and private entities. It includes a combination of resources so as to make good use of opportunities to meet the social needs that cannot be met by the public and / or private sectors (Mair and Marti, 2006:37, as referred to Kiriakidou and Salavou, 2014:34-35).

Respectively, as Kiriakidou and Salavou refer (2014:34-35), Social Entrepreneurship includes those operations, actions and procedures that seek to exploit opportunities to achieve social prosperity by creating innovative new or existing ventures and initiatives (Zahra, Gedajlovic, Neubaum and Shulman, 2009), while Yunus (2008), according to Kiriakidou and Salavou (2014:34-35), extends the boundaries of Social Entrepreneurship and links it to every social initiative and every action that tries to help both the individuals and the society whose characteristics may be economical or non-financial, profit or non-profit.

Finally, Social Entrepreneurship has recently taken the form of a social movement to address the growing social problems (unemployment, poverty, social exclusion, etc.), which on the one hand the state cannot solve, especially during the current economic situation (economic crisis), while, on the other hand, the private sector either "does not want" to take initiatives, since the economic benefits are poor, or it is unable to provide organized and quality social services (Kiriakidou and Salavou, 2014).

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2.2 ROLE OF SOCIAL ENTERPRISES AND SOCIAL ENTREPRENEUR

2.2.1 What is a Social Enterprise and what are its aims and goals?

Social Enterprises are the result of citizens' initiatives for producing goods and the provision of services with the primary social purpose (community members' benefits) and with limited economic benefits (Defourny, 2001:13, Mitrosili, 2007:22-23), that is it concerns initiatives and ventures which are based on entrepreneurship dynamics in order to achieve a primary social purpose (Geormas and Kostas:448).

The Social Enterprises started because visionary and persistent people (often people in need), in order to achieve social change and sustainable social and economic solutions with a duration, based on the principles of entrepreneurship (Katsikis and Papagiannakis, 2012).

According to Stravoskoufis and Geormas (2013:139-142), the Social Enterprises are a new, innovative and alternative form of enterprise aiming not only to solve the problems of the operating of the labor market, but also to fill in the gaps of the public and social sectors. Parallelly, they try to combat poverty, social exclusion, unemployment, etc., of our time by using means inside and outside of the market (Geormas and Kostas:448).

The Social Enterprises are characterized by multi- partnership because members / co-operatives / shareholders / owners may be natural and / or legal entities with their wider participation (employees, self-employed, volunteers, service users, public and private organizations, etc.) in their operation and actions (Mitrosili, 2007:22), they create new opportunities for access to the labor market for people who are unable to

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join in another way (such as people belonging to vulnerable and susceptible social groups, long-term unemployed, unemployed women, low-skilled unemployed, young and/or elderly unemployed, the disabled, single parent families, drug users, prisoners, immigrants, etc.) and they are managed in an "open" way, that is by participating all the parties (members, employees, etc.), without being restricted the involvement of "charismatic" leaders (Defourny 2001:13, Mitrosili, 2007:22-23, Kostas, 2014, European Commission, 2013:33).

2.2.2 What are the characteristics of Social Enterprises?

According to the European Network for Social Economy (EMES), in 1999, it was presented that in order to be identified the Social Enterprises should be met the following 4 economic and 5 social characteristics:

Their economic characteristics are (EMES, 1999):

(a) the continuous production of goods and services,
(b) their high level of administrative and their administrative autonomy,
(c) their undertaking entrepreneurship and financial risk in their operation,
(d) the existence of paid and secure work in their actions.

Their social characteristics are (EMES, 1999):

(a) their aim so as to be benefited by their members and the community,
(b) the collective dimension of their operation,
(c) their members' participation in decisions,
(d) their multi-partnership and
(e) the restriction on the distribution of their surplus and profits

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According to Geormas and Costas (2018:468), the Social Enterprise should meet the following criteria:

- to be activated on a entrepreneurship activity on a stable basis by producing goods and/or offering services,
- to have a defined social purpose,
- to set strict specifications on the distribution of profits so that they can be reinvested so as to create greater social impact,
- to be independent either from the state or from private sector enterprises,
- to be democratically managed and to be participated both by employees and those, who are affected by its commercial activities (members, partners, etc.).

Additionally, a Social Enterprise is defined only if the following eight important criteria are followed (Sakellaropoulos and Oikonomou, 2007, as referred by Kostas, 2014:54-55):

1) Their anthropocentric character with the main aim of meeting social needs from their activity.
2) Their friendliness towards their employees and the employment in those by unemployed who belong to vulnerable and susceptible social groups.
3) The absence of profits distribution for their members, but their reinvestment in the company for its social purposes.
4) The combination of their social and economic goals so as to ensure their economic viability with the parallel achieving of their social goals.
5) Their joint ownership, not for the benefit of an individual but for the benefit of the community.
6) Their democratic and fair way of operating, as well as their transparency in decision-making.
7) The ability of providing volunteering job in their activities, free of charge, for personal moral satisfaction.

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8) Their orientation in the local community, aiming to social cohesion and economic development at a local level.

2.2.3 What is the role of the social entrepreneur and why is he different from the "conventional entrepreneurs"?

As Katsikis and Papagiannakis (2012) report, the social entrepreneur is the entrepreneur who develops an initiative with a social purpose,controls the economic environment in which it operates, experiments his ventures and his decision making process is under condition of uncertainty uncertainty (Prabhu, 1999).

In addition, according to Geormas and Kostas (2018:470), a social entrepreneur has as a prime motivation to create "social value" that is to create added social benefit to the community in which it operates, through a social, environmental, cultural or welfare initiative, in a close connection with the local community itself. Consequently, social entrepreneurs are people who transmute new ideas into action so as to face major social problems by tackling the obstacles and the difficulties, they continue to following their vision and spreading their ideas as much as they can (Bornstein, 2004:1-2, as referred by Kiriakidou and Salavou, 2014:34-35).

The social entrepreneurs are those entrepreneurs who undertake new initiatives that were not taken over by other conventional entrepreneurs, having as objectives the social change and the social support. They are active in innovative ways to achieve sustainable social valueand they firmly believe that they have a responsibility towards the people they serve (target group) mainly for the social results of their activity (Geormas and Kostas, 2018:470).

The social entrepreneur uses the conventional business principles to achieve his goaland he does not differ in the means he uses to achieve his social goals. Its basic distinction and difference from the "conventional entrepreneur" is that he creates an enterprise with the primary goal of social changeand / or social improvement and not solely for the economic benefit (Katsikis and Papagiannakis, 2012). Accordingly, as reported by Kiriakidou and Salavou (2014:34-35), on the one hand the social entrepreneurs have the same basic characteristics as the conventional entrepreneurs (creativity, knowledge, skills, ability, quality, willingness, efficiency, effectiveness, strong moral attitude etc. (Drayton, 2002:124), while on the other hand they differ from conventional entrepreneurs because of the priority of their social mission (Dees, 2001:2).

2.2.4 What are the characteristics of the social entrepreneur?

Following and as a conclusion of the issues mentioned above, according to Katsiki and Papagiannakis (2012), although there is no specific profile of the social entrepreneur, some of his features are the following (Austin et al., 2006):

- he creates both social and economic value for the sustainability of his enterprise,
- he communicates both the vision and the goals to the members and the community so as to understand their relevance and usefulnessin order to gain the support of individuals or the groups that are interested (such as the employees of the company, investors, local society, state, etc.) By adopting their suggestions and their proposals for the success of the Social Enterprise,
- he motivates and activates different interests and motivations (needs, as well) because there are conflicting interests between the parties and the groups concerned, the dissatisfaction of whom may lead to a failure of the actions of the Social Enterprise,
- he encourages (and he does not contradict) the efforts of other social actionsand he does not try to reinforce only his own initiative and success as it has already been stated because his primary goal is not the economic benefit,

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but the improvement of social conditions, so the social actions of other entrepreneurs are not competitive but complementary and legitimate.

According to Adam (2014:19-22), basic prerequisites for the constitution of a founding group of social entrepreneurs for the success of the formation and sustainable developments of a Social Enterprise are the following:

- common values, common understanding, common motives and common goals/aims,
- the common expectations and the expected results that they seek,
- their commitment to respecting their democratic and cooperative operating framework,
- having or having the willingness to develop knowledge, skills, abilities and know-how to establish, develop and make succeed the viability of the Social Enterprise,
- the adoption of specific criteria and procedures for registration and entry of new members,
- adhering to specific specifications for the process of selecting employees and partners,
- the possibility of engaging in the activities of the Social Enterprise other partners, members, volunteers and / or the local community,
- the fair and equitable distribution of work (division of labor) for the establishment, operation and development of the enterprise.

Finally, combined and briefly, the basic characteristics of the social entrepreneur are (Brooks, 2010):

- his vision, his creativity and his innovation,
- his social orientation in social goals and his social sensitivity,
- his credibility, responsibility, positive thinking and his effectiveness,
- the undertaking of economic risk and risk-tasking for social change,

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- the administrative and managerial autonomy and independence,
- the respect for social values such as democracy, justice, equality, solidarity, collectivity, etc.

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2.3 TYPES AND LEGAL FORMS OF SOCIAL ENTERPRISES

2.3.1 What are the models and types of Social Enterprises in Europe?

Although there is no specific and globally accepted legal form for the Social Enterprises in Europe, key models of organizations that can be considered and types of Social Enterprises, which are set up, operated and developed in Europe (including the countries of Greece and Bulgaria) are, among others, in the following forms (Defourny 2001, Borzaga and Defourny, 2001, European Commission, 2002a and 2002b, National Thematic Network of Social Economy, 2005, Fefes, 2006, Mitrosili, 2007, Sakellaropoulos and Oikonomou, 2007, Kassavetis, 2013, Kostas, 2013, European Commission, 2013, Kostas, 2014):

- The Cooperative
- The Limited Liability Company
- The Urban Non-Profit Company
- The Social Franchising model
- The Business Incubator model

In addition, according to Mitrosili (2007:30-36), there is diversity in the types of the Social Enterprises in Europe, mainly because of their national institutional frameworks. However, at European Union level, we may conclude that two legal forms of Social Enterprises according to the European law are (Mitrosili, 2007:30-36):

- The European Economic Interest Grouping (EEIG)
- The European Cooperative or European Cooperative Society

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2.4 BEST PRACTICES IN SOCIAL ENTREPRENEURSHIP IN GREECE AND ABROAD

2.4.1 What is the largest network of Social Enterprises worldwide?

The largest network of Social Enterprises worldwide has been created by Ashoka. Ashoka was founded by Bill Drayton in 1981. It is a non-profit, non-governmental organization that implements and promotes in practice innovative ideas of successful social entrepreneurs who aim at social change and the solving of social problems. The organization is active in 88 countries and has supported and integrated into its global network over of 3,000 leading social entrepreneurs (Ashoka Fellows), including two Nobel Peace Prize winners (Kailash Satyarthi and Mohammad Yunus). Ashoka's vision is to encourage people around the world to think and act as agents of change - Everyone is a change maker.

2.4.2 Who is the social entrepreneur known as the banker of the poor?

Mohammed Yunus is an economist from Bangladesh. He is considered to be the "father" of the "microcredit" and he was honored with the Grameen Bank that he founded by himself with the Nobel Peace Prize in 2006 for "their efforts to create a bottom-up economic and social development" (Sarris and Trichopoulou, 2018: 127). M. Yunus inspired and applied the idea of "micro-loans" that is the borrowing of too small amounts of money into extremely poor people who have no access in regular borrowing by banks. In 1976, by lending 42 people only 27 dollars in total, he was able to drastically change their lives.

2.4.3 What is the activity of Trashy Bags in Ghana and what is its social impact-mission?

Trashy Bags is a Ghana Social Enterprise founded in 2007. Its headquarters are in Accra (the capital of Ghana) and today it is the leader in the area of plastic waste recycling in West Africa. It employs over 40 people. It collects recyclable plastic material mainly from water, milk and juice sachets. It cleans and produces useful and stylish handbags and accessories.

Its social impact - mission can be summarized as follows:

- They prove that plastic may be useful for a long time after its initial use
- They inform the Africans about the dangers of the infection and the trustworthy management
- They employ a workforce for collection, disinfection and process
- They help maintaining cleanliness
- They reduce the need for disposable plastic bags

2.4.4 Which Social Enterprise develops innovative high technology solutions so as to support visually disabled people?

The "I-Cane Social Technologies BV" is a Social Enterprise that creates and develops innovative high-tech solutions with the aim to supporting visually disabled people who also have limited economic opportunities.

The main goal is to improve their lives by developing products and services with employees many times the people of their target group. The initiative of establishing in 2008 and the success of its development was down the social entrepreneur HuuB

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Grooten from the Netherlands to the co-financing through non-profit organizations in the province of Limburg and to the European Union funding.

The great success of this entrepreneurship is that he invented the Man Machine Interface (MMI) software, which allows the user to move in an unknown direction faster without hitting obstacles of the environment.

2.4.5 What is the purpose of the Social Cooperative Enterprise 'Myrtillo coffee' and how is it achieved?

The goal of the Social Cooperative Enterprise 'Myrtillo coffee' is not the profit but the smooth integration of people from vulnerable and susceptible groups in social and professional life with a "dynamic exit" into both real life and productive work.

In addition, the Social Cooperative Enterprise 'Myrtillo coffee' seeks the education and the training of these people in a social area and not in "special" educational institutions.

The income of the SCE 'Myrtillo coffee' comes from the use of their place not only as a coffee shop but also as a multi-event place. It is used so as people with moderate learning difficulties not only to be educated and but also to develop their skills.

- The operation of a manufacturing place transferred into a bakery where the trainees prepare bread, pies, cakes, etc.
- They organise musical, dance and theatrical activities, narrations of fairy tales and literary texts, art exhibitions, etc.
- They organise also therapeutic seminars of psychotherapy, music therapy, cognitive empowerment, eurhythmy, speech therapy, etc.

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2.4.6 What are the main goals of KOISPE Kavala?

Based on its statutes, the aim of KOISPE Kavala is the socio-economic integration and the professional integration of:

- people facing psychosocial problems
- disabled people
- vulnerable people
- as well as in their own financial self-sufficiency through sustainable entrepreneurship activities

The specific social objectives of KOISPE Kavala are analyzed in three axes:

1. The first axis concerns the sustainability and the profitable economic activity, so that it can survive on the basis of the rules of the free market.
2. The second pillar concerns the operation based on social responsibility criteria so that it always works in the social interest.
3. The third pillar is to develop it through job positions creation with priority on employment users of mental health services for people with disabilities and other vulnerable people (members of KOISPE), while at the same time the financial benefit of the members of KOISPE.

2.4.7 Who created the "Social Fashion Factory - SOFFA" and what are their main goals?

The founding of the "Social Fashion Factory - SOFFA" was the result of a cooperational group of young designers and professionals who returned to Greece (after studying abroad), with a vision of developing the both the productivity and the entrepreneurship activity in our country.

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The main goals of the Social Fashion Factory are not only the support of the unemployed, who are active in fashion and small and the medium-sized entrepreneurs, the sustainable creation and the production by using recyclable materialsbut also the integration of both the refugees and the victims of human trafficking into work and into the fashion business world.

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3.1 INSTITUTIONAL FRAMEWORK AND GENERAL CHARACTERISTICS OF SOCIAL ENTERPRISES IN EUROPE

3.1.1 What is the institutional framework of the Social Economy and Social Enterprise in Europe?

There is no single institutional framework for the Social Economy in Europe. Each country has its own regulations and laws for defining the Social Economy and the Social Enterprises. For this reason, there is no single "statute" for Social Enterprises. Thus, the Social Enterprises can have different legal forms and characteristics.

However, because of the important role given that the sector plays in achieving the objectives of the Europe 2020 Strategy for smart, sustainable and inclusive growth, the EU institutions and in particular the European Economic and Social Committee support the establishment of a political framework and action plan to support and promote Social Entrepreneurship both inside and outside the EU borders through the "Social Entrepreneurship Initiative: Building a system to promote Social Enterprises at the heart of the Social Economy and the social innovation". It proposes an Action Plan to support Social Entrepreneurship and social innovation, which includes 3 axes of actions.

Lastly, recently the European Parliament's Committee on Legal Affairs (European Parliament / FICI, 2017) has proposed the adoption of a European Social Enterprise statute which will provide legal protection and certification.

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3.1.2 What are the characteristics of a Social Enterprise in Europe?

As national definitions differ, the Social Entrepreneurship is based on the common features such as the social purpose, the reinvestment of profits, the participation in the organization of administration and decision-making, and may have different legal forms.

For this reason, the European Commission uses the term "Social Enterprise" for the businesses that:

- their main objective is to achieve the social impact against maximizing profit
- they use profits to achieve this social goal
- they are democratically governed and in the administration they have the opportunity to participate in addition to the social entrepreneurs, employees, consumers, target groups, as well as, those affected by their activity.

It is therefore:

- enterprises that provide social services and/or goods to a vulnerable audience (access to care, help for the elderly or the disabled, integration of vulnerable groups, childcare, access to employment and training, addiction management, etc.) and/or
- enterprises whose mode of production of goods or services pursues a social goal (social and occupational integration through access to work for disadvantaged people in particular due to their low level of qualification or social or professional problems caused by exclusion and marginalization), but whose activity may cover goods or services other than social ones.

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3.2 LEGAL FORMS, GENERAL CHARACTERISTICS AND SUPPORT POLICIES OF SOCIAL ENTERPRISES IN BULGARIA

3.2.1 What is the institutional framework of the Social Economy and the Social Enterprises in Bulgaria?

In Bulgaria there is (not yet) a specific law on Social Economy and Social Entrepreneurship. There is a policy framework developed as a result of the implementation of the EU 2020 strategy and the National Reform Program "Bulgaria 2020" for the modernization of the social services, the health services and the education, as well as to combat the poverty, the unemployment and social exclusion. With this background, in 2011, the Bulgarian government approved a policy document: the National Plan for Social Economy. This plan reflects the social commitment of the state to foster the creation of a favorable environment for the application and the development of models and practices in the field of S.E. in Bulgaria. This policy document is accompanied by the Action Plan on Social Economy 2016-2017, which includes a series of actions that aim to facilitating the development of the Social Economy (and the Social Enterprise) sector in Bulgaria.

3.2.2 What are the main priorities of the Action Plan for the Social Economy?

The Action Plan for the Social Economy 2016-2017 includes 5 main priority actions which aim to supporting the development of the Social Economy sector in Bulgaria. These axes are:

- **Axis 1**: Raise awareness of stakeholders in the nature and operation of the sector
- **Axis 2**: Creating support structures for the Social Economy and entrepreneurship
- **Axis 3**: Supporting information on the Social Economy
- **Axis 4**: Providing favorable conditions for education, training and researching so as to support the Social Economy and
- **Axis 5**: Creating a favorable environment that encourages the development of the Social Economy

The responsible entity for the implementation of the Action Plan is the Directorate "Living Standards, Demographic Evolution, Policies and Strategies" of the Ministry of Labor and Social Policy.

3.2.3 What are the legal forms of Social Enterprises in Bulgaria?

The term "Social Enterprise" is not defined in the Bulgarian legislation. However, the national legislation of Bulgaria provides a complex set of regulations intended for the development of activities relating to the nature of the Social Economy. Therefore, the Social Enterprises do not have a specific legal form, but instead they adopt a variety of legal forms. The three most common are the Non-Profit Legal Entities (NGOs) with utilities (associations and foundations) with activities that generate revenue cooperatives that pursue a social goal, including the cooperatives for people with disabilities, and the specialized enterprises with people with disabilities. Two more categories are the Social Enterprises created by municipalities and other Social Enterprises such as cultural centers, lyceums, etc.

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3.2.4 What are the main features of Social Enterprises?

Social Enterprises must have the following characteristics:

- Their economic activity should have a specific social goal, such as the improving of the living standards of vulnerable people through employment and ensuring their financial independence and the provision of services or other forms of support for their effective social and economic integration.
- Their economic activity should have a continual social impact. This means that the Social Enterprises must pursue fundamental and sustained social goals.

3.2.5 What are the main measurements to support Social Enterprises in Bulgaria?

The National Action Plan identifies certain activities, which will be funded to promote the development of the Social Economy in Bulgaria. At the same time, there are other strategic documents that predict measurements to support the development of the Social Economy in Bulgaria.

The most important of these are:

- The National Reform Program 2011-2017which provides measurements such as the development of a manual on the legal forms of Social Enterprises.
- The National Strategy for Combating the Poverty and the Social Inclusion 2020and the Long-term Strategy for the Employment of People with Disabilities 2011-2020.

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- The Operational Program for Human Resources Development 2014-2020, which has a special investment priority for the Social Economy and the Social Entrepreneurship.

Also, the Social Enterprises can receive support from a variety of financial means through tax breaks, state subsidies, grants, donations and social capital.

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3.3 LEGAL FORMS AND GENERAL CHARACTERISTICS OF SOCIAL ENTERPRISES IN GREECE

3.3.1 What is the institutional framework of the Social Economy and the Social Enterprises in Greece?

In Greece, the Social Economy was developed mainly after 2000 and it was instituted with the Law 4019/2011 that establishes the Social Cooperative Enterprises as Social Entrepreneurship.

In 2016 with Law 4430, new definitions are given and many issues are clarified, with regard to the type of bodies SSE the basic criteria that characterise them, their procedures and context. A basic innovation of the law is that S.S.E bodies are no longer defined by their legal form but by their legal status. So, any legal form -except of Social Cooperative Enterprises (SCEs) and Social Cooperatives with Limited Liability (SCLL)-, are accepted as long as it develops activities of collective and social benefits and fulfills a set of criteria.

3.3.2 What is Social Solidarity Economy (SSE) and what are the Social and Solidarity Economy Bodies?

The SSE is the set of the economic activities that are based on an alternative form of organization of the production relations, the distribution, the consumption and the reinvestment, that it is based on the principles of democracy, equality, solidarity, cooperation, as well as respect for the man and the environment.

The bodies of SSE under the Law 4430 are:

- the Social Cooperative Enterprises (SCEs)
- the Social Cooperatives with Limited Liability (SCLL)
- the Workers' and Labor Cooperatives
- any other non-single legal person, if cumulatively:
  i) They develop activities of collective and social benefit.
  (ii) They ensure the information and the participation of their members and implement a democratic decision-making system, according to the principle one member one vote, regardless of the contribution of each member.
  (iii) Their statutes provide restrictions on the distribution of profits.
  (iv) They apply a system of convergence to labor compensation.
  (v) They aim to strengthen its economic activities and to maximise the social benefit generated through the horizontal and equal networking with other SSE bodies.
  vi) They have not been established and they are not directly or indirectly governed by Legal Entity of Public Law or Local Authorities Entities grade a and b or by any other legal entity of the wider public sector.

3.3.3 How many and what categories of Social Cooperative Enterprises exist?

1**. S.C.E. for Integration**, which are divided into two subcategories:

i) CSE for Integration of Vulnerable Groups, seeking to integrate into the economic and social life of people who belong to Vulnerable Social Groups. A minimum of 30% of the members and employees of these enterprises belong to these categories.

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ii) SCE for Integration of Special Groups, which aim to integrate into the economic and social life of people belonging to Special group of population. At least 50% of the members and the workers in these enterprises are obligatory in these categories.

2. **Social Cooperatives of Limited Liability** (SCLL) of Article 12 of the Law 2716/1999 (considered to be ipso facto Social Cooperative Enterprises of Integration).

3**. Social Cooperative Enterprises for Collective and Social Benefits**, which develop "sustainable development" or provide "social services of general interest".

3.3.4 What are the general characteristics of SSE bodies?

- They develop activities of collective and social benefit.
- They implement a democratic decision-making system, according to the principle one member one vote, regardless of the contribution (cooperative share height) of each member
- They provide in their statutes a limitation on the distribution of profits as follows:
  1. a minimum of 5% is allotted to forming a reserve,
  2. up to 35% is given to the workers’ productivity as a motivation,
  3. the remaining 60% is allotted to creating new job position and expanding the productive activity.

3.3.5 What are the basic obligations of SSE bodies?

Two basic obligations that apply horizontally to all SSE bodies are to:

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- maintain a Volunteer Register, which includes non-members who are volunteer,
- have an annual salary charge of at least 25% of the turnover provided that the turnover and the grant revenue from the previous management use exceeds 300% of the annual cost of the wage of a worker based on the minimum statutory salary. **For example**, based on the January 2016 figures that the minimum annual salary was 10,301 €, if a body had a turnover of 30,902 (or 3 x 10,301) euro per year, then he should have an annual salary charge equal to at least 25% of that turnover, that is EUR 7,725.

3.3.6 What is the Registry SSE and what are its responsibilities?

The Department of Registry of Social and Solidarity Economy is under the direction of the Social and Solidarity Economy, the Special Secretariat SSE of the Ministry of Labor, Social Security and Social Solidarity. It controls and approves the applications of the registration, it monitors the actions of the bodies and it certifies their operation as social and solidarity-based organizations and it designs and it develops the supportive measures for their operation. Finally, it maintains the General Registry SSE where the bodies are registered according to their category and operation.

Analytically, its responsibilities are as follows:

a) The provision of information help desk to citizens regarding the conditions of recommendation and operation of the social cooperative enterprises, workers' cooperatives, getting the "Social and Solidarity Economy" status.
b) The provision of information help desk to citizens regarding the operation and the participation to the supporting structures and measurements.
c) The approval of the establishment of Social Cooperative Enterprises and Employee Cooperatives.

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d) The maintenance and the operation of the General Register of Social and Solidarity Economy Bodies.
e) The design and the development of supportive measurements for the Social and Solidarity Economy Bodies.
f) Monitoring the actions developed to support Social and Solidarity Economy Bodies.

3.3.7 What is the General Registry SSE?

It is a database of the organizations SSE maintained in an electronic form and it consisted of the following individual Registers:
a. Register of Social Entrepreneurship (hereinafter referred to as "RSE"), in which are registered:
1. obligatory, the Social Cooperative Enterprises (hereinafter referred to as "CSE") And the Employee Cooperatives (hereinafter referred to as "E.C."), which are introduced to the Law 4430/2016 (GG 205 / A / 31.10.2016) and SCLL of the Law 2716/1999 (Government Gazette 99 / A / 17.5.1999) and
2. (ii) optionally, according to the art. 35 of the Law 4430/2016 (Government Gazette 205 / A / 31.10.2016), which were established by Law 4019/2011 (Official Gazette 216 / A / 30.09.2011)
The RSE includes five sub-categories (SCE of Vulnerable Groups Integration, SCE Specialist Groups Integration, Common Social Security, SCE Collective and Social Benefits, Social Cooperative with Limited Liability, and Employee Cooperatives).
b. Special Register of Other Bodies of Social and Solidarity Economy (hereinafter referred to as "Special Register") in which the existing legal entities, which cumulatively meet the specific criteria described in Article 3, paragraph 1, subsection d 'of the Law 4430/2016 (Government Gazette 205 / A / 31.10.2016), shall be registered.

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The Special Register is divided into individual categories depended on the legal form of the registered Bodies. In particular, it includes the following categories:

1. Agricultural Cooperatives of Law 4384/2016
2. Urban Cooperatives of Law 1667/1986
3. Urban companies of no. 741 AK
4. Other legal forms.

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3.4 START-UP, ADMINISTRATION AND SUPPORT POLICIES OF SOCIAL ENTERPRISES IN GREECE

3.4.1 What are the main supporting documents for registration in the SSE Registry?

The main registration documents and the procedure of the establishment/ registration process are:

1) The application form for registration with attached the Statute and the additionally supporting documents (depending on the category of the Organization - see notes).
2) Opening up a file at the competent tax office.

3.4.2 What is the registration process?

The registration process is similar for all the bodies and consists of 2 stages. The first step is the submission of the electronic application accompanied by the corresponding supporting documents. The Department of Registry shall, after examining the application, inform the applicant of any deficiencies / corrections through the platform.

3.4.3 What are the main administrative bodies of SSE?

The main administrative bodies are the **General Assembly** and the **Management Committee** (for the SCE) and **the Management Board** (for employee cooperatives).

If SCE has 5 members or the Employee Cooperative consists of 3 members only, then instead of the M.B. members can elect a manager who assumes all the responsibilities. The management of each body is described in detail in its statute. However, the main features are:

- Members have the right to participate in the General Assembly and the decisions are taken by an absolute majority of the present members. Each member has the right to an equal vote.
- At the end of each year and before submitting the tax return, a regular MB is called and economic review is made, as well as an account of the actions implemented and it is approved the planning of the new actions or the new strategy that will be followed by the organization.
- The M.B. /A.C. execute the decisions of the M.B. and ensure the proper operation of the organization. It meets regularly at least once every 3 months. The membership of the M.B/A.C. is unpaid.

3.4.4 What are the main support measures for SSE bodies?

Those registered in the General Register enjoy a series of supportive measurements, such as:

- The bodies of SSE have access to funding from the Social Economy Fund and the National Entrepreneurship and Development Fund.
- The bodies of SSE who exert in entrepreneurial activities can be included in entrepreneurship support programs and programs of the Labor Force Employment Organization (OAED) to support work.
- Grade A and B Local Authorities Organizations, the Legal Entity of Public Law, the Legal Person governed by private law, and the General Government bodies may grant by decision of their governing body the use of their movable and immovable property to promote activities of collective and social benefit.

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- the possibility to conclude program contracts with the wider public sector for projects and studies that are explicitly mentioned in their statutes.
- Those belonging to vulnerable groups and working in the Social Cooperative Enterprises or the Employees' Cooperatives continue to enjoy all the benefits and benefits they received.
- The Social Cooperative Enterprises and the Employees' Cooperatives are exempted from paying a business fee for the first five years from start-up. After five years they pay a business fee of 500 euro per year.
- 35% of the profits distributed to employees of SSE bodies, regardless of whether they are members of the organization or not are not taxed as corporate profits (29% + down payment) but are taxed to the employee based on the scale of earned income.

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4.1 RECOGNITION OF BUSINESS OPPORTUNITY

4.1.1 What are the characteristics of the entrepreneur and the social entrepreneur?

The Dialogue began with the particular nature of the entrepreneur, who activates the means available and creates solutions. He does not only innovate, but he also changes the way the economy works.

French economist Jean Baptiste Say (1767-1832), at the beginning of the 19th century described the entrepreneur as the person who has the ability to create value. A century later Schumpeter defined the entrepreneur as the power that leads to social and economic progress, while he mentioned that his absence would create static economies. He also defined the entrepreneur's ability to bring the obligatory transition to the new by destroying the old - the theory of creative destruction. In the modern era Peter Drucker states that the entrepreneur is not necessarily the agent of change, but he is the basis for change as he *"always seeks for the change, he responds to it, and he exploits to it as an opportunity*". The turning point of all theoretical approaches is the entrepreneurship and the chance.

To sum up, the businessman is the charismatic man that while he persistently tries to achieve his goal he becomes part of a larger machine of forming the present situation. At the same time the entrepreneurship is a lifestyle for him. The entrepreneur as an individual activates the transition from an unpleasant - usually non recognisable – reality into a new one and he operates in all areas (technology, society, science). He earns his own income. He is passionate for his activity. He is socially and emotionally intelligent and he has the ability to exploit networks and new ideas. He uses his vision as a compass and does not fail; instead, he learns, adapts and re-manages.

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Like the entrepreneurs contribute and **change the world of business**, so do the Social Entrepreneurs. They act as **agents of change for the Society**.

Jeff Skoll of EBAY referred to the social entrepreneur as "He is the practical dreamer who has the ability, the talent and the vision to solve problems, to change the world for the better by working in a free market where success is not only measured by economic earnings but also by improving the quality of people's lives".

The research of the social entrepreneur's profile states that:

- He uses different vocabulary.
- His creativity.
- His collaborative leadership characteristics, teamwork.
- His social-moral motivation. His long-term motivation of the social orientation. His morality, altruism, and commitment to their community.
- He can take advantage of innovative opportunities that appear suddenly.
- He has the innovation that leads to positive social change independently of mechanisms.
- He has a great desire for change in society. He feels uncomfortable about the status quo. He wants to be socially responsible.
- He is trustworthy. He accepts social criticism, and he is receptive to the feelings of the others.
- Networking & leadership skills are the most important characteristics of his success.
- America has emphasized the heroic nature of the person, while Europe the collective nature.

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4.1.2 What is it that boosts social entrepreneurs?

The social entrepreneurs start off with what motivates them and try to change the data. They choose who they will work with and who they will help:

- Homeless
- Isolated children
- Socially excluded groups
- Economically excluded groups
- Older patients
- School Drop outs
- Society
- Physically or mentally ill
- Other

The social entrepreneur finds solutions to some of the basic social problems.

4.1.3 What is the difference in the model of a Social Enterprise related to the traditional business model?

The social entrepreneurs start with what motivates them and they find innovative solutions by using the tools of the free market so as to ensure that these solutions will be economically viable. While the traditional businesses usually start with the available resources (logic model => resources-activities-output-outcome-Impact) the Social Enterprises start with Impact-Outcome-Output-Activity-Resources / Input.

The social entrepreneurs start with the impact they want to have and go backwards by designing actions and seeking resources.

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4.1.4 What triggers creativity?

What triggers creativity (drivers):

- Curiosity
- Challenge
- Unpleasant equilibrium
- A commitment to resolving the issue
- Perspective to avoid criticism
- Ability to see the positive side of negative outcomes
- Problems lead to improvement
- A problem may be a solution
- Problems are "gifts"

4.1.5 What are the main obstacles to creative thinking?

The main obstacles to creative and sidelong thinking are:

- Perceptual
- Emotional
- Intellectual
- Cultural
- Environmental

4.1.6 What is Brainstorming and what are the 7 steps for effective Brainstorming according to IDEO?

Brainstorming was originally developed by Osborne as a high-profile advertising agent so as to create better campaigns. Osborn (1979) reported first that the method was the one that was used by Hindu teachers in India that used the Prai- (outside of yourself) Barshana (question) method for more than 400 years. Brainstorming is effective because it allows the cooperation of both parts of the brain. Its basic elements are free ideas and absolute absence of criticism.

The 7 Steps for Effective BRAINSTORMING by IDEO:

1. **Postpone any criticism**. There are no bad ideas at this point. There will be enough time for criticism later.
2. **Encourage daring ideas**. Daring ideas are those that create real innovation. It is easy to land them on the ground in a second stage.
3. **Build on the ideas of others**. Always think in the context of "AND" instead of "but / however". If you do not like an idea, challenge yourself to build on it to improve it.
4. **Stay focused on the issue**. If all discipline themselves, we will get a better result
5. **Be visual**. Try to involve both the logic and the creative side of the mind
6. **A discussion at a time**. Let the ideas be heard and then build on them.
7. **Try for the quantity**. Put a high target on the number of ideas and get over it. Remember that there is no need to extend so as your idea to be accepted. No one judges at this stage. Ideas need to flow quickly.

4.1.7 What is the mind map and why is it supportive?

The mind map is found at the work of Tony Buzan in the 1970s.It is a technique that it is applied so as to allow the release of the total brain capacity. This technique is successful because it mimics the way our brain works. We are taught and trained to think linearly while our brain works very differently and widened.

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4.1.8 What is the Human-centered design and what are the 5 stages?

Anthropocentric design allows the creation of services and products that meet the peoples' real needs.

It is a methodology that allows for a problem-solving approach focused on solutions that have the human as the main focus. It has been proved to be ideal for solving complex challenges that have difficulty in defining them, through a deep understanding of human needs. The method creates solutions by re-casting the problem with a human-centered approach and it creates ideas through brainstorming and creative techniques resulting in practical actions such as the creation of a prototype, and its testing in the field.

The five stages according to d.school are Empathise, Define, Ideate, Prototype, and Test.

4.1.9 What is the systemic thinking and how does it help solving problems?

Systemic thinking is a field of Management that focuses on understanding a system by looking at the links and the interactions between its parts universally. This allows understanding of the system and it enables a creative approach to solving or improving through the targeted interventions.

By addressing a problem at the level of the system that creates it, points can be identified points, that an intervention will have a greater percentage of success or identify the signs that create it.

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4.1.10 Refer to the 5 myths about the business idea.

MYTH 1 - "The idea comes from nothing"

The business idea is also a misunderstood concept. The Greeks like using the phrase "got lucky". Is it true?

NO. There is no overnight success. First comes the need and then the idea follows. The idea is a long process of enriching and cultivating our cognitive base from research, experience, worldliness and observation.

Newton did not have the idea because of the apple. He devoted years to cultivating this cognitive base around the field, and at some point the "dots" were joined and the fact of the falling of the apple caused an activation and multiple knowledge connection. So happens in entrepreneurship for solving a need and a problem we have to work on it so as to understand and link the points.

This misconception usually happens when we see success, not the way to it. A famous entrepreneur has said: "I spent 15 years on my overnight success."

MYTH 2 - "Either you have an idea or you haven't"

There is also the impression that entrepreneurs have succeeded because of their idea. According to Amar Bhide's survey on entrepreneurs around the world, the 85% succeeded because of other peoples' ideas and only the 15% on their own ideas. Each person who has an idea does not mean he has the means or that he will take the risk to try it.

A simple way to make a quick diagnosis of your business idea is what Marketing is referred to as the Unique Selling Proposition (USP) and answers the question "Why should Your Product / Service be bought".

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MYTH 3 - "There are so many big companies with so many means and people with ideas"

Absolutely Not. As Gladwell says:

"Startup companies, with new solutions to the old problems, overcome the big business (Goliaths)"

In the business community, the legend of the "big" is a "Dragon" that terrorises and accompanies multiple debates between small and medium-sized businesses (SMEs).What is interesting is that the great and omnipotent "dragons" in all the fairy tales found their "master" by a simple man with stubbornness and a plan that knew how to properly manage his "armory". We therefore refer to the fact that large companies are powerful in means yet they lack in flexibility and they have limited access to methods and tools that small businesses have.

MYTH 4 - "I Trust My Idea, It Will Work"

Eleanor Duckworth in her book "Having of wonderful ideas" says "I trust my idea; it does not mean it is right, it means I'm willing to try it.

Ideas are full of what you may have heard as the founders’ syndrome. The founder falls in love with his idea and supports it more than he should. What it is prevalent in the business world and it is known is the False Start stage, as it is a fact that in order to be a product successful on the market it must pass the borders of the founder's beliefs and to be progressively adapted through testing to the final consumer.

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MYTH 5 – "If I say my idea it will be stolen"

Are you afraid of being your idea stolen? If you are lucky, they will tell you their opinion. Remember that the biggest problem of new ideas is that they have incorporated the stereotypes and the beliefs of its founder and they have not proved that the beneficiary, customer, customer needs them.

By discussing your idea you can:

- Be aware of listening to other views that may lead you to an improved version of your service / product.
- Find "Evangelists" to help you communicate your idea and create reputation, recognition.
- Find partners or escorts, supporters in order to create a winning team.
- Find potential investors.

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4.2 DEVELOPMENT OF BUSINESS MODELS

4.2.1 What is a business model?

It is a framework that helps to understand how different parts in an organization (such as marketing, production, finance, partners, etc.) interact in order to create value for customers - that is, **the business logic of an enterprise**. It is a plan to secure revenue and profits from running a business.

4.2.2 How can a business model canvas help a social entrepreneur?

Business model canvas is a popular visual tool for managing a (social) business strategy to develop new or record existing business models**. It helps us briefly describe how an enterprise creates, delivers and captures social and commercial value**. It offers the business team a structured and concise way to clear up a business idea (what problem is solved, to whom it is addressed, how it is solved, how much it costs and how much revenue it will generate) and turn it into a viable business proposal. It also has the potential to explain quickly and effectively to third parties (e.g. financiers or other stakeholders) the idea and the main elements of the operation of the business.

Generally, the business model canvas is a powerful tool and it is designed to change quickly, **with the aim of confirming or rejecting our business affairs in line** with the real needs of the market.

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4.2.3 Describe the 9 dimensions of the business model canvas.

1) **Value proposition:** the proposed value aims to solve customer problems and to respond to their needs. This is why customers prefer a business to another. For Social Enterprises there are two value propositions, the social (impact, social mission) and the commercial (products / services).These two values are interdependent, since making a good business is never enough to be viable if, above all, the service and its product are not good and attractive to its customers.

2) **Customers:** they are the individuals or organizations for which the business creates value. Customers are the heart of a business model. In order to best meet the needs of its customers, the business should group them into specific categories with common needs, common behaviors or other common characteristics.For Social Enterprises, there are at least two different categories of customers. The one is those who purchase the products and services of the enterprise (commercial customers) and the other the customers who want to support and / or benefit from the social benefit of the enterprise (social clients - impact customers).Some Social Enterprises face their financiers as co-workers, not as potential customers, which can be restrictive.

3) **Channels of communication:** describe how a business approaches the customer groups it has selected and offers its value proposition. They include the communication, the sales, the distribution, and the after-sales service. It is of strategic importance which activities (information, evaluation etc.) will be carried out by the company itself (e.g. sellers) and what will be done by external partners (e.g. wholesalers).

4) **Customer Relationships**: It determines the type of relationships the business has with each category of customer. The relationships that a business creates with its customers greatly influence the overall customer experience of the business. For Social Enterprises, it may be of a particular interest to put aside the traditional

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relationships that a business has with its customers and to explore how their customers could become their "community" or how they could co-create in business.

5) **Sources of revenue**: They relate to the ways and the pricing mechanisms by which the business captures value. The sources of revenue enable Social Enterprises to evolve and create social value. For a Social Enterprise to be meaningful, the source of its revenue should be linked to its social mission and the social benefits it can create. Equally, a balance is needed between sources of revenue that may be derived from the provision of social value (e.g. charities) and from commercial value (e.g. sales). Under no circumstances should the enterprise rely solely on charities to support an unsustainable business model.

6) **Main resources**: They are the most important resources required to operate the business model. The main resources may be physical, financial, intellectual, human or of social impact resources. They may either belong to the enterprise itself or be searched by external sources or by the company's main partners.

7) **Main activities**: these are the most important actions the business must take so as to ensure its successful operation (securing both commercial value and social impact).In a Social Enterprise there are "complementary" commercial / social value activities and "conflicting" activities of commercial / social value.

8) **Key Partners:** The key partners are the network of suppliers, allies, supporters and co-creators needed to ensure that a Social Enterprise can achieve both its commercial and social goals.

9) **Cost Correction**: It includes all costs that are burdened by the operation of the business model. These costs can be estimated relatively easily if the main resources, the main activities and the key partnerships are identified. There are commercial and social impact costs.

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4.2.4 How is the business plan canvas used?

Canvas Design: The canvas has two parts, the right part is related to the creativity and the emotion and it is about creating and transferring value to the client (extroversion) while the left part is related to efficiency and logic and it is what it is needed so as to create value (introversion).For the design of the canvas we start from the right section. We initially recognize the value proposition and the customers. It is important to exist a product-market fit that is the value proposition (commercial and social) to suit the appropriate customers. Then we move on to the communication channels (how the value proposition reaches customers) and in the customer relations. Then we reach the revenue sources. Immediately after that it follows the left part of the canvas. We start with the main resources and processes and then we approach the key partners. Finally, we record the cost structure.

Practical issues: We use different in colors post-it so as to categorise the issues related to commercial and social value. The business team can also combine texts with plans for better visualisation.

Development of Prototypes: An idea usually does not have a perfect shape but it is modified, adapted, and shaped. The business model canvas is a powerful tool and it is not something we do once. On a continuous basis, the potential entrepreneur tries business hypotheses; he measures his progress and he adapts his business model to the real needs of the market. The entrepreneur uses cost-of-concept (Customer Acceptance) cost-effective ways of thinking, such as discussions with customers, vendors, distributors, developing online advertising (recognition of interest), and online gathering of information for the acceptance of the idea (by using the poll fish tool).Through this process, based on the inputs he receives, he develops many different canvases until he reaches the desired business model that confirms all of his

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business affairs (multiple business models as thinking tools for poking different directions).

The design methodology involves a process in which we convert our ideas into original business models. It is characterized by a continuous circular process of prototype development (by using many canvases), customer understanding, and re-evaluation of ideas (real data adaptation).

4.2.5 Describe the relationship between a business plan and a business model.

Generally, the business model is dynamic and it is designed to change quickly so that each time to reflect the finite moment while the business plan is more time-consuming to be made and more static (it captures a specific moment and until the data has been compiled it may have changed).However, we could say there is a complementarity. In the initial phase of business opportunity exploration, the development of the business model and the standardisation are parts of the feasibility analysis that is the examination of the viability of a business idea. In the initial phase of business opportunity exploration, business model development and standardization are part of the feasibility analysis, that is the examination of the viability of a business idea.

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4.3 MARKET SURVEY

4.3.1 What is a market research?

Market research is the study of markets that is who buys products and services, what the characteristics of these people are and how they can be accessed through display tools. The market research studies the consumer units and the competitors that define a particular market. It is the process of collecting, analyzing and interpreting information about a business, its product offerings, and its existing and potential customers. The collected data are used to improve its knowledge both of the structure and the prospects of a market as well as the needs and the desires of the consumers.

4.3.2 How can the market research help a social entrepreneur?

The market research is often referred to as the "eyes and ears" of the business. Because it offers catalytic assistance to the decision-makers of the marketing department in a Social Enterprise, in decision-making on individual strategic issues such as segmentation, targeting, placement, buyer-consumer analysis, sales promotion techniques, price, distribution channels, evaluation of results, etc. In summary, the market research helps:

- Identifying opportunities and problems: The research identifies problems that the enterprises need to correct or eliminate, such as the consumers' dissatisfaction, as well as it deters problems that can be avoided if they are detected in time. At the same time, it highlights opportunities that the business could exploit for its benefit, such as new products and new users.

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- Developing and evaluating marketing actions: New marketing programs (e.g. advertising campaigns) are being developed through marketing research that is evaluated after their implementation to determine their effectiveness (e.g., the world's resonance).
- Checking the performance of the marketing plan: It is very important for the business to be able to check whether the strategies and methods followed have had results, for example if consumers were satisfied and to what extent.
- Improving the process of marketing: Only through the improvement and expansion of knowledge are developed theories that explain, describe and predict the phenomena of marketing.

4.3.3 Describe the stages of a market research:

Stage 1: Problem definition.

This is the first and perhaps the most important stage, because if the problem is not stated it cannot be solved. As it is said, "if you do not know what you are looking for, you will never find it". Defining the broad or specific problem is not always easy. Full understanding of the environment is required and sometimes interviews with experts and / or collection and extensive data analysis are needed. When the problem is identified and defined, then the researcher can proceed with the design and implementation of the research.

Stage 2: Development of an approach to the problem.

Developing a specific approach involves identifying variables that affect research planning. For example, particular characteristics of the respondents, ways of their

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effective approach, etc. A key element in this second stage is the selection, adaptation and development of a conceptual framework.

Stage 3: Development of the research design.

At this stage, all the procedures that are needed for the smooth conduct of the research are analyzed in detail. This is a study that actually checks empirically the research affairs or answers the questions of the research.

Stage 4: Fieldwork or data collection.

In this phase, we usually start by collecting secondary data, that is, data collected by another researcher for another purpose and not for this research.Then it is described the collection of primary data, those collected for research, for the first time and by the researcher himself. At this point, the respondents are also selected for primary research.

Stage 5: Data preparation and presentation.

At this point, the data are checked, encoded and verified for both quantitative and qualitative data.

Stage 6: Report preparation and presentation.

Once all of the above steps have been completed, the research should be recorded in a written report describing the research plan, the data collection, the analysis process

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and the main findings. A first oral presentation is given to the client for any clarifications or details, as well.

4.3.4 What are the two main forms of research?

- Primary research that is conducted directly on the subject (s).
- Secondary research conducted indirectly through existing data.

The combination of primary and secondary research is usually the best solution.

4.3.5 What are the most popular methods of primary research?

Personal interviews. Face-to-face interviews by using either flexible question guides or structured step by step questionnaires. For example, you can get interviews from students at your university or from consumers in your local market.

Telephonic researches. They are personal interviews conducted by telephone. When your clientele is not strictly localized or easily accessible, you can reach more people with this method. However, the increasing use of mobile phones has reduced the popularity of land- lined telephones, so the sample may not be representative, as existing land- lined phones mainly belong to elderly people.

Written questionnaires. They can be sent by mail or e-mail or through certain special webpage. Several poll programs are available online to simplify this method. The website Survey Monkey (http://www.surveymonkey.com) creates effective, written

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questionnaires online. The questions of the research are clearly stated, they are easy to be understood and they are synoptic.

Focus groups. If you want to receive information from guided group discussions, you can use the focus groups. There are specially designed facilities you can use in order to gather focus groups or just find a suitable, quiet place.

Observation. Observing the patterns of interaction, the placing and the volume of purchases will help you understand your prospective customers and the competition. Secret purchasers (people you've hired to visit and rate specific stores) fall into this category. In addition, an event, such as a trade fair or a business meeting, is an opportunity for observation and learning. Make sure, however, that you do it in an ethical and moral way.

Monitoring. It may be helpful to watch advertisements, prices, and receive various other information via the media. You can collect this data in order to discover price and promotional patterns, as well as, the marketing strategies of your competitors.

4.3.6 What are the best-known methods of secondary research?

- Internet search Searches of public and private databases (e.g. Greek Statistical Authority or Eurostat).
- Data from branch associations, chambers of commerce and public services.
- Review books and files.
- Websites of your competitors.

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5.1 MARKETING OF SOCIAL ENTERPRISES

5.1.1 Do you think that social entreprises need to have their products or services by using marketing methods?

The students who will respond positively will probably argue that Social Enterprises have to use marketing methods because only in this way their social mission may be both known, and sensitize the stakeholders (including the beneficiaries).

Indeed, the various parties involved cannot use the products or services of a Social Enterprise if they do not know their existence. Marketing can also be a tool to persuade the immediate beneficiaries of the Social Enterprise about the benefits of using their products or services (social marketing logic).The students who disagree may say that marketing methods are not needed, since people in need do not need to be persuaded to use social services because they are simply forced to use them (such an argument is certainly wrong).

Also, these students may argue that when social businesses use marketing tools there is a risk of be diverged from their mission, that is to help people in need. The second group of students is probably approaching marketing stereotypically.

5.1.2 Should Social Enterprises segmentate their purchases?

The Social Enterprises should segment their purchases because they cannot do otherwise! And that's because they just cannot target all markets. They have to choose! You cannot be useful to everyone, because in the end you will be nothing and useful to none.

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To be effective, a Social Enterprise should target in specific groups of beneficiaries, e.g. focus on specific social needs.

Because of limited resources, a Social Enterprise cannot cope with or try to solve all the social issues in a particular society. This requires a Social Enterprise to develop a unique identity by addressing a particular social need. One of the basic - perhaps the most important-fundamental principles in marketing theory is that of selectiveness and focus.

5.1.3 Explain the difference between Social Enterprises marketing and cause-related marketing.

Marketing for Social Enterprises refers to the process of using both traditional marketing tools and techniques in the framework of Social Enterprises. Cause-related marketing is a form of promotion that it is related to social purposes. In particular, the cause-related marketing is about the promise that if the customer purchases a unit from the product / service then the enterprise will contribute to one purpose respectively.Marketing for social businesses is wider than cause-related marketing.

5.1.4 Discuss the importance of social media related to the Social Enterprises.

Social media are about using social networking sites like Facebook, Twitter, Instagram. To begin with, they enable awareness (awareness) about a product or service and knowledge about their characteristics. Also, social media allow companies to create relationships and emotional relations with their clients (relationship

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marketing).The same is true for Social Enterprises. Social media can help Social Enterprises to create "communities" of stakeholders, including benefactors, donors and the general public.

5.1.5 Identify the difference between the social marketing and the commercial marketing.

The social marketing uses both the commercial marketing theory and the tools. The primary goal in social marketing is the social good, while in commercial marketing, the goal is mainly economic. This does not mean, of course, that the enterprises that (satisfactorily) use commercial marketing cannot contribute to a social aim. In simple terms, in social marketing the product is a social aim (e.g. driving and alcohol do not go together).

5.1.6 Explain why Social Enterprises should use / include the four Ps (Product, Price, Place, Promotion) into their marketing campaigns.

The inclusion of the four Ps (Product, Price, Place, Promotion) into the social marketing campaigns is of great importance for the efficiency of the Social Enterprise. Without marketing the Social Enterprises cannot be effective and therefore they cannot achieve their social aim. Just think that each of us, in his daily routine (others worse and others better), marches himself (e.g. when you look for a job - in this case what is the product? The price? The place? The promotion?).

The Social Enterprises should be able to describe their products or services and to determine whether customers will pay for them. Social Enterprises should also be able to communicate effectively with the stakeholders (to build trust relationships through both systematic and honest communication via multiple channels), as well as, to

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manage issues of distribution and supply chain ones with regard to products or their services.

5.1.7 Explain how the understanding of the marketing concepts and techniques could help Social Enterprises?

The understanding of both the marketing terms and techniques allows Social Enterprises to develop marketing capabilities. The marketing capabilities refer to efficient conversion processes of (limited) marketing resources (product investments, price, distribution, promotion) into marketing results (sales, trust, satisfaction, differentiation from competition, reputation, social impact).

These possibilities, in other words, essentially are about to the Social Enterprises so as to be able efficiently to design products and services based on the people's needs they serve.

5.1.8 Explain the differences and the similarities between selling a product or service within a (traditional) commercial framework and selling a social product or service within a Social Enterprise.

The purpose of selling a product within a business is to make a profit. As a result, entirely trading companies focus on product innovation and / or better prices so as to be competing and to gain market share. In a Social Enterprise, however, the purpose of providing a product or service is to face a social need. For example, the aim could be to refine poverty or to improve the health care system or the educational one.

In addition, in Social Enterprises, the purpose of selling is not the profitability (if it comes, fair enough, although Social Enterprises should be profitable, otherwise their

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survival is jeopardized and therefore their social mission - that profit reinvests in the social mission).It should be mentioned here that for some Social Enterprises the buyer may not be the user of the product or service but a third party (e.g., buying a One World Futbol not for personal use, but for donating to children in need). This separation is important in the theory and practice of marketing.

5.1.9 Explain each of the four components of a social marketing campaign.

In order to be effective, a social marketing campaign should include the "classic" four marketing characteristics: 1) product, 2) price, 3) promotion, 4) distribution. The Social Enterprise has to describe the product or service that offers to the beneficiaries, and in particular it has to highlight the key benefits of the product or service. The customers are primarily interested in the benefits that arise from the features and not from the features themselves. They are interested in learning what the product can do to solve their problems (the same applies to any client of a business - as some people say, when we buy drills we actually buy holes!) When we buy cosmetics we actually buy hope and acceptance and / or we satisfy our vanity).

The Social Enterprise should also refer to the price. For some Social Enterprises, it may be true that direct beneficiaries of the product or the service do not pay an amount of money or pay a small contribution. If other third parties pay, it is important not only to communicate the price but also to determine how the product will be distributed to the beneficiaries (that is the users and the purchasers different people as it was mentioned above).

So, it is important for the Social Enterprise to indicate where (the distribution channels) the potential customers and the beneficiaries will be able to acquire the product or the service (through retailers such as Amazon, and / or directly through the Social Enterprise website etc.). Finally, a Social Enterprise should design and

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implement promotional campaigns of its social provision through a mix of communication channels (media, social media, outdoor advertising, personal sale) by informing the potential customers or beneficiaries about the availability and the benefits of the product or the service.

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5.2 SOCIAL MARKETING

5.2.1 What is the relationship between the social and the traditional marketing?

Marketing is primarily concerned with understanding and serving the needs of the customers in order to maximize profit for the business. However, its principles also apply to a social aim.

The basic principle of Social Marketing is the pursuit and the assurance of the individual and the social benefits and everything begins based on this principle. The social marketing seeks to create a framework for promoting beneficial social behavior.

5.2.2 Report the 6 concepts of Social Marketing.

1. Orientation and focus on the citizen
2. Clearly defined social purpose
3. Offer of social value through a mix of Social Marketing interventions
4. Theory, awareness, segmentation defined by data and elements
5. Competition analysis / obstacles and assets
6. Critical thinking, reflexivity and ethics

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5.2.3 On what is the orientation and the focus referred on to the citizen?

The research, the design and the implementation of the Social Marketing is based on a commitment so as to understand and involve the communities and the beneficiaries of social programs.

This means that the traditional approach shows that experts decide what should happen and how it should be overcome. The SM mixes citizens in the process of recognizing the problems, developing and designing solutions while implementing them. This involvement ensures that the program meets the true needs of the public throughout its lifetime.

5.2.4 What does it mean and why it is important to define clearly a social purpose.

The definition of the social purpose refers to focusing on a defined social goal.The clarity of the aim allows the design of the programs that deal the problem in depth, create targeted interventions and help reducing assets scarcity.

The clearer the goal is to achieve better results at all levels. Planning the program, researching and collecting data, defining the right target group, understanding the public and creating representative interventions are more likely to be accepted by the public. A key feature of defining social goals and aims is that they both allow the use of clear measurement tools and facilitate the continuous monitoring, measurement and evaluation of interventions.

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5.2.5 Why is the process of researching and understanding the public in social marketing important?

People do not always want to change behavior. The process of understanding the people that will be helped is a very basic concept of SM as it develops different approaches in order to support communities and individuals. The deeper the understanding of the target group that is tried to be benefited by the social marketing program, the more likely the success of the program and the acceptance of a new behavior.

Understanding can help so as to be removed the potential obstacles, to be adopted by a person a beneficial behavior, to design supporting plans or to find the activator that will lead the individual who will motivate so as the person to change behavior.

5.2.6 Describe the competition / obstacle / and asset analysis.

In SM, it is often necessary to identify the competitors, the competitive attitudes, the obstacles and the available assets.

Competition may involve a structure, a branch, a business that attempts to influence the common goal in a negative direction. For example, if we target a healthy diet with less sugar, then the sugar industry invests with exorbitant capitals against our own goal.

Competitive behavior is a behavior that exists and does not change easily. For example, if we try to fight the obesity if we use large dishes or consume large amounts of food in the evening.

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An obstacle is what prevents the beneficiary from adopting the new behavior. For example, many bars after 21:00 do not serve coffee in order to promote customers to alcoholic beverages.

Assets are all available means at the intervention level. For example, if we are aiming to promote the exercise and we have the synergy with a bicycle-giving agency to provide citizens moving at the center, they are assets.

More generally, for the analysis of the competition, we pay attention to:

- Competitive internal influences (psychological factors, enjoyment, desire, risk taking, addiction, etc.) and external (general influences / factors and parties that influence and demand the attention and time of the public or they offer alternative or opposite behaviors).
- Strategies that aim at the reduction of the potential impact by considering the positive and the problematic external influences, as well as, influence the factors.
- Factors that compete for the attention and the time of the group you are targeting.

5.2.7 What are the three main types of behavioral influence?

1. Biological influences
2. Social and economic influences
3. Influences from the wider generalized environment

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5.2.8 Report the four ways of influencing behavior.

Correspondingly to the three main factors of influence, there are 4 ways that are proposed for the influence of the behavior. There are many ways so as to be categorized the wide range of both the existing behavioral theory and models. Below are the most common parameters that affect behavior and they are summarized in four different fields:

1. External influences - they have to do with the environment
2. Inner influences - they have to do with the individual
3. Barriers to Behavioral Influence
4. Behavioral Change Activators

These four fields, although they are helpful in mapping the wide range of theories and models into distinctive factors that contribute to the influence of the behavior, they should be faceded by understanding that there is a great deal of interaction between them.

5.2.9 What are the challenges of the Social Marketing?

In traditional marketing that the value creation with the user for the user is the basis for the consumer’s behavior, i.e. the product market, the social marketing has a strong disadvantage.

People do not want to change for a variety of reasons. Even though they may know that their behavior does not benefit them, they do not change attitude in order to adopt a beneficial behavior to them and to the society. Therefore, the biggest challenge of the SM is to overcome the value creation and should take into account all the parameters that will contribute to the acceptance of a new behavior.

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Therefore SM has a challenge to address the resistance of people in order to adopt behaviors beneficial to them and to the society by designing programs that they encourage not only change, but also they are acceptable.

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5.3 SALES

5.3.1 A Social Enterprise, if it has a good purpose, it attracts customers and money.

There is generally a misconception about Social Enterprises. This perception is about the illusion that when a business is social, it does not take much effort and financiers and customers will "run" to support this business, product or service.However, this is not true, and perhaps the source of this misunderstanding comes from the ability of the third sector of the economy that activates and exploits the social capital or else the society to support a goal.

The concept of the sales has been linked to the first sector of the economy, particularly the private sector. However, the Social Enterprise is like a normal business (planning, organization, administration, control, etc.) and combines both the social and the commercial purpose. It has a social purpose but uses the market tools to achieve its sustainability. Social Enterprises based on the definition are BUSINESS, which means that part of their income comes from the market or generally through business activity. This kind of income is called independent and it is opposed to the dependent that are donations and subsidies.

Starting out, we assume that a Social Enterprise is a normal business. The point is that CUSTOMERS buy you to meet their own needs,and they will never buy simply because your social purpose is good. In terms of Marketing it will help you have a good "story" but if your product does not meet the needs of the public then it will soon be wrecked.

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5.3.2 Are clients and beneficiaries the same for a Social Enterprise?

The biggest challenge for a Social Enterprise is the balance between the social and the economic goals. Being hybrid schemes operating on the borders of the three sectors of the economy (State, Market, Nonprofit), they face the challenge of managing the complexity of the dual identity.

The majority of Social Enterprises from the one hand are addressed to non-profit institutions and the state to find resources (dependent income), and from the other hand in the market to collect sustainable income while having a social purpose serving its beneficiaries. Here, confusion arises about whom the customers are and who the beneficiaries.

In some cases this coincides e.g. if the goal is to sell food in affordable prices to homeless people then they are customers and beneficiaries. If, on the contrary, we sell food or something else to customers who can pay so as to use the profit to provide homeless food for free, then the homeless are our beneficiaries and our consumers the 'customers / supporters'. Supporters, because they support our aim. But we should understand that the aim is not enough so as to make a Social Enterprise sustainable.

5.3.3 Why is the duality of the Social Purpose a challenge?

It has been observed that the duality of mission in Social Enterprises has contributed to the tendency to adopt the mission that serves best the social entrepreneur. So if it comes from an environment with a financial background, at the right time it will have to make a decision, it will choose to support the identity that it is the most familiar. The economic performance of the enterprise over its social performance. Instead, social workers choose the decision that serves the social impact, as they feel comfortable (comfort zone).

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For example, think about a hospital's management. The Head Manager faces a difficult decision. The finances of the hospital are in a bad situation and if it does not cut the costs it will have financial losses. If it reduces the spending that means they reduce the quality of care of the patients. It is a tough decision. If the Governor comes from the school of economics (executive, MBA, etc.) then he will make the decision that feels more comfortable with cuts. Instead, if he is a doctor it is more likely to ignore the economic impact as he feels comfortable as a public servant who thinks about Hippocrates' oath. There where the two situations intersect it is the balance.

5.3.4 What is the relationship between Marketing and sales?

The most common question is what the relationship between Marketing and sales is. It all started with sales.

Sellers at some point sought people to support them on the scientific basis of sales. What they knew well was to sell.

However, it took a lot of time to create databases, to understand customers, to create ads, messages, media, and so on. Initially, a supportive department was created with mainly visual action and later received another scientific basis as a marketing department that was designed so as to provide to the vendors with the necessary tools and supplies to enhance the profitability of their sales.

5.3.5 Why should you recognize your target group in sales?

Unless the common goal is recognized, then assets and time are lost by speaking to non-listening ears. By defining your market and understanding the common goal, you set the stage for the company to target the most profitable segment.

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An enterprise needs to know to whom she speaks and sells in order to be likely to buy from it. THERE IS NO A WIDE GENERATION IN MARKETING and of course in sales. By understanding the needs of the public, you ensure that the necessary actions are taken to ensure that the product or service covers them. And in the era of social networking if a need is met and the enterprise does it properly, people learn it.

It is therefore worthwhile the enterprise to make a research to identify the appropriate target group to understand them and to work with them so as to offer the solution they wish.

5.3.6 Expand the five levels of the product with an example of a hotel, a car or your own product.

A. HOTEL

- Key product: Sleep and rest.
- Main product: Bed, Bathroom, towels
- Expected product: Clean bed and towels
- Expanded product: Breakfast, Internet.
- Potential / Future Product: Additional Future Benefits

B. CAR

- Core product: Moving from one place to another.
- Actual Product: Brand, appearance, design.

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- Expected Product: Strength, good engine, tires.
- Augmented Product: After-sales services, insurance policy.
- Potential Product: Time immunity may become old but reliable.

5.3.7 Do not talk about the product, talk about the value. Grow.

The customer does not buy the features and he is a little bit interested in what you do and how you do it unless it reflects his own benefit. Customers buy for their own needs in order to improve their lives. They buy the individual result and not the product. This should focus on a vendor's message.

Therefore, communication during the sale should focus on the ultimate benefit to the user of the service or product.

5.3.8 Why is it important to believe and to know your product?

The basis is trust. The customer does not trust someone who does not believe and does not know his product. The arguments that are put forward by the seller who does not believe are weak and that are perceived by the customer.

5.3.9 Why is it important for the seller to be focused on the closing of the sale?

If customers leave, they lose a large percentage of buying as someone else will "get them". Particularly in the age of digital networking, the customer actively searches for about 100 products / companies and buys from the first three who will find when he will be ready. If he leaves, it is not guaranteed that he will be back as he will be exposed to other stimuli in order to meet his need. The vendor's purpose is to create an active listening sequence and arguments that will lead to an agreement.

5.3.10 Attention, interest, decision, action - Expand the model with examples in each section.

- We attract the customer's attention by advertising, billboards or other media that serve the exposure of our product.
- We create interest - We make the offer attractive, we refer to privileges and benefits.
- We help them make the decision - with financial and physical facilities such as installments, late payment, home delivery and other ways.
- We focus on **closing the sale - we are asking to sign a contract, to pay in advance and other practices.**

5.3.11 What is the rule 3/33 about reputation?

The client will feel the need to impart a bad experience to his fellow human beings to feel good and is expected to say it to more than 10 people (33). This result is due to a bad experience that the client feels the need to atone for and to externalize the experience in order to lighten his / her psychological state. Similarly, a good experience is shared with a smaller number of people.

5.4 MEASURING THE IMPACT OF THE SOCIAL ENTREPRENEURSHIP

5.4.1 What is the social impact?

The social impact is the clear / explicit (measurable and idealized) social benefit that a Social Enterprise provides to the intended beneficiaries - usually people in need. It is more simply about how the action of a Social Enterprise changes the lives of the beneficiaries (target population) for the better. Let's talk in terms of experimental methodology: how did the target population live before the start of the Social Enterprise? How does it live after its action? Is there a measurable difference? This is the social impact of the Social Enterprise.

5.4.2 What are the benefits of measuring social impact?

By measuring the social impact, social entrepreneurs can determine which of the programs attribute and which ones do not. These measurements can help Social Enterprises in their efforts to persuade - usually the skeptical - sponsors that the Social Enterprise brings real social results and does not spend without its assets.

In particular, a social impact assessment can help social entrepreneurs achieve three things: 1) improve their performance (can you control and manage something that does not systematically count?), 2) gain legitimacy and (implies), 3) to gain better access to assets. Overall, the social impact assessment is a valuable management tool for the social entrepreneur. It allows him to see if he has achieved his (social) goals or not. Nowadays, because of limited assets (for which social entrepreneurs compete hard) and scandals (see, for example, the Oxfam Peddling Scandal), all organizations

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(purely commercial, hybrid, or purely charitable) must give an account. If they do not (always following best practices) they simply will not gain the trust of the stakeholders on which they rely for having access to a variety of valuable resources. Therefore the Social Enterprise will simply stop to exist.

5.4.3 What are the logical models and how do they help us to measure social impact? Give an example of a logical pattern.

Logical models are frameworks that are used to design, manage, and evaluate action plans. A logical model is an easily understood graphical representation of the relationship between the inputs of a project, its activities and the intended or actual results, short-term (often referred to as results) and long-term (often referred to as impact). Logical models include many elements read from left to right and follow a chain of reasoning that follows or statements of the type "if A happens then B will occur"

For example, let's use an international nonprofit organization, Meals on Wheels America. On his website he states (in italics are the words emphasized):

The Meals on Wheels America is the oldest and largest national organization that supports the more than 5,000 community food programs across the country aimed at *tackling hunger and the isolation of the elderly*. This network exists in every community in America and, with the help of more than *two million volunteers, distributes nutritious meals, makes friendly visits and security checks*, allowing the elderly to nourish and *live with independence and dignity*. By providing funding, leadership, research, education and legal support, Meals on Wheels America mobilises its local members to *strengthen their communities*, an elderly person each time.

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Let's make this excerpt as a reasonable example. By examining the above quote (without even studying the agency's annual reports) we can see some of the *assets / inputs* used. Human assets include both many workers who are paid and two million volunteers (assuming that everyone spends at least two hours a week, the total hours devoted are four million).There is also food, money, buildings, spaces, cars, gasoline, etc. With a little more effort, one can set value in dollars for each of the above inputs.

Then there are the *activities*. In the present case, the main activity is the preparation and the delivery of the meals. Volunteers gather those meals that are prepared by someone else and they deliver them to elderly people who need it. In activities, we can also include running the business administration and handling all of these millions of meals distributed throughout the country each year. In the above quote, the organization also states that it has additional activities "providing funding, leadership, research, education and legal support".

The *outputs* are the direct products of this action plan. While the primary main output was the distribution of the "nutritional meals" to the elderly, after a while it was realized that when they visit the elderly, the volunteers can also check if they are safe and healthy, as well as to offer them some kind of social gathering: "nutritious meals, friendly visits and security checks". Some volunteers take their children with them when they deliver meals and this can be a real joy for lonely elderly people.

The *results* are changes in the lives and the well-being of the recipients of the services and the other stakeholders, or, as mentioned above, "tackling hunger and isolation of the elderly" and "nourishing and living with independence and dignity."People's physical wellbeing is expected to be improved as a result of taking nutritious meals, avoiding the consequences of food insecurity, and having some control over whether they are injured or sick. Their psychological well-being is expected to be improved as a result of the social interactions, the dignity improvement and the reduced anxiety.

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Finally, the above excerpt also refers to the long-term and large-scale impact: *"... it mobilizes the local members of the action program to strengthen their communities"*. When people contribute voluntarily and they are linked, the social capital in the community is growing. The social capital has many definitions but it can be seen as social relations and an association with the community, resulting in cooperation, mutual benefits, trust and endurance. When communities have high levels of social capital, their overall well-being is increasing and they are more resilient whenever they encounter difficulties. Consider, for example, how a well-connected community would face a natural disaster compared to another in which everyone is isolated from the rest. Such a long-term, large-scale impact has many benefits beyond the overall increase in food security and human well-being, which in turn can also prevent negative impact and save resources not only for society, but also for the government.

While measuring the impact, the organization could / should quantify all these values. Setting clear and measurable targets for an action program means that numbers and timetables are used and also that evidence is provided so as to achieve the impact. For example, Foods on Wheels America can set targets as follows: "In 12 months, our recipients will report higher levels of health indicators and a higher sense of security."Indeed, the company's website states that 83% of the recipients declare that their health has improved, 92% declare that the services provided enable them to stay at home and 87% declare that they allow them to stay at their home. There are values and indicators for many of these outcomes, outcomes and impacts, which can help measure the social impact of CSR action programs. Setting goals, collecting data, measuring results compared to targets, and publishing reports on all of the above are the essence of social impact assessment.

5.4.4 Describe the concept the theory of change and its basic steps.

The theory of change is similar to the logical model theory because it uses the same elements, i.e. inputs, activities, outputs and results. However, the theory of change differs from the theory of logical model because the first one works from the end to the beginning. The theory of change is a framework that suggests starting from the desired impact on the direction of activities and inputs. Instead of trying to measure the impact of an activity that has already been done, activities are planned based on the desired impact.

The approach involves recognizing the desired outcomes and it uses a backward planning approach to map out the intermediate outcomes and activities or interventions needed to achieve these long-term changes.The theory of change requires the following five steps:

1. *Determine the desired impact* (or long-term effects) and formulate the assumptions associated with it. What does the body want to achieve? In the case of the Thank you Social Enterprise, the founders decided to take action on the fact that 900 million people today have no access to safe water. They set the goal to change that, and then they started. Other organizations will have other large-scale and long-term goals such as gender equality, tackling poverty or building strong and resilient communities.

2. Use a "back-to-back mapping" technique in order to be understood the path to change. *What interim results* are required to achieve the desired long-term impact*?* In the case of Thank you, the founders were thinking about what was necessary to start the building of the sustainable water in both the developed and the deprived communities.

3. Develop *indicators on results* to make progress towards long-term results measurable so as to be proved. As mentioned above, this is the step in which the large-scale, and perhaps the unclear goals should be transferred into measurable ones. In the case of Thank you, it could be set to build 100 boreholes in seven countries over the next ten years. It could also measure how many people have access to clean water today because of new drillings

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(on its website, Thank you reports that, by February 2017, it had helped more than 500,000 people access drinking water and secure drainage and sanitation infrastructure).However, over time, with the use of additional indicators and results, the company can demonstrate how it has created an impact on education issues (children no longer sick from drinking unsafe water can now attend school), opportunities employment and stronger communities.

4. *Identify the interventions or activities required to achieve the identified results*. This happens when the organization starts to understand what is required to achieve the above results and impact, so that it aims to acquire and organize inputs, resources and activities that are necessary to achieve the impact. In the case of Thank you, it was realized that the establishment and the operation of a bottling and selling water enterprise could help raise the funds needed in order to be built the drillings. Later, Thank you began to set new targets for both the impact and the results to develop new resources and activities to achieve these goals.

5. *Write a text to describe the change that was made*. This step moves away from the four or five stages we have seen in logical models and moves towards disclosure. In this case, the theory of change suggests writing an exciting story about the impact, results and activities of the organization. Narration allows the organization not only to communicate its history and to provide evidence of its impact, but also to gain additional support and resources and to reflect on its achievements. Therefore, this can be considered as a circle, and after the 5th step, the body returns to the first and the circle continues.

The theory of change has some of the benefits and limitations of rational models, but it also has some peculiarities. By focusing, from the outset, on the desired impact and on the final results, the theory of change can help to ensure focus on achieving long-term results. Inputs, activities and outflows are designed for comparable long-term results. The theory of change also encourages the organization to communicate the

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history of change, how it has been achieved, and what impact it has created so that other organizations can learn from this case. However, since the desired impact is set at the beginning, it is likely that it cannot be measured accurately.

5.4.5 What are the advantages and disadvantages of cost-effectiveness analysis?

The cost-effectiveness analysis method is often used when monetizing the positive impact of a (social) program is not possible. It can be concluded that the advantage of this method is that it does not require the translation of the social value proposition into monetary units (euros). When using cost-effectiveness analysis, social entrepreneurs do not need to analyze financial data to determine if their programs have a positive social impact. With cost-effectiveness analysis one can more easily measure the performance of one organization (social enterprise) over others. Also, cost-effectiveness analysis helps the social entrepreneur make better decisions. This is because it helps him to compare different programs and determine which ones are best and should be continued, and which should be terminated. If the positive results of a program outweigh the costs, it is worth continuing.

5.4.6 What do we mean by Social Return on Investment?

The **Social Return on Investment** (SROI) indicator derives from the concept of return on investment used in purely commercial entrepreneurship. This concept represents an attempt to measure the (combined) economic and social value of a Social Enterprise. This is a great metric that helps to monitor / measure the social impact of a social venture over time. It should be pointed out that it can also be used to measure the social impact of the activities of a purely commercial venture. It can be calculated using the following formula in the unit time each time (usually every year):

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SROI = (Cost Impact Social - Cost) / Cost. The problem with this metric is that it requires monetization of the social impact something that is not easy and / or clear and / or broadly agreed on how it will happen.

5.4.7 Why should the social entrepreneurs quantify the social impact of a Social Enterprise?

Social entrepreneurs should quantify the social impact because quantification allows and strengthens timeless control - and therefore proper management - and certainly accountability to stakeholders. Quantification essentially leads to the identification of success indicators of the Social Enterprise. Some authors suggest setting 3 to 5 markers. Most are not easily manageable (proper measurement costs and requires expensive and expensive IT systems...). Fewer are not insufficient for persuasive accountability to interested parties, nor do they allow the social entrepreneur to properly control the performance of the social venture (and therefore make better decisions).

5.4.8 What is the Social Value Proposition? Why is it important for Social Enterprises to have a social value proposition?

The proposal of social value concerns the likely impact of the Social Enterprise. Ideally it should be "unique" (it does not resemble existing social value proposals).It is usually described in the social venture business plan and is similar to the value proposition that both commercial companies have (for example, what is Apple's unique value proposition?).What should be understood here is that a proposal of social value should not be excessive. Most social problems are inherently difficult to eliminate (wicked problems) and therefore the social value proposition and its

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phraseology should be adapted accordingly. It should be realistic and probably record how the social problem will be mitigated and not how it will be eliminated.

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6.1 COMMUNICATION STRATEGIES

6.1.1 Describe what is internal and what external communication.

Internal communication: Businesses must maintain the basic communication principles internally with their people and employees. Basic concepts of internal are the communication of the vision, goals and aims of the enterprise to the employees. Particularly with regard to Branding, the image is not built outside but starts from within the business.

External communication: The communication of the company with the outside public, e.g. Media, Associates, Agencies, Government, Collective Organizations, and so on. Particularly important in the digital age where people affect other people. Traditional ways of communicating are moving into the digital world.

6.1.2 Report the difference in organizational / enterprise communication with Marketing Communication and give an example.

It is legitimate to separate marketing communications by setting two categories. There is the ORGANIZATIONAL / COMPANY COMMUNICATION and the MARKETING COMMUNICATIONS.

The corporate communication is addressed to a wide audience while marketing communications to a dedicated customer base. That is, an enterprise communicates its values, e.g. If we take Nestle when it communicates corporate values and social responsibility, it is addressed to a wide audience for business as part of society.

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Similarly, when Nestle communicates the characteristics and benefits of its products to the public, it is marketing communication.

6.1.3 Make reference to the basic media of the company.

Typical means of communication with the outside public are:

– **ADVERTISEMENT** - channels and media referred to as Splatters (Some posters, leaflets, Advertising, TV ads, Education, Radio & Social Media)

– [Report that training is now the foundation stone in marketing communication especially if the product is innovative in use or in other aspects of it.

– **CONTACT FACILITIES** - Your own letterhead, email signatures, standard forms of communication, questionnaires, and so on.

– **PRESS RELEASES** - Press releases compiled for media and other media amateur journalism (blog, etc.) and have to do with the communication of various issues that the business wants to reach the public.

– **ARTICLES** - Articles, Product Whitepapers, product use studies, editorial, ie articles written by journalists and reviewers about the company, interviews and more.

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6.1.4 What are the steps of a communication strategy?

1. Define the aim and the aim of communication (SMART)
2. Define your target group
3. Build your message accordingly
4. Select and specify media and communication tactics
5. Create a plan of action
6. Draw up the budget
7. Apply the plan
8. Evaluate and refresh the plan regularly

6.1.5 What does communication with Mass Media do about an enterprise?

Communication with the media is:

- A basic variable for the building and the maintaining of the Brand.
- It takes credibility to the public.
- It passes the resistances of the public as opposed to advertising.
- It differs in regular (interviews, reportage, TV shows, etc.)

6.1.6 What does a press kit contain?

Typically it includes:

- Press release

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- Business Profile (Vision, Mission, Philosophy, History, etc.) - Who are you, a few words to understand your story, your narrative.
- Logo and Branding material - necessary files with the logo in good resolution and preferably transparent (transparent png). Enhancers, in forms for use with white and black backgrounds.
- Photos and related images - related to the Bulletin issue, e.g. if it concerns a product photo of a product, people who produce it in the manufacturing process, special features and so on. NOT ADVERTISING! It will reject it. Give a narrative about the product or topic you are promoting.
- Relevant links (if any) - website, social media, other articles that add prestige e.g. they were told about us on CNN,
- Contact details - Contact person details, with whom they will speak if they want extensive reporting.

6.1.7 Describe the typical Press Release structure in the form of the inverted pyramid and refer to 5W and 1H.

First we put the most important ones in solving the questions of the reader, the listener or the viewer. Then we report the minor news. Finally, we put the details in such a way that in the end we leave what is not so important. This technique was born out of the need for text editors to cut text. In the first paragraph, the author answered all the reader's questions.

The 5W & 1H (Who, What, When, Where, Why and How) are placed in the first paragraph of the Press Release and they refer to the following:

- **What** happened
- **Who** did it
- **Where** did it happen

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- **When** did it happen
- **How** did it happen
- **Why** did he do it?

6.1.8 What has changed in communicating with Social Media?

Undoubtedly the world is connected as ever. The power is now in the hands of a consumer who now builds communities, evaluates, spreads, recommends or punishes their favourite Brands. Marketers today have no control over Brands because they have to compete with the collective power of consumers who often take control of Brands, a phenomenon that it is called Brand Hijack.

At the same time, people have developed powerful filters for incoming messages due to over-reporting. The bombing of information has dramatically reduced the ability to absorb and expose messages by activating automated mechanisms and filters. Social media communication is immediate, targeted, two-way and viral, giving it an advantage. The new consumer participates in the product and service design (prosumer = consumer + producer), communicates directly with their favourite Brand and it requires it to be heard.

6.1.9 List some features of the Social Media.

Some features:

- They focus on focusing on groups with specific interests.
- They essentially working with user-generated content.
- They are used by products and services that follow an "emotional approach".

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- Ideally by displaying products and services and by promoting ideas, parties, non-governmental organizations.
- Totally measurable.

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6.2 GROUP MANAGEMENT

6.2.1 Introduce the basic differences of the individual and teamwork model.

Individual model

- People are the main production unit of the project.
- Efficiency is achieved through repetition, testing and learning. The more you practice, the better you are.
- Work is divided into small parts and it is completed in succession.
- Managers give directions.

Group model

- The team is the main production unit of the project.
- Efficiency is achieved through the work of many people who use their skills.
- Productivity is growing through understanding and initiative.
- Motivation and stimulation is done through the group.
- Managers are coaches and mentors.

6.2.2 What are the key features of the groups?

A group is a group of people who have definite or obvious relationships with each other. The groups have two main traits:

Interaction

The members' behavior is mutually affected. Every person is differentiated from the group, but the same causes similar to it. As such, they are considered: - Imitation. Many times a member of a group tends to imitate others, particularly those that are considered successful. An ambitious, e.g. member will imitate and adopt the values of the team leader. - Submission. In submission, there is a tendency to believe or do something that we are told, for social reasons, or because the person who supports it has a radiance and exert upon us a kind of magnetism. Submission is even stronger when it comes from a member of the group who has a position of superiority in the group or by the majority of other members. - The social profit as social psychology calls it. Many people perform better when working in a group than when they are alone.

This also helps with the feeling of competition. The person makes a special effort not to look inferior to the other members of the team. - A degree of coercion.The member who does not accept the habits and the values of the group and does not have the power to influence them will quickly suffer consequences (expulsion, isolation, etc.)

The role of these interactions is double. On the one hand, the team strengthens and multiplies the potentials of its members with beneficial effects on the job, while on the other hand the degree of compulsion can become so high that it leads to group blindness.

Structure

Each group has a structure, as its members perform different functions, depending on the division of labor, while one holds the leadership of the group, coordinating the activity of the other members. The leader is the leader in the field of efficiency and the person whose opinions are almost always accepted by the team. At the same time, however, it is also the leader who accepts to hear ideas and reduces the intensity of

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the group with some joke or smile. If it is not possible for the same person to gather both of these attributes, then it is very common to see two people as leaders, the "man of the ideas" for the first case, and the "loved man" for the second.

6.2.3 Refer to the 5 steps / phases of creating a group.

1. Creation stage - This is the first stage where the team is created and it is defined the purpose of the group, its structure, roles and leadership. Typically it involves two phases. The first one arises in the need to create a group that chooses to work on solving a problem or completing a project and after it is formed, in the second phase the purpose of the group, its structure, roles and leadership are defined.
2. Confrontation Stage - Following the first stage at this stage, internal conflicts are perceived through controversy over leadership, roles and what the group should do.
3. Rule setting stage - This third stage is the stage where norms are created in the group. Its features are the close relations, the connectivity, and the establishment of commonly accepted norms (Norming) towards the creation of a collective identity.
4. Performance stage - Since it has overtaken the previous stages in the fourth stage, the team is now fully operational and it works on the work that it has undertaken, by building plans for its implementation. Members are now committed to completing and achieving the goal.
5. Disintegration stage - Once the project has been completed, the team goes into the final stage of the disintegration, by focusing on the completion of the activities. The team members now have valuable experiences, which they can use by participating in a next group.

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6.2.4 What is the importance and the role of the teams in an enterprise today?

In recent years, the development of the effective teams has been a constant concern for enterprise since effective employee collaboration is a prerequisite for the company's competitiveness and success of the company.

An old president of the United States of America, F. Roosevelt, once said that those who work in groups can achieve much more than they could individually (Harvard Business Review, 2007). The result of the team is better than the outcome of each member, and the sum of the team members when they work as individuals as there is synergy (complementary skills, many ideas). That is, 1+1>2. Also, individuals within a properly functioning group are satisfied because they satisfy social and other superior needs.

6.2.5 What should the entrepreneur or the business team do so as to build an effective team of associates and employees?

The responsibility for the development and effective operation of the teams lies with all members of a business. The main responsibility, however, it is the business team or, if we talk about larger enterprises, the head of the enterprise.

The most important actions of the business team for the development of effective teams are summarized below:

- Make your colleagues understand their interdependence and common interest.
- Boost mutual trust among your partners.
- Ensure open communication, good relationships and positive climate.

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- Create motivations for teamwork: The pay system should provide recognition and reinforcement depending on the good performance of the team. When these apply to a remuneration system, it is the group's impression that there are people in the business who are interested in their performance and they are willing to allocate assets to the business as recognition of what the team has done
- Develop a winning mindset and create high performance expectations.
- Develop rules and procedures, working methods and co-operation.
- Encourage and reward the behaviors that contribute and discourage those who do not contribute to teamwork.
- Make and use a continuous improvement and learning mechanism.

6.2.6 What is the Groupthink phenomenon, what its characteristics and what teaches us?

Groupthink is a phenomenon studied by psychology and occurs when dysfunctional or unreasonable decisions are made in a group of people under the pretext of harmony and compliance. The team is more focused on maintaining unity than on the objectivity of decisions, based on data evaluation and alternatives.

This tendency occurs mainly in groups that want to maintain their homogeneity and this is what they seek by discouraging or suppressing any kind of objection.

Of particular interest is the Asch's Compliance Experiment, which proves in practice how members of a team can subdue the pressure exerted, even inadvertently, by the team. Look for it on the web or see the link below directly on YouTube *https://www.youtube.com/watch?v=P7tVy88FTJE*

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In the groups that it was noticed the groupthink phenomenon we can distinguish five basic characteristics (Brown, 1988):

1/ The group that was to take the decision was characterized by a high degree of connectivity.
2/ The group was isolated by external information. Whatever information she received from the group itself and the procedures she used.
3/ The people who participated in the decision-making group did not look for possible alternatives that they could compare with the proposed solution.
4/ The team was being pressured by the need to make a decision as quickly as possible.
5/ In the group there was always a strong and directional leader who made clear the position he wanted.

Actions to Address Group Thinking:

- Encourage each member of the team to openly and critically evaluate each idea or proposal.

- Members with great influence must at first respect neutral attitudes towards differences, solutions or proposals that are being discussed.

- Discussion of issues with which the group and other people, outside the group, are involved in gathering different opinions and reactions.

- Use external consultants to evaluate the views of the team.

- Use subgroups to develop alternatives.

- Review the decision before implementation.

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Therefore, what this theory teaches us is the correct assessment of decisions and the open debate free of criticism to encourage people to offer their true positions.

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7 EXPERIENCE LEARNING

7.1.1 Business Opportunity Identification: Clean Team Case Study

Picture 1 taken by: https://i.ytimg.com/vi/h5O2229NW1o/maxresdefault.jpg

For the millions of Ghana residents who lack toilets inside their home there are few good choices in terms of the basic function of their body. In collaboration with "Unilever" and "Water and Sanitation for the Urban Poor" (WSUP), IDEO.org has developed Clean Team, an integrated hygiene system that provides and maintains toilets in the homes of subscribers. Clean Team today serves thousands of people in Kumasi, Ghana, making their lives cleaner, healthier and dignified.

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THE RESULT

A team at IDEO.org designed an integrated hygiene system to meet the needs of low incomes.

Clean Team is a provider of custom-designed rented toilets as a waste management system, and the integrated ecosystem of the service includes branding, work uniforms, program, subscription model, business plan, and communications plan. Unilever and WSUP tested the project in 100 families in Kumasi, Ghana, before the final stage of implementation in 2012.

Picture 2 taken by: https://www.ideo.org/project/clean-team

First Phase: EMPATHISE-DEFINE IDEATE

The concept development phase began with interviews where a grading algorithm had been adapted to understand all aspects of the solution design. Since hygiene is a systemic issue, the team knew that it was not enough to design a simple toilet.

Six weeks after discussions with healthcare professionals, watching toilet operators, searching for a history of hygiene in Ghana, and dialogue with residents, important data led to a good awareness of the issue and how it should look like a toilet and to collect the waste. One important piece of information that emerged was:
For many years there have been garbage collectors that cleaned bins every night. But because many of them were throwing away the toilet remains they collected on the road in 1990, their use as a health threat was halted.This meant that the team could take advantage of existing waste collection behavior but should first avoid the nasty behavior of illegal waste dumping.

IDEATION – CREATIVE SOLUTION PHASE

This phase of phoning lasted 7 weeks from knowledge to the original. After daily brainstorming with co-workers and residents, the team determined what direction to take and began to test.

What aesthetics to choose? Will people allow housekeeping staff to empty the toilet? At what point should the home be the toilet? Can you create a toilet to allow emptying on specific infrastructure?

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By building prototypes and testing in the form of a portable toilet the team got tangible information. He learned how technical specifications and limitations such as a cistern whose operation was popular, lack of water as a basic limiting factor and incomplete incentive for people to throw their own waste should be designed, fitted and communicated.

APPLICATION

When the team came to the design, aesthetics and other toilet specifications, WSUP took off a Clean Team prototype. As the toilet equipment was expensive, a portable cab was used which accounted for 80% of the toilets that the IDEO would design for the test. They had significant results and started production in 2012. Today Clean Team as a service covers and improves the lives of thousands of people.

Reference: http://www.designkit.org/case-studies/1

QUESTIONS:

1. What were the key challenges for Clean Team?
2. Why did not she just go by putting toilets in the houses?
3. What is the social value it has created and what is the economic value?
4. Recognize the key stakeholders

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ANSWERS TO BUSINESS OPPORTUNITY: CASE CLEAN TEAM

1. What were the key challenges for Clean Team?

The initiative addressed practical and cultural issues in the implementation of the project.

Regarding the minutes, the main obstacle was the initial cost to create the prototype (standard toilet).The implementation of anthropocentric design was clear as the company created a draft prototype to test the application, measure it, and then create a final prototype to enter the test market with built-in knowledge from the testing stage.Also, at the level of cultural challenges, the fact that people would not fly their own waste themselves as part of the culture was challenging.

Therefore, the initiative was designed with the provision of a community-based service that would work for this purpose.

2. Describe if you recognized the stages of the CLEAN TEAM design.

Understanding / Empathy: the team has been in touch with colleagues and inhabitants to gather information.

Problem definition: The data collection team has identified the stakeholders, the challenges and the needs of the Beneficiaries.

Solution: The data-based brainstorming team determined what direction it should take.

Original: The final solution was expensive and the team created an original.

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Test: The original was placed on a specified sample number and information was collected to create the final product and service.

3. What is the business model of CLEAN TEAM?

CLEAN TEAM provides a complete hygiene system that provides and maintains toilets in the homes of subscribers who pay a subscription for services.

Clean Team is a provider of custom-designed rented toilets as a waste management system, while the integrated ecosystem of the service includes branding, work uniforms, program, subscription model, business plan and communication plan.

4. What is the social value it has created and what is the economic value?

The social value is to improve the lives of the inhabitants of the areas where it is applied by offering hygienic conditions and serving the basic biological needs in their area. The economic value is generating income without damaging the lives of the subscribers - low cost - the viability of the social purpose by generating income and creating jobs.

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7.1.2 Social Enterprises Marketing: One World Play Project Case Study

Sometimes a soccer ball is much more than a simple ball. It is play, joy, education and health. It is the shelter of the children trying to survive in war zones or as refugees in a hosting center.

Tim Jahnigen always follows his heart, either as a carpenter, as a chef, or as a lyricist or as an entrepreneur. So, in 2006, when he saw a children's documentary in Darfur (Western Sudan), who found comfort in playing soccer with balls drawn from rubbish and ropes, he decided that he should do something about it.

The children used rubbish and cords made into a ball, because the balls donated by the relief companies and the sportswear companies broke quickly or deflated from the evil, rocky ground on which they played and walked. Playing with the ball (if god can call it ball) gave the children great joy in a really difficult period for their lives.

"The only thing that kept the morale of these kids high is the game," said Jahnigen. However, the millions of balls donated by companies and relief agencies deflated or even completely deprived within 24 hours.

During the next two years, Mr. Jahnigen, who was also working on developing infrared medical technology at the time, was looking for some material that could be turned into a ball without being worn or deflated. Many engineers with whom he spoke expressed doubts about his work. But the insistence and passion, the social

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entrepreneurs basic characteristics led Mr. Jahnigen to finally discover PopFoam, a type of hard foam made of ethylene-vinyl acetate, a class of material similar to that used in Crocs, the popular and durable sandals.

"This ball has changed my life," he tells us.
However, the cost of making PopFoam a ball was estimated to amount to several hundred thousand dollars, while Mr. Jahnigen's money was linked to his other business.

Then he got breakfast with Sting, a friend from his job in the music industry. Mr. Jahnigen told him that football helped children in Darfur to cope with their problems and their attempts to build an indestructible ball. Sting urged Mr. Jahnigen to let go of what else he does and to devote himself to the construction of the ball. Mr. Jahnigen said that the growth of the ball could cost up to $ 300,000. Sting promised to fund both these research and the development costs.

"Even on the toughest ground and in the worst conditions, the ball could survive and the children could still play," Sting said in a public appearance with Mr. Jahnigen. "I said, wow, yes, let's do it."

The creation of a prototype, as it was proved, cost about one tenth than it was initially expected, and it took about a year to be built. Sting baptized it Project One World Futbol, inspired by a Police song titled "One World (Not Three)".

To test the durability of the ball in real hard conditions, Mr. Jahnigen sent it to places like Rwanda where it was used in a camp in which former soldiers lived. A lion at the Johannesburg Zoo that destroyed 6 regular balls a day, failed to destroy the ball

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completely. A German shepherd spent a year biting a ball. In any case, the balls have survived these difficult circumstances.

"When we tested the raw prototype on the territory of Rwanda, Haiti and Iraq, the children's gaming experience was infinitely better," said Mr. Jahnigen.

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Mr. Jahnigen has developed a fifth generation of the ball, which is more rounded than the previous versions. He carries samples with him wherever he travels and the shows the ball at conferences, potential buyers and sponsors. In order to prove the indestructibility of the ball, he trends on them by car. These simply bounce and hold their shape. According to his estimation, the ball can last for 30 years, eliminating the need for thousands of leather balls usually given by helpers. At the beginning Mr. Jahnigen produced about 33,000 balls. About half were bought for $ 40 one. For each ball purchased, another is given for free (BUY ONE GIVE ONE). The reputation of the ball has now been spread. The ball is used by hundreds of different organizations and it has reached more than 140 countries. Airborne pilots and pilots, doctors without frontiers and a colonel of the United States Army in Afghanistan have all taken balls along their journeys.

"With this ball, we know they can continue the training programs when we leave," said Nick Gates, the founder of Coaches Across Continents, who helps teachers and coaches in countries like Sudan to use football as a training tool and treatment."

However, there are challenges. Last year, Unicef bought 5,200 One World Futbols with $ 17 each one, and donated them to schools in Kenya and Uganda. But because these balls cannot deflate, they carry a significant mass and therefore their transport costs are high.

"From our experience, there is a certain demand for longer duration balls", said Shanelle Hall, the director of the Unicef's supply department in Copenhagen, which buys about 30,000 balls a year. But "compared to the $ 2.50 we pay for a regular soccer ball, the price difference for buying a more durable ball is too high."

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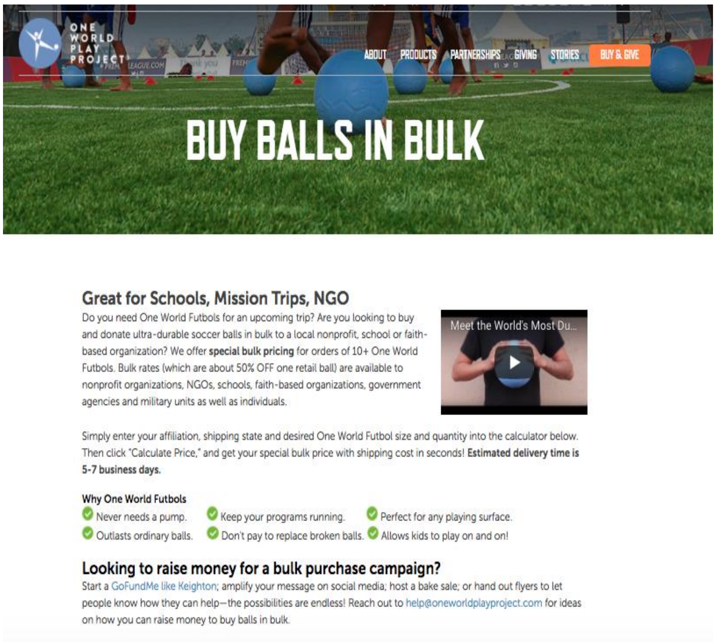
Costs can, however, be reduced as output increases (economies of scale). In May, Chevrolet, a part of General Motors, agreed to buy the 1.5 million One World Futbols over the next three years and give it to children in need. "We believe in the game and its ability to heal children," said John McFarland, part of General Motors' marketing strategy team. "We do not want to concentrate on this game, but on what's beautiful behind the game."



At the same time, while he is thrilled with this increased demand, Mr. Jahnigen is trying hard to cope with this. At the end of September (2012), the Taiwanese blast factory was working two shifts a day to achieve its goal of producing 45,000 balls a month. Two large containers are sent weekly to recipients around the world, including Indonesia and African countries.
One World Play Project has its headquarters in California with offices in Asia, South America and Africa.

Sources

Belson, K. (2012). Joy That Lasts, on the Poorest of Playgrounds, http://www.nytimes.com/2012/11/09/giving/the-one-world-futbol-promises-a-lasting-source-of-fun-in-poor-countries.html (November 8, 2012, New York Times)

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Kassing, J. W. (2017). Paradox and the gift of an indestructible ball: a case study of the One World Futbol Project. *Soccer & Society*, 1-15, https://www.oneworldplayproject.com/

QUESTIONS:

1. What is the social value proposition of the One World Play?
2. What is revenue model of the One World Play?
3. How should be priced the One World Play?
4. Who are the competitors of the One World Play?
5. Record in a table of the 4P of the One World Play.
6. What is the One World Play target market / markets, and the aim/aims?
7. In what ways would you increase the awareness of the One World Play? Substantiate your choices.

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ANSWERS: SOCIAL ENTERPRISES MARKETING: ONE WORLD PLAY PROJECT CASE STUDY

1. What is the social value proposition of the One World Play?

The One World Futbol Project (OWFP) is a Social Enterprise designed to provide extremely durable soccer balls to children and communities where the existence of a ball is necessary to keep playing continuously. The OWFP, which was founded in 2010 by Tim Jahnigen and Lisa Tarver, has donated over a million balls. The company initially focused on football but from 2014 focuses on the game in general and has added other products to its portfolio (cricket balls, dog toys, clothing).

2. What is One World Play's revenue model?

The basic revenue model that finances donated balls is "Buy-One Give-One (BOGO)." For each ball purchased one is donated. The company has recently introduced the model that one can buy a ball - at half price - without the company giving one more as a gift.

3. How should One World Play be priced?

The company is a profit-making legal form but its profit is aimed at a social mission: to maintain the game in poor parts of the globe, and more generally where there are children who need and want to play and can not (e.g. in refugee camps). In particular, as Tim Jahnigen writes, "We have the privilege of being one of the first organizations that have adopted the B-Corporation model, it's an approach to do good and to do it well (financially).This model builds on three pillars: people, planet, profit. It's not a charity, it's a very different proposition. "Based on the above, the company must set its price so that it has a profit margin. Ideally he has to follow the price setting that it is related to what the client is willing to pay for such a ball and the social benefit (it buys one with $ 39.50 and it knows that another is donated to children to continue playing without interruption).Obviously it should take into account both the cost-plus methods and the competitors' prices which are of course much cheaper. Keep in mind here the income model that with $ 25 someone buys and does not directly donate a ball. This price has to cover production costs, distribution costs (which are high - the ball cannot deflate and thus fold the transport, because the volume is high), also other expenses and to fund ball gifts, as well.

4. Who are the competitors of the One World Play?

The direct competitors of the company are companies that produce classic football balls but which, while significantly cheaper, do not usually survive for more than 1-2 days and then they are destroyed. Competitors are therefore companies such as Nike and Adidas.

5. Record the One World Play 4P.

- Product (Product): football balls, cricket balls, pet toys, clothing. All in the same logic of exceptional durability.
- Price: Here are several models with BOGO. It uses psychological pricing in decimal numbers ($ 39.50) and even pricing on a non-BOGO purchase ($25).
- Promotion.

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- Sales Promotion: It mainly promotes with discounts on BUY IN BULK. It has a special application on its website for instant deduction based on the purchase amount.
- Advertising and Communication: Very active on social media and YouTube (e.g., there are +30 video promotions on YouTube).
- The role of the founder, who gives many interviews and speeches (e.g. TEDx), is important. Advertising is often cooperative with organizations like Unicef and Chevrolet.
- Content of communication: Emotional (happy or sad children) and reasonable (demonstration of ball resilience) are used. The main message to the consumers is that the OWF ball is designed to play in a very difficult and hard terrain. Rocky fields scattered with glass, thorns and debris. But it is useful for the needs of the game of the consumers themselves that is football on the beach or on the road. Regardless of the ground of the game, the OWF ball will last for years, in any type of surface anywhere. The OWF ball has a simple message: NOTHING INTERRUPTS THE GAME!

• Place: It is done directly through the company's website, but also through retailers such as Amazon. Also through a worldwide network of collaborators (Unicef).

6. What is the One World Play target market / markets and the aim/aims?

• The beneficiaries: children.

• The consumers (Business 2 Consumer Marketing).

• Business 2 Business Marketing that wishes to co-organize with the Social Enterprise an event that will allow more balls to be donated. One World Play

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tries to be flexible and innovative enough in this field and invites these business partners to jointly plan such events.

- Non-profit organizations that operate internationally, but mainly locally (Liberia, Brazil, Haiti, etc.). For example, it works with the following organizations: Unicef, Coaches Across Contents, Kick4Life, Grass root Soccer in South Africa, G.O.A.L.S. (Global Outreach and Love for Soccer), Lionsraw.

- In general, the stakeholders who affect and are affected by the activity of the Social Enterprise.

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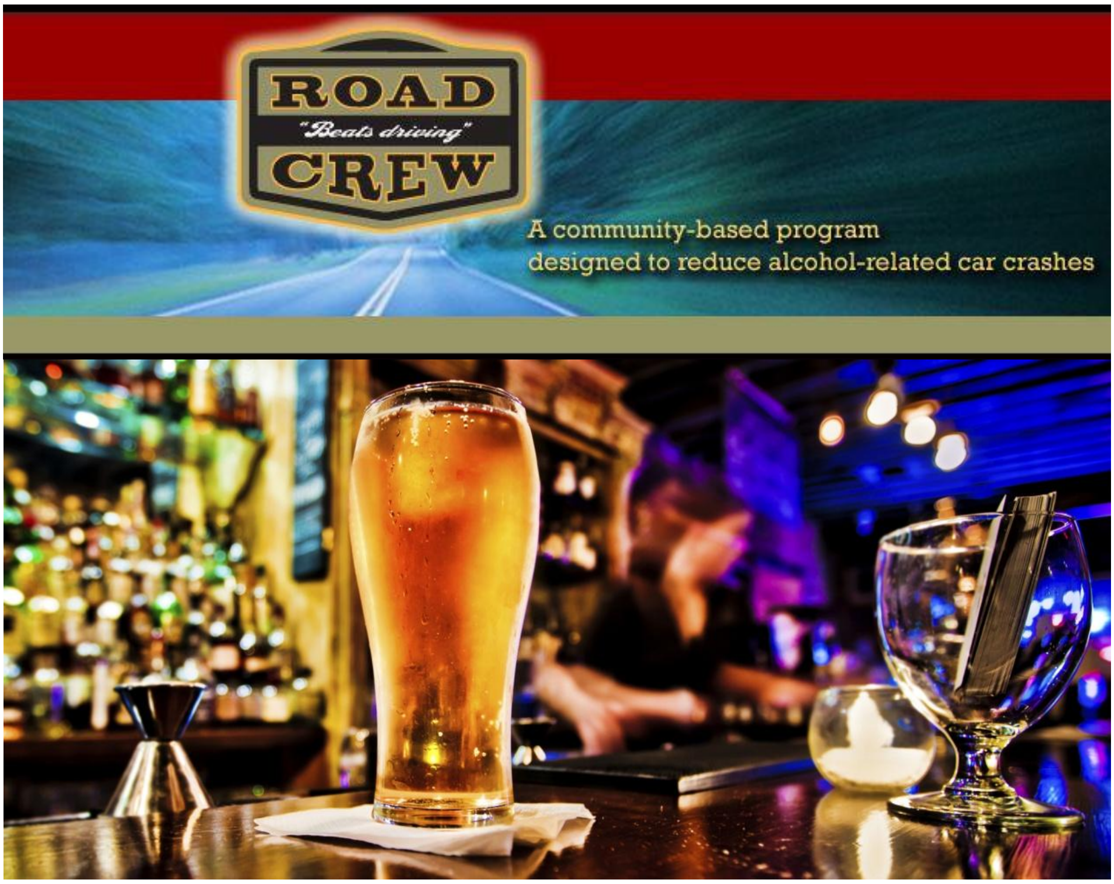
7.1.3 Social Marketing: Road Crew Case Study



The initiative

Based on Wisconsin, the Road Crew was one of five projects funded by the National Highway Traffic Safety Administration in the United States and aimed at a 5% reduction in road accidents due to alcohol, and was piloted in some communities. It

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has spread to several rural areas of Wisconsin, and represents an innovative approach to driving under the influence of alcohol.

Before the afternoon drinkers go out, they close a race with the Road Crew. Vehicles collect customers from their home, carry them from bar to bar, and after the exit they return home safely. Instead of "telling" people not to drink or drive, Road Crew provides a service as a solution, keeping communities safe from drunken drivers, while adding fun during their night out, and an opportunity for socialization to passengers.

Analysis and understanding of the public (summary)

The audience was determined through a secondary survey that indicated that people most likely to lead after extensive alcohol consumption are men between the ages of 21 and 34, bachelors, working class, high school graduates or a lower level of education, and they usually drink beer.

Table 1 illustrates some of the data obtained from the survey.

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Table 1: Data and information from public research

Focusing groups that have been highlighted	**Obstacles and benefits**	**His car is important because**
• They drink heavy drinks with friends in bars and they feel safe to drive after having drunk 8 to 12 drinks. • The least drunk is often the driver. • They socialize with friends and feels the need to fit in the company/ be a member of it. • It gives value to masculinity. • He feels immortal.	He drinks so as to: • socialise himself, • overcome inhibitions, • to boost his self-confidence, • to entertain, • to flee himself for the everyday routine, • to overcome inhibitions so as to boost a more interesting personality.	• gives him control, • leaves open the possibility of getting a woman home, • strengthens his / her individual identity.

Respectively in the minds of the public, the disadvantages of driving under the influence are enough. Their phobias are:

- to hurt yourself or someone else,
- to lose their driving license,
- to lose their jobs.
- to shame and loss of respect for their face.

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Practical conclusions came from the public analysis, which indicated that each program should recognize the following:

- It was important to separate the issue of drinking alcohol from driving under the influence of alcohol. It may not be possible to influence the drinking behavior of the public, but it may be achievable to change their behavior in terms of driving.
- The audience was often worried about driving under the influence and that worry affected their mood.
- The audience, after an afternoon of drinking alcohol, was not able to make the right decisions. It was therefore considered appropriate to separate their schedule from their car early in the afternoon (they would not leave their car after an afternoon of alcohol consumption).
- The public often smoked and drank while driving, so the alternative ride would have to allow the same.
- The public had to pay for the ride at the beginning and for the return as much as it still had money.
- Alternative vehicles should be as attractive as for their own passengers.
- The public knew that it was not supposed to drink and drive and it would prefer it, but there was no attractive alternative. Consequently, the key points were not to inform or change behavior, but to change and maintain behavior.

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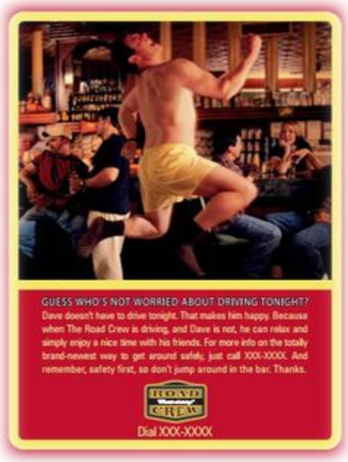
Marketing mix

One of the Road Crew's success factors is that the product was formed to each region with local awareness, available resources and local environment. However, common elements developed for all Road Crew programs were:

- Product - Ride to the bar, from bar to bar and back home.
- Price - about $ 15 to $ 20 for the afternoon, from $ 5 to $ 10 for each ride.
- Place - from the house to the bar and back again so that the beneficiary's car stays home.
- Promotion - advertisements in newspapers, cinema, toilets and in the Bar. Promotional materials such as beer coasters, beer can coolers and T-shirts were produced and distributed.



Application

Developing Road Crew

To cover the costs, pilot projects ran fundraising events and campaigns such as casino nights, golf events and bakery sales, and worked with local businesses for direct donations in kind. The initiative has grown into a Social Enterprise in order to generate sustainable income and to explore the possibility of self-maintenance of the social purpose.

At State level, stakeholder partnerships have been established to oversee the program, such as:

- Wis DOT University of Wisconsin, School of Business Administration
- Mas Comm Associates (Media and Community Expert Advisory)
- Miller Brewing Company (Brewery)
- The Tavern League of Wisconsin (bar-restaurant owners' link)

Each community was asked to set up a council for proposals consisting of 21 to 34 year olds, who would be involved at all stages of the development of the programme. This has allowed the implementation team to contact people who are trying to serve and it has ensured that the design will continue to be customer-oriented.

Two times during the pilot implementation at a State-level Road Crew organized meetings for knowledge gained from pilot implementation, so that the three communities that participated in the pilot stage were able to get together and discuss

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problems they might have and share knowledge of each other from the work of each community.

The three communities ran the pilot projects from 2002 to 2003. After that time, no central support was made until 2005, in order to allow project managers to assess whether the program in the pilot communities could be maintained at a self-preservation base, with its own assets.Once consolidated, WisDOT was helped by the Road Crew team's central team to continue its supportive role in the community and to expand equally to other communities. Other communities were invited to participate in workshops and to request the implementation of a Road Crew project locally. Then new communities joined in 2005, 2006 and 2007.

From 2000 to 2007, $ 870,000 was spent on Road Crew support. Approximately US $ 250,000 of these was spent on research and development. The rest were spent in partnership with communities to consolidate programs locally.

Each community received $ 40,000 to spend the first 18 months so as to cover the program's basic costs of the programme. The biggest partof the cost was a part-time program manager.

In addition, $ 400,000 was collected in the form of pay for riding the passengers. While a large amount of money appears, it is relevant when it is considered the cost-benefit analysis. Reinforcing is the contribution by comparing the estimated accident avoidance cost to $ 6,400, and the cost to the community in order to recover from accidents to $ 231,000 that helps to save $ 31 million for the community.

Summary results

The results till 2008 for the Road Crew are:

- More than 97,000 ridings.
- It prevented 140 alcohol-related accidents.

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- It rescued 6 lives from alcohol-related accidents.
- $ 400,000 by riding income.
- In comparison, Road Crew has contributed to saving more than $ 31million in the community (the estimated cost of accident avoidance by applying the Road Crew is estimated at $ 6,400 and the cost to the community to recover from accidents to $ 231,000).

Conclusions

The Road Crew project achieved measurable results by making Wisconsin roads more secure. This project demonstrates success in building public-private partnerships that work and reinforce them by integrating synergies with local resource enhancers. The Road Crew has overtaken its original 5% reduction in road accidents, while it has extensive community support. Project team administrators are convinced that the program can be applied to any small community in the US.

Sources

http://www.thensmc.com/resources/showcase/road-crew

QUESTIONS:

1. How does this action ensure orientation and focus on the citizen
2. How to deliver social value through a mix of Social Marketing interventions
3. How is Social Entrepreneurship linked to the initiative?
4. Why is research and analysis of the public considered important for the success of the program?

ANSWERS: SOCIAL MARKETING: CASE STUDY ROAD CREW

1. How does this action ensure orientation and focus on the citizen?

The team designed the program with the active involvement of citizens at all stages. As the case study states, each state was required to set up an advisory committee of 21 to 34 year olds, who would be involved at all stages of the program's development of the programme.

In addition, it has been reported that it has developed partnerships with locally interested parties and in each region the product was formed to the needs of the public as they emerged from the facts and the data. The research also deepened the public's understanding by studying several parameters in order to understand the needs, desires, weaknesses and obstacles and to offer them an alternative that would have individual and social benefits while being attractive.

2. How is delivered the social value through a mix of Social Marketing interventions?

The social aim is to reduce accidents and to protect citizens from avoiding accidents at the individual level. Alcohol accidents represent a large proportion of accidents and often involve other citizens as victims. The social value through the marketing mix that emerges derives from social benefits as an impact on the reduction and prevention of accidents throughout both the implementation and the implementation period, as well as, the large savings of public assets to combat road accidents compared to the cost of the service Road Crew in contradiction with the public cost of the road accident.

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3. How is Social Entrepreneurship linked to the initiative?

The social marketing program used the form of Social Entrepreneurship for the creation of income. The initiative is a hybrid form of public-private partnership. This is reported / documented as income generation is mixed from the market through payment made by passengers and part of it through public funding and other assets of dependent sources of income (donations, benefits, etc.).Therefore, the study shows the use of Social Entrepreneurship as a tool of social marketing programs aimed at influencing positive social behavior.

4. Why is the research and the analysis of the public considered important for the success of the program?

The analysis of the public and its understanding is one of the six basic concepts of Social Marketing. Audience research provided data that helped create an attractive and acceptable alternative to the common goal. It showed that there was a part of the public that wished to use a corresponding service but had no alternative. It was also a catalyst and it helped to effectively segmentate and define the common goal. It has provided data to the public such as alcohol consumption, under what context, background, motivation, desires and phobias. All of these data have led to the formation of a service that meets the needs of the public while at the same time it appeals to this audience.

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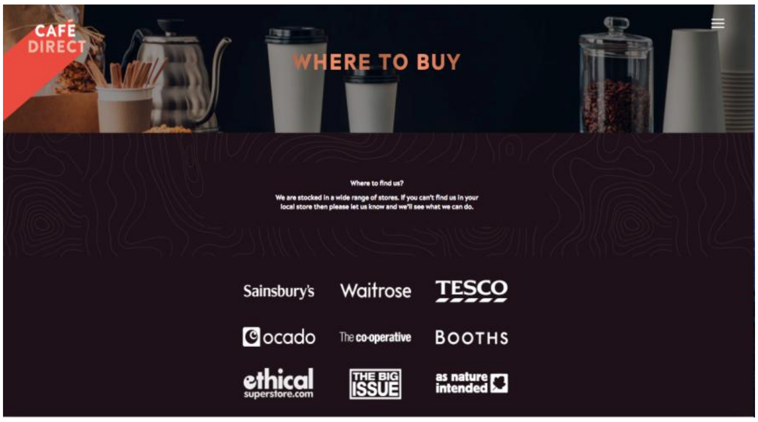
7.1.4 Impact Measurement: Cafedirect Case Study

Cafédirect was founded in 1991 by four charity organizations based in the United Kingdom: Equal Exchange UK, Traidcraft, Twin, and Oxfam. Since then, it has become the largest fair and unified trade union of the UK. The aim of the founders of the company was to provide small coffee, tea and chocolate producers with better (fair) selling prices for their crops and more development opportunities for the communities they live in. The product range of the Cafédirect was expanded from a single coffee product in 1991 to a product portfolio that includes over twenty very high quality products.

Its turnover in 2008 was £ 22,3 million, with pre-tax profits of £ 901,000. Cafédirect works with 39 coffee growers in thirteen developing countries, with over 260,000 farmers in total with aim to improve the lives of more than 1.4 million people. Since 2000, Cafédirect has invested more than £ 3.3 million directly in growers' enterprises, and it has paid £ 13 million more than the average selling prices that growers and their communities earn. Similarly, as a Social Enterprise (source: company web site 2018), as opposed to any other coffee company, it invests 50% of its profits at the Cafédirect Foundation, a United Kingdom charity that works directly with farmers improving their viability and means of subsistence. This philanthropic organization is run by farmers - for farmers - achieving, among other things, the development of innovative solutions to the challenges faced by the matter.

Cafédirect was funded by its founders for over twelve years and initially operated as a charity. However, with an average sales growth of between 20% and 30% per year, the need of the enterprise for working capital and new investment in marketing has grown rapidly. In 2002/2003, the board of the Cafédirect explored the possibility of raising its capital with venture capital funds, but some of the founders were worried about working with the venture capitalists. In 2003, the company decided to raise funds by issuing shares to invest in its brand, repay loans and invest in IT systems.

Having changed its legal form to Public Limited Company (PLC), Cafédirect earned 5 million pounds (from £ 1 per share) in the first half of 2004, from 4,500 new investors. Shares were overwhelmed. The dividend for 2008 was 2 pence per share**.**



As a public limited company, Cafédirect is required to submit detailed reports annually to the government agency Companies House (this agency records data for public limited companies and it is part of the UK Department of Commerce). The 2007 Annual Report was carefully structured to reflect the mission of the Social Enterprise as well as its market position: the financial results are discussed only after a great section devoted to stories of micro-coffee makers as well as details of the achievements and expenses incurred under the cooperative program with them.

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Much of the annual report also focuses on product quality, environmental management, education activities, and corporate governance issues. More specifically, in the narrative section of the report, only 8 pages out of 53 are dedicated to discussing Cafédirect's enterprise activities. Also (only) 39 of the total 84 pages of the full report deal with financial issues (in traditional profit-making companies that number is over 70-80%).

Although it is a social venture with shareholders, Cafédirect's annual report sends a clear message: the organization's social mission is a top priority beyond its financial achievements.

Sources

Nicholls, A. (2009). 'We do good things, do not we?': 'Blended Value Accounting in Social Entrepreneurship. *Accounting, Organizations and Society, 34* (6-7), 755-769.

QUESTIONS:

1. What kind of business is Cafédirect?
2. What is the Social Value Proposal of Cafédirect's Social Value Proposition (SVP)?
3. What are the main stakeholders of Cafédirect?
4. How would you measure the performance of Cafédirect?
5. What key indicators would you use to capture the social impact of Cafédirect (social impact assessment)?
6. How does Cafédirect distribute its products?
7. Describe the Cafédirect marketing mix in table format.

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ANSWERS IMPACT MEASUREMENT: CAFEDIRECT CASE STUDY

1. What kind of enterprise is the Cafédirect?

Cafédirect is the largest 100% solidarity and fair trade enterprise for hot drinks in the UK. It sells a wide range of products coming directly from small farmers. It is a Social Enterprise, but it has the legal form of the Societe Anonyme, which is not so common for Social Enterprises. It is also listed on a stock exchange. This case study demonstrates that the legal form is not the main element of a Social Enterprise. What it counts is its social mission. Its existence is based on it. The Social Enterprise must choose each time that legal form that will enable it to achieve its social mission more effectively.

Some key facts about the company. In 2015, Cafédirect bought 1,326 tonnes of coffee beans (2014: 1,057), 92 tonnes of tea (2014: 175) and 44 tonnes of cocoa (2014: 46). Since 2004, Cafédirect has supported small businesses and communities with over 15.5 million pounds sterling. In 2015, Cafédirect recorded a turnover increase of £ 11.8 million in the prior year to £ 12.4 million. There was a £ 1,065,168 operating loss of € 436,755 increased by 2014. The current cash position of the company is negative and the company is overdrawn.

2. What is the Social Value Proposal of Cafédirect (SVP)?

Cafédirect benefits small-scale growers in the developing world by buying tea, coffee and cocoa at fair / solidarity prices. It also re-invested its profits in providing other forms of support and training for micro-farmers and the communities in which they operate.

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3. What are the main stakeholders of Cafédirect?

- First of all, they are directly benefactors. For example, the CEPICAFE Coffee Cooperative benefits from the activity of the Social Enterprise in Piura (North Peru). The CEPICAFE Cooperative has members of about 7,000 rural families living on the Andean slopes. Cafédirect buys 40% of its coffee exports and since 2008 has co-funded community development projects.
- Clients. Those who buy the products of the enterprise and contribute commercial income to the Social Enterprise.
- Employees. The company says, for example, that for 2013, 100% of employees said they were quite satisfied.
- Sponsors (private and public). For example, the company reports about 400,000 donation income in 2014.
- The shareholders of the company are another major participant (they are based on the latest figures, 8,393,557 shares). There are 4 institutional investors:

Oikocredit Ecumenical Development Co-operative	19.9%
Oxfam Activities Ltd	10.8%
Cafédirect Producers Ltd	5.5%
Rathbone Nominees Limited	3.4%

4. How would you measure the performance of Cafédirect?

The performance of the Social Enterprise should be calculated on a basis.

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Initially, Social Enterprise performance should be measured by using traditional profitability indicators (for example, Return on Assets, which for that Social Enterprise is -34% for 2015, also the gross margin of 21% for in 2015).

However, social impact indicators should be added to these traditional indicators. For example, the Social Enterprise says that since 2004 total payments to the farmers rise to more than 15.5 million pounds. The amount paid to fair trade premiums in 2015 was £ 433,000. Also, the amount granted to the Cafédirect Foundation in 2015 was 188,218 pounds. These numbers have a greater social impact in the long term, but it is not easy to be monetary. For the calculation of SROI (see slides) one has to deduct from the social impact the cost for its production and then to divide the result with the latter.

Perhaps a simpler indicator of social performance is SROA (Social Return on Assets). This indicator answers the question of how efficiently the company uses its assets to produce a social impact. Although it significantly underestimates the social impact of the Social Enterprise, for 2015 this indicator would be: (Fair trade Premium + Donations to Cafédirect Foundation) / Assets = 9.8%. The most important is not the index itself but its evolution over time.

5. What key indicators would you use to capture the social impact of Cafédirect (social impact assessment)?

The company measures many indicators but the two are related to their social mission.

KSPI (Key Social Performance Indicators):

a) KSPI 1 – The mount paid to producers in excess of the purchase price

b) KSPI 2 - Total purchases from producers in developing countries

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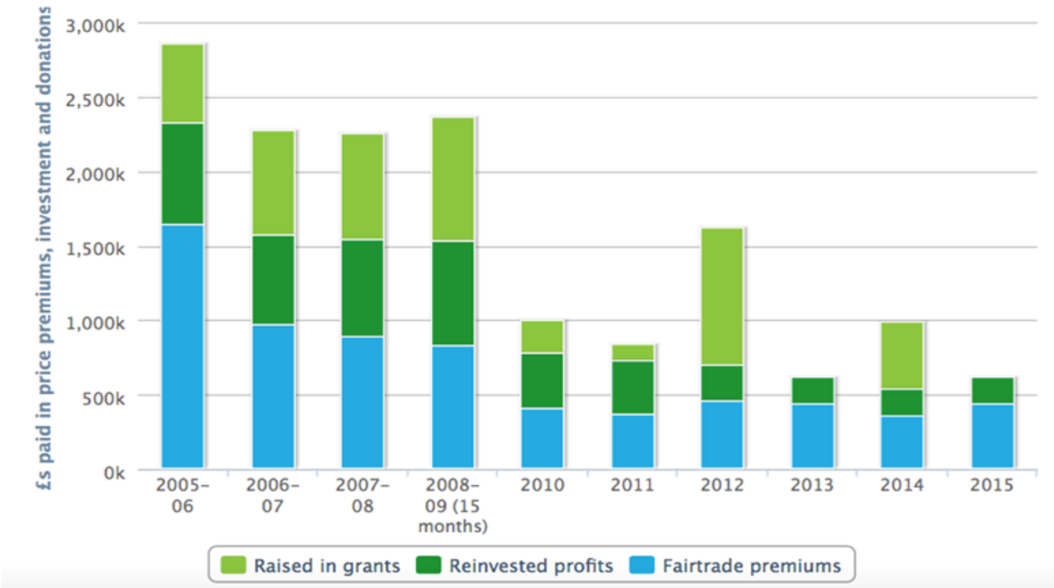
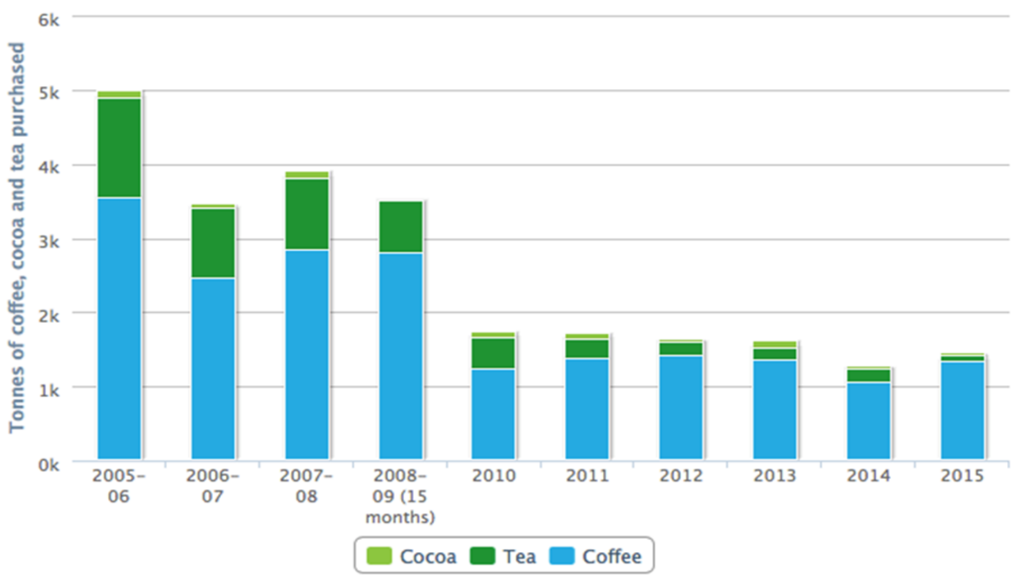
KSPI 1 - Amount paid to producers over and above market price



Source: https://www.ethex.org.uk/cafdirect-social-performance_121.html

KSPI 2 - Total purchased from developing country producers



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Some other indicators used by the Social Enterprise are:

- The ratio of the highest to the salary ratio → 4.4
- Directors' fees. For example, the fees of the Chairman and the Non-Executive Directors have remained the same since 2005, but they have been provisionally reduced by 33% since July 2011.
- Executive directors are entitled to a basic salary, quota in annual bonus, and benefits to all employees, such as private healthcare and participation in a retirement plan.
- Diversity in the workplace. For example, the percentage of women managers is: 14%
- % of Satisfied Workers. For example, as reported by the company, over the last three years, the staff has been increasingly satisfied with Cafédirect as an employer, with 100% satisfaction for 2013. All employees, having completed three months of service, are entitled to participate in the company's defined contributions pension scheme. The company contributes an amount equal to 9% of the basic salary if the employee contributes at least 1% of his basic salary. The company also implements a private health care system in which all employees are entitled to join.
- Recycling and rubbish. By taking initiatives across the whole range of tea, coffee and hot chocolate products, Cafédirect have managed to reduce the average packing weight by 7% from 2012.

For more indicators, see the Thomson Reuters ESG system (appendix to the slides in the section). The business should systematically improve on all these indicators.

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7.1.5 Communication Strategies: Case Study Crisis In Social Media

Client tries to find a trendy small pizza table in Manchester on Saturday night without having booked a table. The waiting list is long and the service of the restaurant informs him that he cannot be guaranteed that he will sit till the kitchen will be closed.

The disappointment and the sense of having the power to punish the restaurant leads the customer to go to Trip Advisor and score very low, with a restaurant star writing at the same time: *"I arrived at 7:45 am after I have been trying to find a place to park, I left at 7:48, since they kindly told me they could not guarantee that they would serve me as the kitchen would be closed at 9:30. It was crowded, to be honest I traveled from Bollington to Manchester, but I will not come back to this place again"*.

Owner's response:

"Do you understand that we are a tiny independent restaurant right ... and that you just crucified us because we had a lot of people? We can not do anything about how much time people want to wait for a table here. On Saturday (the week with the most people for each restaurant), some wait two and a half hours for a table. Most people wait without complaining and because they are waiting, so we have to stop accepting customers at some point, otherwise we will be here until dawn to cook.

To make it clear. We do not close the ovens at 9:30. We close the kitchen, but that does not mean we stop cooking. On Saturday, we were cooking until 10:30 pm ... and that for customers who were in the row before you.

Is that enough to call our restaurant awful? Even if your only contact with us was polite, you used it only so as to relieve your anger, because you did not find a parking

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space easily, that you were coming from another place, and that we had a lot of people to serve you.

I'm not sure that there is a restaurant all over Manchester that you will arrive almost on Saturday night at 8 o'clock and you will sit down immediately if you have not booked a table earlier.

The scenario that you would like is: "Hi Peter, just forget the 200 people who were in the line before you ... If you are to put a star on us, then come from here, you will sit down immediately.

We are sorry we did not have room to serve you ... but come on now ... try to support us by accepting the situation or even congratulating us for having so many people (as did other clients despite the fact that they do not we could serve them) instead of trying to damage us".

Sources

https://www.cnn.gr/news/kosmos/story/55343/epiki-apantisi-estiatorioy-se-kritiki-dysarestimenoy-pelati-pics

QUESTIONS:

1. Do you consider that criticism of social media has an impact on the reputation of the enterprise? Would this criticism affect this enterprise?

2. How do social media reviews affect an enterprise or a Brand? How is this verified in the case of the study?

3. Is the Rule 3/33 verified? According to the rule, what can happen in this case? How do social media form this rule?

4. Do you think the owner was right to respond or should he remain silent as his response reinforced the dynamic of the criticism and increased the possibility of an involvementin a conflict to the internet?

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ANSWERS COMMUNICATION STRATEGIES: CASE STUDY CRISIS IN SOCIAL MEDIA

1. Do you consider that criticism of social media has an impact on the reputation of the enterprise? Would this criticism affect this enterprise?

Social media allow users to shape public opinion and form the public opinion by influencing the course of their beloved Brand and business. They can work beneficial or negative. In this case, this criticism would have a negative effect as other users who did not know the incident would probably believe the user.

2. How do social media reviews affect an enterprise or a Brand? How is this verified in the case study?

The reputation is the most important for a business and the best companion for its development is the customer himself. This is because the customer does not perceive them as advertising and passes their resistance filters to the messages. This is the reason why many businesses use testimonials in their isotopes and other media.

The reviews are quite similarly and in the above case, the user's criticism may negatively affect potential customers who are about to visit the restaurant.

3. Is the Rule 3/33 verified? According to the rule, what can happen in this case? How do social media form this rule?

The rule states that a bad experience will be shared by the customer with 33 while a pleasant with 3 people. According to the rule, the unhappy customer feels the need to

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share an ugly experience with other people for his mental relief. Thus, in this case, the client, in order to relieve himself, made a negative critique.

In its original form, the rule was that the customer would share experience with his familiar environment. But now with social media, the customer can reach hundreds of people who form the dynamics of the rule.

4. Do you think the owner was right to respond or should he remain silent as his response reinforced the dynamic of the criticism and increased the possibility of an involvement in a conflict to the internet?

If people do not get information from the enterprise, they look for alternative sources to create a view of what's going on. This often leads to conclusions that are difficult to change. Therefore, the enterprise ought to have control over the information; otherwise it leaves open the possibility for widening the reputation, in this case negatively.

The shopkeeper did the right thing and provided the public with the additional information needed to create a global picture so as to decide on the correctness of the negative comment.

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