



Co-funded by the
Erasmus+ Programme
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**e-Training Centre for
Social Entrepreneurs**

ETC.4SE



e-Training Centre for SE

Case Studies for Mentors



ETC.4SE



Project No. 2017-1-EL01-KA204-036221

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1.0 Introduction

The case studies and good practices found below have specifically been selected to aid the mentors of the ETC.4SE platform, on how to facilitate their training provision towards the selected target groups.

The mentors of the platform can refer to the case studies and good practices of adult learning and training in entrepreneurship but also, on how to foster entrepreneurial mindsets. In addition, the information will enable the mentors form possible strategic collaborations, with existing networks and national contact points.



2.0 Selected Good practices

The partners have during the survey analysis phase, collected national information on organisations and associations that provide training on entrepreneurship and, and which potentially, can cooperate with the ETC.4SE mentors.

Greece

1. Impact Hub Athens,

- a. Provides several services to start-up enterprises such as training, networking opportunities, place to collaborate and work, knowledge points and expert advice, renting of space for enterprises. The Impact Hub is member of a global network of Hubs which means that they can collaborate and exchange know-how and expertise and share with its members. They can organise themed discussions, discuss case studies, test and use new technologies, organise events and competitions but also, set up training sessions with new entrepreneurs or people interested in becoming entrepreneurs. Their objectives are to provide knowledge and support to both social enterprises as well as general companies.
- b. Their strength is their members and the expertise and know-how they share. They can organise networking activities between people and start-ups to find common interests but also to motivate innovation.
- c. Infrastructure: building with shared desks to collaborate, infrastructure to use, access to experts and mentors, access to training and database of learning resources, access to templates and business models, etc.

Praxis Business Coaching Center

- a. The Praxis Business Coaching Center is a spin off, off the NGO Praxis. They have commenced the Business Coaching Center as support to people who wish to start a new business and need help in various stages or phases. These phases are:
 - i. From an idea to a concrete business idea,
 - ii. How to write a business plan,
 - iii. Marketing and digital social media marketing,
 - iv. Financing and cost-setting
 - v. Follow-up and expansion
 - vi. Legal and accounting support
 - vii. After 6 months to 1-year support (i.e. after running for at least 6 months, the entrepreneur can apply for further support which deals with running a business, management and sustainability).
 - viii. Any other topic.
- b. The way they operate is for the interested party to primarily apply through their website. The interested party answers questions on an online form, the questions



are basically asking for the business plan of the company and submits the form. The application process is open twice a year.

- c. Once the applications have been reviewed, the applicant is invited for an interview with the business mentors of the Business Coaching Center. If the Coaching center believes that the applicant has a viable idea, or they pair him/her up with experienced entrepreneurs and business mentors from the private sector.
- d. The mentor and the future entrepreneur discuss over a period of 4 months with weekly meetings taking place. The mentors are usually acknowledged professionals from the private sector with decades of experience. Their background varies from banking, finance, retail and investment sector.
- e. Following the 4-month coaching period, the entrepreneur will continue on their own. However, they can re-apply for coaching and mentoring as a support for maintaining their business.

Grow Greek Tourism Online

- a. The Grow Greek Tourism online is an initiative by the Ministry of Tourism and www.visitgreece.gr (Hellenic Tourism Organisation), who combined have produced 26 educational modules on Digital Marketing. The emphasis is on Tourism but any entrepreneur or start-up can use the Greek educational material to expand and market their service or products.
- b. The topics are:
 - i. Networking opportunities (2 units)
 - ii. Create your own online presence (6 units)
 - iii. Make the first step for a successful internet presence (4 units)
 - iv. See how search is conducted (6 units)
 - v. Use email marketing (5 units)
 - vi. Exploit search (3 units)
 - vii. How to ensure you are in the search results (5 units)
 - viii. Search engine marketing – SEM(4 units)
 - ix. Enhance the SEM strategy (4 units)
 - x. Analytics for beginners (3 units)
 - xi. Ensure analytics success (3 units)
 - xii. Local awareness (2 units)
 - xiii. Location services – people nearby finding you (3 units)
 - xiv. Social media presence (4 units)
 - xv. More about social media (4 units)
 - xvi. Mobile devices and opportunities (3 units)
 - xvii. Exploit mobile devices (5 units)
 - xviii. Market yourself in other websites (3 units)
 - xix. More on display ads (3 units)
 - xx. Expansion abroad (7 units)
 - xxi. Fully exploit video (6 units)



- xxii. Create your own ecommerce site (2 units)
- xxiii. Increase your e-sales (3 units)
- xxiv. Design your online business strategy (5 units)
- xxv. Commence with content marketing (6 units)
- xxvi. Turn data into insights (5 units)
- xxvii. Bonus material (5 modules)

The below are business initiatives that provide training and support to start up entrepreneurs, information and know-how but also individual support if needed. The network Koinsep.org works only with social enterprises and is considered the main information point when someone is interested in setting up, running and managing a social enterprise in Greece.

- b. Athens Center for Entrepreneurship and Innovation-ACEin
- c. Athens Startup Business Incubator
- d. Hellenic Start Up Association
- e. Orange Grove
- f. startup.greece
- g. Youth Entrepreneurship Club
- h. Network Koinsep.org
- i. Action Finance Initiative
- j. FOUND.ATION

Use of new technologies in good practices

Praxis Business Coaching Center: The Praxis center works mostly with traditional technologies when the mentoring pairs have been set up. These are emails, social media and communication tools.

In the case of the Grow Greek Tourism Online, the units are all designed modular and are comprised of video, text, self-evaluation questions and references. All material are located on an eLearning platform <https://learndigital.withgoogle.com/greektourism/>, but the two organisation also organise training seminars in various locations in Greece.

Their online platform has many categories which make it very user friendly when searching for information.

Existing good practices in successful social entrepreneurship projects

1. NeiOrizontes (New Horizons) – Athens, Greece
2. Gefsi apo Xorio: Koinsep, Karditsa, Greece
3. Café Mirtilo, Athens, Greece
4. Koinsep RODA, Karditsa, Greece



Portugal

Programa de Apoio a Empreendedores Sociais, PAES Aceleração (Program for Support to Social Entrepreneurs, PAES Acceleration)¹

It's a program promoted by Santa Casa da Misericórdia in Lisbon, through its Department of Entrepreneurship and Social Economy (DEES), which aims to capture projects that develop innovative products and services aiming to solve problems and needs in the context of the Social Economy. The program aims to support the validation of sustainable business models, enhancing its leverage by planning, developing and implementing short, medium and long-term strategies.

Target audience:

This program is addressed to Start-ups and business projects with an innovation component, which have been developed for at least 6 months at the application date, and non-profit and charitable organisations with at least 6 months of activity in the industry.

Awards:

The 3 finalists will have access to an internationalization program, which includes foreign travel and networking meetings.

The highest ranked application, among the three finalists, will be awarded with a monetary prize of € 15,000.00 (fifteen thousand euros).

IES-SBS TRAINING PROGRAMMES 2018²

ES-Social Business School is the first business school focused on Innovation and Social Entrepreneurship. They were the starting point for a path dedicated to Social Innovation in the creation of sustainable business solutions, offering a portfolio of training, research and consulting. They rely on excellence and a strong network of partners to inspire, train, support and connect organisations and people from all sectors of a converging economy.

IES-Social Business School consists of laboratories that investigate the main issues under Innovation and Social Entrepreneurship, complementarity and a logic of action-research, together with partners and clients from different sectors of activity.

It is in December 2014 that IES affirmed itself as Social Business School. Throughout this year 1000 alumni were formed by IES-INSEAD programmes, with a record number of Bootcamps achieved in a year (10) new and 10 alumni as trainers. The launch of the Scaling for Impact

¹ <https://lisbon.impacthub.net/eventos/-/paessionion>

² <https://www.ies-sbs-en.org/>



programme was celebrated with 2 editions, with a total of 60 graduates and 20 participating projects.

The official launch of the Social Investment Lab was held, a project of IES and the Calouste Gulbenkian Foundation, in partnership with Social Finance UK, consisting of a reference knowledge centre in the field of social investment, seeking to disseminate international best practices and Innovative financial instruments, studying its applicability to the Portuguese reality. The launch of the Social Investment Taskforce: catalysing the social investment market in Portugal, which, after one year, is expected to draw political recommendations as a catalyst for the social investment sector in Portugal. Also, in 2014, we decided to create a Social Business Laboratory that has an exclusive partnership with B Lab to bring the B Corp movement to Portugal and Lusophone Africa. MIES is approaching its final stretch and in Maputo, Mozambique, 13 ES + Maputo were identified and supported. The start of the 1st INSEAD Social Entrepreneurship Award was also celebrated.

The training programme for the 17 Municipalities of the Metropolitan Area of Porto was also completed, encompassing activities such as strategic planning, mapping of entrepreneurship and social innovation projects, technical capacity for building of municipalities, and the implementation of projects that generate positive social impact in the city and respond to identified social needs.

United Kingdom

[ENACTUS \(Specifically Enactus UK\)](http://enactusuk.org) (<http://enactusuk.org>)

Enactus is an international non-profit organisation dedicated to inspiring students (primarily University students) to improve the world through entrepreneurial action. The name 'Enactus' actually stands for **EN**trepreneurial **ACT**ion for **US** all, it provides a platform for teams of university students to create community development projects and social enterprises that put beneficiaries' ingenuity and talents at the centre of improving their own livelihoods.

Enactus' mission is to enable progress through entrepreneurial action by creating the framework for our network to develop entrepreneurial focused community outreach projects that have a positive impact in people's lives, our goal is to enable sustainable human progress.

To develop values driven leaders. Enactus believes that entrepreneurship and business can play a critical role in providing solutions to some of the world's most challenging problems. By connecting generations of leaders to learn from each other and challenging students to apply that learning to solve real world problems within their own communities, they develop stronger leadership skills as well as an understanding that they can have a positive impact on society through entrepreneurial action.



Enactus works at the most grassroots level as a **society** in a University (i.e. Cardiff University Enactus), this University team then belongs to the wider Enactus UK, which belongs to the global Enactus network. Students who join the society are passed on entrepreneurial skills and knowledge through both their peers who have been in the society before them, as well as Enactus UK, who employ full time staff to facilitate student entrepreneurial action. There are currently nearly 60 Enactus teams in the UK and many more spanning the globe.

(A case-study below on '**Rubisco**' is actually an example of a student Enactus project turned into a fully functioning social enterprise)

The School of Social Entrepreneurs (<https://www.the-sse.org>)

The School for Social Entrepreneurs (SSE) brings together people who want to change things for the better. People tackling urgent issues like poverty, education, inequality, health, climate change and much more. Every year, they help more than 1,000 people learn how to transform their communities and help people in need.

The SSE support social entrepreneurs, intrapreneurs and charity leaders, running courses that equip them with the skills and networks needed to create lasting change. The SSE also help in other ways too, like connecting these people with funding and mentoring. Currently they operate 11 schools across the UK, Canada and India.

They help coach their students to create social enterprises and 50% of their students work in the 20% most deprived geographical areas of the UK, ¼ of the students they work with have had direct experience with the social issue they want to address. Aided by their fellows, who are all successful entrepreneurs and social entrepreneurs, The SSE works to facilitate and install social entrepreneurial attitudes in the people they work with.

The SSE provides a number of courses/programmes including:

- Third Sector Digital Leaders
- The Fellowship Programme
- Replication and Social Franchising
- Handling Difficult Conversations
- Negotiation Skills Training
- Measuring Social Impact
- Etc. (a full list is here: <https://www.the-sse.org/our-courses/>)

They also provide **bespoke training programmes** for their students.



One of their most popular programmes is the Llyod Bank Social Entrepreneurs Programme, at the moment they estimate that with each organisation a student creates, they also create an average of 2.3 jobs, they forecast that in the first 5 years of the programme 7,000 jobs were created.

Use of new technologies in good practices

The School for Social Entrepreneurs uses their website to promote themselves and the work that they do. The website can be navigated to learn about the history and current work of The SSE, but also has a few other functions that are very useful.

- 1) A blog/'story' section, this is used to promote the work of their students and fellows, providing inspirational insight into established social enterprises
- 2) A promotion of their courses and where they are taking place. While they don't have any **online** courses, The SSE does use their website to highlight where some of their courses will be taking place and even use their website to allow people to sign up for courses: <https://www.the-sse.org/courses/handling-difficult-conversations/>
- 3) 'Meet our students/fellows' section, for people to learn about the work that the SSE do **through** those they work with, this makes it much more personal and perhaps easier to understand for some, you can see some of the people behind projects and learn about their journeys through social entrepreneurship

The SSE's website is very easy to navigate, with more than 1 way of reaching a different area on the website on a single page, while this may seem unnecessary it actually makes the user experience much easier, also the addition of personal stories is a great factor for giving people a well-rounded idea of the work that they do. It is much more interesting to read a personal and **relatable** story, than simply understanding a concept through lots of text.

The Netherlands

Academic Honours Course: The Future Entrepreneur

Course: Academic Honours Course: The Future Entrepreneur³

Provided by: Amsterdam Centre for Entrepreneurship. In this centre VU University (VU) and University of Amsterdam (UvA) collaborate

Course description:

³ <https://vu.nl/nl/opleidingen/overig-onderwijs/honours-programme/interdepartmental-courses/the-future-entrepreneur/index.aspx#>



The course The Future Entrepreneur is concerned with entrepreneurial opportunities and the role of the entrepreneur in the year 2030. A variety of lecturers will present their perspectives for the future with regard to their topics of specialisations. This course challenges its participants to think further and to anticipate what may be lying ahead. It focuses on future trends as well as the role of the entrepreneur. Innovative concepts are dealt with and further developed during this course.

In addition to the classes, there is also a digital learning environment.

Case studies

Greece

Case study 1 – New Horizons, Athens, Greece

Name of organisation: New Horizons,

Sector of activity: design and maintaining of gardens, office cleaning services

Number of employees: +20 and expanding continuously. Type of employees: ex-prisoners

Year founded: 2014

Objective: a social enterprise with the human factor in the centre, providing opportunities

Brief description about the social project

For designing and developing of the marketing plan, the social enterprise primarily identified the needs and skills their members had. Secondly, they studied the business environment and the market conducting a short market analysis to identify activity sectors. Once the sectors were identified, gardens and cleaning, they started setting goals, discuss pricing policies, training and organising the appropriate promotional actions.

Aims and goals to be achieved

To help the ex-prisoners and members of the social enterprise to have the necessary support to re-enter society and working life with dignity and self-esteem.

What has been done so far

The social enterprise has several cleaning contracts with public sector organisations and is continuously expanding. In addition, they are maintaining the gardens of universities and those of private clients. They are participating in many conferences discussing and presenting their case study and have strategic cooperation with training centers and mentoring programmes.

What are the expected results

The aim is to grow the company and get more contracts.



How were the results achieved

Through hard work, raising awareness of the SEs work and activities, networking on regional and governmental level, participating in conferences, providing exceptional quality in their work, etc.

Main obstacles and difficulties encountered

The main obstacles were bureaucracy and the new legal framework related to the social enterprises in Greece. Having members who belong to vulnerable target groups, the social enterprise was in need of alleviating measures, quick decision in order to commence their activities, and possible funding opportunities until they gained their clients trusts.

Lessons learned

Three pieces of advice that would be helpful to people at the beginning of their journey running a social enterprise. If help needed, what type of help would this be?

- a. Never give up and fight for what you want
- b. Always provide high quality of your work and be consistent and dependable
- c. Use all the tools and resources that you can.

Case study 2 – Gefsi apo Xorio, Karditsa, Greece

Name of organisation: Gefsi apo Xorio (Taste from the Village),

Sector of activity: traditional products

Number of employees: 6 and expanding. Type of members: local producers

Year founded: 2015

Brief description about the social project

The five farmers, led by their President Yiannis Zissopoulos, began to produce, standardize, package and promote their traditional products to the local market. The "Taste from the Village" produces spoon sweets, pasta, cookies and rustic pies. The products are sold in restaurants and traditional shops.

Aims and goals to be achieved

To connect local farmers and producers under the social enterprise and create standardised and labelled goods and traditional products. These will then be distributed regionally to restaurants, shops and possibly even export. As a social goal, the farmers are helping people and families in economic difficulties, provide food for migrants and help the church in providing food to people in need.

What has been done so far

The social enterprise is already working with five farmers and they produce various traditional products.



What are the expected results

The aim is to grow the farmers network and work with as many as possible.

How were the results achieved

They reviewed lessons learned by other SEs, identified successful SEs in Greece and tried to work towards similar models.

Main obstacles and difficulties encountered

They find it difficult to gain the trust of the local producers because until now, all efforts to create a cooperative or sell through a cooperative failed. The social enterprise is trying to change this perspective.

Lessons learned

Three pieces of advice that would be helpful to people at the beginning of their journey running a social enterprise. If help needed, what type of help would this be?

- a. Well prepared for bureaucratic issues that might arise. Be knowledgeable about SEs, legal system, accounting needed,
- b. Have support, mentoring and specific training opportunities,
- c. Have members that have management background
- d. Balance between economic activity and social mission

Case study 3 – Café Myrtilo, Athens, Greece

Name of organisation: Café Myrtilo,

Sector of activity: cafeteria and art center

Number of employees: 90% of employees are people with disabilities,

Year founded: 2013

Brief description about the social project

Myrtilo has been operating as a cafeteria and arts centre since October 2013. It is an innovative self-supporting business and training entity, where all employees are jointly responsible for its viability.

Aims and goals to be achieved

Those who work in Myrtilo receive daily multi-dimensional training, a training which initially was based on the great arts (literature, drama and music), on the cultivation of self-awareness and on the transmission of the values of sociality and solidarity. The goal is for those who work in Myrtilo



to learn a job that will secure for them a living, but also a job that will give them the joys of sociability and a sense of creativity.

What has been done so far

They have staged more than 400 events, can organise conferences and seminars, operate as a cafeteria each day, help their target groups as much as possible.

What are the expected results

To continue to operate and expand to create similar operations. To have more TG members work in the coffee shop and be able to help more disabled people.

How were the results achieved

In the beginning they were operating from a different building and through network and motivation, they cooperated with the municipality of Athens to help them move to a donated building near a park. This was achieved through hard work and as recognition of the work they do. They expanded their services, they provide quality products and have become a hotspot for locals.

Main obstacles and difficulties encountered

No incentives from the government as a social enterprise, the costs of the operation and the difficulty in competing with a regular coffee shop, setting up a functional network of collaboration with experts.

Lessons learned

Three pieces of advice that would be helpful to people at the beginning of their journey running a social enterprise. If help needed, what type of help would this be?

- a. Incentives (funding, training, support, mentoring, infrastructure etc.) from regional and central government
- b. Be prepared to spend a lot of time in setting up your company
- c. Know what you want to achieve.

Case study 4 – Social Enterprise Roda, Karditsa, Greece

Name of organisation: Roda

Sector of activity: Theatrical center

Number of employees: 6

Year founded: 2013

Brief description about the social project

The aim of the theatrical workshop is to develop the creativity, imagination and awareness of children in relation to the world around them. Stimulating them through a fairy tale, a verse, a newspaper clip, a musical phrase, an image that will be selected by the trainers, each time based



on the needs of the group, the children and the teenagers will express themselves, discover, create using: theatrical expression, painting, clay, and sounds. In this way they will learn about themselves, their particular inclinations and needs, and will learn to work within the group with respect for the peculiarity of the other without suppressing their own expression, based on cooperation and common creation.

Aims and goals to be achieved

Help children and teenagers express themselves through art and have the necessary tools to interact and learn about themselves. They learn to respect people and understand differences.

What has been done so far

They organise theatrical working groups, seminars and workshop and cooperate with local and regional actors (local authorities, schools, private companies etc.). They have their own facilities where their activities take place.

What are the expected results

To organise more activities and provide additional services to the local population, to cooperate with more experts, to receive funding (EU) in order to research and use additional methodologies.

How were the results achieved

Through the motivation and persistency of the team who set up the social enterprise.

Main obstacles and difficulties encountered

Legal framework and accounting system for social enterprises. Time and budget needed to continue operations (no government incentives for SEs).

Lessons learned

Three pieces of advice that would be helpful to people at the beginning of their journey running a social enterprise. If help needed, what type of help would this be?

- a. Work hard, organise your time
- b. If you don't know, ask! Find learning resources and upskills yourselves
- c. Rely on yourself.

Portugal

Case study 1 – SPEAK, Portugal⁴

⁴ <https://www.speak.social/pt/>



Name of organisation: SPEAK (<https://www.speak.social/pt/>)

Sector of activity: Exchange of languages and cultures

Year founded: 2012

Brief description about the social project

SPEAK was created with the purpose of solving problems of socio-cultural exclusion and to integrate immigrants in the communities. It is a program of sharing linguistic and cultural knowledge breaking down the language barrier and bringing people together. Anyone can sign up to learn or volunteer to teach a language and culture of their knowledge. SPEAK groups have people of different backgrounds. Throughout this learning process, participants know the "other", learn and explore common interests, break prejudices, misunderstandings and promote understanding and cooperation between cultures. Parallel to the classes, there are social events created by the community itself. SPEAK is open to anyone over 15 years old.

Aims and goals to be achieved

SPEAK aims to solve the problem of social exclusion of migrants, breaking down barriers and promoting equality. They help to solve the problem of the social exclusion of migrants and contribute to their integration in the cities where they live through a program of sharing of linguistic and cultural knowledge that overcomes the linguistic barrier and brings people of different origins closer together. SPEAK is already present in seven Portuguese cities as well as in Turin (Italy) and Berlin (Germany).

What has been done so far

SPEAK project was created in order to solve the problem of socio-cultural exclusion by promoting the exchange of languages and cultures. The idea was born from an existing project in the Associação Fazer Avançar (AFA), the Leiria Language Exchange. This social enterprise is already working for six years. They have training centres in Leiria, Caldas da Rainha, Coimbra e Lisboa. They have volunteer teachers that are native people who live in the cities. There have volunteer teachers from everywhere from China to the United States. At SPEAK they share their knowledge about their language and culture. The low-cost commitment was achieved through special conditions for the functional and comfortable classrooms.

They have also the SPEAK PRO version, a competitive tool for current challenges of the labour market.

What are the expected results

The success of international experiences is not only due to the knowledge of the language, but also through the knowledge of culture and the capacity of interaction (creation of empathy) with the local citizens. SPEAK PRO has professional language courses with a focus on functional language and cultural learning that bring students closer to native speakers. SPEAK PRO classes are for companies and individuals that have specific needs (urgency, focus, intensity and duration of the course).



By the end of the year, SPEAK expects to have trained more than two thousand people and obtain revenues of € 66 thousand.

How were the results achieved?

SPEAK started after Hugo Menino Aguiar, the founder, work on Google in Dublin (Ireland). Despite speaking the language and having a good financial condition, it became difficult to create a network of contacts. So, Hugo thought about people with financial and integration difficulties. While participating in the Avançar Association, he decided to create SPEAK. Later, two more people joined him.

In 2017 they have made an investment of € 500 thousand in the seed phase, thanks to a group of impact investors and Portuguese and foreign foundations. They have been growing slowly since 2014. With the financing impact, which combines the financial return with the effect generated in society, SPEAK has specific objectives until 2020, such as "being in the main European capitals" with the traditional model, which will be a "case study" for a model of franchising, which can be extended to other European cities.

Case study 2 – IMPACTRIP, Portugal⁵

Name of organisation: IMPACTRIP (<http://www.impactrip.com/who-we-are/>)

Sector of activity: Tourism

Year founded: 2013

Brief description about the social project

ImpactTrip is an incoming tour operator that promotes Responsible Tourism in Portugal. ImpactTrip aims to fight social inequalities through solidarity tourism. Building partnerships with social organizations, this is "the first Portuguese agency" dedicated to solidarity tourism providing different experiences in Portugal.

Aims and goals to be achieved

Defining itself as a social travel agency, its mission is to "combat social inequalities through solidarity tourism". The objective is to combine the best of tourism, traveling like a local, and customized volunteering to offer unique meaningful travel experiences. Discover Portugal on a responsible and unforgettable trip that combines the best of guided tours, typical restaurants and exclusive local activities with volunteering experiences in social and environmental projects which have a real impact. Get to know the locals, absorb Portuguese culture and get the best out of your holidays in a volunteering trip that will make your stay a meaningful experience.

⁵ <http://www.impactrip.com/>



What has been done so far

The social enterprise is already working for five years. They want to invest in rural areas and the interior of the country, areas somewhat marginalized and who have much to offer with offers in Porto, Lisbon, Azores, Peniche Sesimbra and Algarve. All experiences are adapted according to the profile of the traveller, that is, the projects in which the tourists go to work are chosen according to their competences and preferences.

What are the expected results

Soon, two more experiences will be included to the range of offerings such as the Authentic Port project that will lead the travellers to know the Invicta city (Porto) through projects of social or environmental nature or the Build the Future project where people help building houses for disadvantaged families. In the future, one of the major projects involves the creation of Inclusion Routes, programs that include visits to Lisbon in which the all city's corners are revealed by homeless citizens (an initiative that already exists in Porto).

How were the results achieved?

The project was developed within the PAES - Program of Support to Social Entrepreneurs where they received support, training and a physical space to work and develop their business idea. They also had the support of the European funds.

Case study 3 – ColorADD, Portugal⁶

Name of organisation: ColorADD (<http://www.coloradd.net/index.asp>)

Sector of activity: color-coding system for colour blind

Year founded: 2010

Brief description about the social project

According to information collected on the ColorAdd website, the idea of the project was to “help alleviate the problem of a significant universe of the world population in an area where all societies are and are increasingly involved and concerned - Inclusion. ColorADD is a unique, universal, inclusive and non-discriminative language that enables the colour-blind to identify colours, with a wide infinite spectrum of use on companies/entities whenever colour is a factor of identification, orientation or choice. It is estimated that 350 million people (about 10% of the male population worldwide) are Colour-blind. The ColorADD code is based on three graphic symbols representing the three primary colours. Through the acquired knowledge of the “Colour Addition Theory” taught in the early scholar years, the symbols can be related and the entire colour pallet graphically identified. Black and White appear to indicate dark and light tones. Symbols that include colours, becomes "a mental game" easy to memorize and apply in daily.”

⁶ <http://www.coloradd.net/>



Aims and goals to be achieved

Its mission is to “contribute to the inclusion and improvement of the quality of life of citizens with difficulties in colour interpretation, especially colour blindness. It is intended that society in general see in this project a contribution to improve the satisfaction and well-being of a group of individuals who, because of their disabilities, are deprived of independence, security and tranquillity, in every act where colour is a determining factor of orientation, identification or choice”.

What has been done so far

ColorADD is for everyone “each and every implementation is for everyone not specifically towards colour-blind”. ColorADD allows “integration while keep the privacy of colour-blind - including without discriminating. ColorADD creates added economic and social value to companies or entities that use the code, by offering to their consumers an innovative product with a strong social footprint. ColorADD is already implemented in several areas such as Clothing, Textiles and Shoes (labelling and catalogues), Pencils, Textbooks Publishers, Transports (Subway maps), City Administration (e.g. Maps, Signage, Accessibility, Selective Garbage, Schools), Health (Accessibility and pharmaceutical labelling), Food Retails (Traffic light nutrition label), Photo luminescent Safety Signs, Didactic Games, Solid Waste Industry, General Industry (Products and Catalogues), Information Technology (APP, Colour WEB Picker) among others, achieving expertise through strong partnerships and creating replicable clusters fundamental to deploy the code, cross sector at a global scale. Education is a strategic activity of their mission and consequently is included the Pro-Bono Licensing System. The Code became an integral part of Schools Communities, an unequivocally tool at the service of Teachers and Students, objectified in a protocol signed with the Portuguese Ministry of Education and Science, establishing a social responsible example to the World”.

United Kingdom

Case Study 1- Rubisco

Name: Rubisco

Website: <https://www.rubisco.org.uk>

Year founded: 2017

Number of Employees: 8

Sector: Mentoring and Support

Brief description about the social project

Young people’s mental health is becoming more recognized as an area which demands better support & services. Good mental well-being is vital in enabling a young person to attain their greatest potential & achieve their dreams. As an organisation Rubisco aims to build a community of young people supporting each other grow to reach their potential.



Aims and goals to be achieved

Rubisco's primary social goals are to empower and enable young people to reach their full potential, by providing mental health support. Their employees/volunteers are also students, who through working as mentors with Rubisco can also develop their skills in this area, making them not only more employable, but simply more well-rounded people.

What has been done so far

Rubisco have a programme in place, of one year of personal development, aimed at empowering, supporting, mentoring and encouraging young individuals who require mental health support. These young individuals are paired with a student mentor, who provide workshops, skills development sessions and generally help build their personal profile.

What are the expected results

While Rubisco cannot disclose the personal stories of those that they have worked with, they hope that their mentoring can truly positively impact people's lives, this could be helping them stay in education or even helping them gain employment. Their aims for the future are surely to expand their programme and the services they offer, impacting more and more people.

How were the results achieved

Through the programmes and mentoring services delivered by the students

Main obstacles and difficulties

As a student social enterprise, one of the biggest issues for Rubisco is funding and creating financial viability and sustainability. Also, their scale (only 8 employees) makes their impact quite limited, as this is both the management team **and** the staff who work with their beneficiaries

Lessons learned

Three pieces of advice that would be helpful to people at the beginning of their journey running a social enterprise. If help needed, what type of help would this be?

Rubisco gave 4 pieces of advice, valuable to running a social enterprise, they are:

- Having clear values and ethos (being morally sound)
- A clear vision of what you intend to do
- A financial forecast and plan early on
- A continual evaluation of the social impact that is being made



Case Study 2 - KEFW Leadership programme

Name: KEFW Leadership programme

Year founded: 2012

Sector: Education and Training

Number of employees: Technically 150, around 30-40 **working** at a time (the others were **in training**)

Brief description about the social project

By utilising the skills of intellectual teenage children, a social enterprise was created to help facilitate the improvement of their employability skills and provide these students with work experience that they otherwise struggled to get. These students from high school, would deliver a 'Saturday and Summer School' programme for **primary school** children in the areas of English, Maths, Science, Problem Solving, Leadership, Music, Drama, Art and Sport, thus utilising their academic strengths in order to gain income and experience.

The benefit of this project was twofold as it also focused its work on working with **primary school children** from particularly deprived areas, this was ensured by offering prices much lower than the rest of the market for the service (£40 for 10 hours of schooling). The sessions could also have a tailor-made aspect, with the younger children being provided 1-to-1 coaching at time if they were struggling in particular areas. For children already invested and enjoying a subject these could be a time to further embrace their interests, for children struggling with a subject, they could approach it in a more innovative and dynamic way, learning with older children and breaking down the typical barriers that a conventional classroom can create.

The social enterprise was entirely **student-led**, from the planning of the teaching sessions to the delivery of the Saturday and Summer schools, students would lead in every aspect. There was also an internal training course for the high school students to ensure a high level of quality and delivery of the programme.

Aims and goals to be achieved

To make **high school** students more employable – teaching them about leadership skills, entrepreneurial skills, giving them the chance to earn an income, and have experience in running a social enterprise

To provide **primary school** students with a fun and educational day-care service, that is highly focused on increasing their attainment and enjoyment of the subjects they study at school, in turn this provides them with more opportunities and broadens their ideas on the educational system

What has been done so far

The project has impacted hundreds of students, who have now had work experience and experience being involved in a social enterprise. On the other side thousands of children have attended the Saturday schools and summer camps that have been delivered.



Each year there is a consistent timetable of these Saturdays, which run on every available Saturday in the academic calendar. There are 4 Summer Camps during the Summer and also at least 2 sports camps run during the year.

What are the expected results

The aims for the future are to continue impacting students and children from both sides of the project. Now the project has expanded from just one **high school**, with students also providing a travelling Saturday school, reaching other areas of the city, other high schools have also shown an interest in franchising this model.

The project aims to continually improve the work that they do, ensuring they can keep their service at a very high standard.

How were the results achieved

Through the methods above

Main obstacles and difficulties

To begin with, in the early years (2012-2014) the project struggled to gain a sustainable workforce of students, this is because it had little history and promotion. Also, very few students had actually had significant training (the training for this project is usually about 2-3 years) to be a part of the social enterprise and deliver the services.

Lessons learned

- It is important to start somewhere, don't be afraid of small numbers, or even making a loss in your first attempts – everyone needs to start somewhere, and build from there
- Review and improve the work your organisation is doing, constantly
- Ensure you have a very good relationship and understanding of those you are delivering your service to

Case Study 3 - Ty-Ni (Our House)

Name: Ty-Ni (Our House)

Year founded: 2017

Number of employees: 5

Sector Activity: Energy

Brief description about the social project



Ty-Ni is a project focused on tackling the social issue of **energy/fuel poverty**. In the UK energy poverty is defined as spending over 10% of your income on energy and utilities, hopefully in addressing this issue Ty-Ni can ensure that the people they work with are both more environmentally friendly and can also live a happier, more enriched life, with less financial burdens and constraints. Currently 4 million homes in the UK are in fuel poverty (6% of the population), there is a fuel poverty gap of £354 in each household.

The idea, was to tackle this issue, the business that has been created as a result is a series of 'boxes' that are designed to reduce the amount of energy used in a household. The box contains items like LED bulbs, insulation equipment and other devices that can be installed around the house to reduce the energy output. These boxes come in a range of sizes and prices and can also be bespoke depending on a house-hold's needs.

Aims and goals to be achieved

To combat **energy/fuel poverty**, firstly in Wales, then expanding to the UK (and potentially the world). To begin with Ty-Ni will work in the local area, selling their boxes to those that buy them and providing subsidised services to those that may be more in need than others. There is also an educational division of Ty-Ni that will work in schools, educating the youth about the importance of energy efficiency, for both themselves and the environment.

What has been done so far

Currently Ty-Ni is developing its website and has produced some pilot boxes. They are now installing their equipment into a case-study house before bringing their boxes to the market, the case study house is necessary to prove the effectiveness that their work can have (this service to the case study house is being provided free of charge).

What are the expected results

Ty-Ni can be used in **any** household that would like to save on their energy bill, therefore they can hopefully make a sustainable income to fund the more social side of the work that they do. In the future the aim is to impact as many households as possible in Britain, through their boxes and the education service they provide.

In the future Ty-Ni also hopes to have 'Energy Heroes' in local areas, who can help those who may struggle to fit the boxes that they purchase. These Energy Heroes would also be paid on a commission basis for the boxes that they sell, thus providing an income.

How were the results achieved

through the methods above

Main obstacles and difficulties



Ty-Ni's biggest issue is needing a fairly large amount of money before a lot of this can be achieved, luckily they have already received some grant funding and being backed by Enactus UK, means they have access to sponsors such as Wilmott Dixon (a large infrastructure company) and Wilkos (a retailer selling appliances and household items), who can aid them with both resources and coaching.

Lessons learned

- Maintain a clear vision of what your enterprise intends to achieve
- Think about sustainable solutions to your goals (e.g. the Educational aspect of Ty-Ni is a recent addition, previously the project was focused on the boxes, however the education means that in the long-term, their goal can be addressed)
- A strong network is very important, try to establish connections early

The Netherlands

Examples of successful Dutch social entrepreneurship projects:

- Tony's Chokolonely - case study 1
- Dopper - case study 2

Case study 1: Tony's Chokolonely

Year founded: 2005

Number of employees: 63

Head office(s): Amsterdam (NL) & Portland (USA)

Website: <https://tonyschokolonely.com/us/en>



Description about the social project

Tony's Chokolonely strives for a 100% slave-free chocolate industry. That is the reason why this company is created. The company was founded by Tony (English equivalent of the Dutch name Teun). When he discovered that (child) slaves were being used on cocoa plantations in West Africa he tried to discuss the problem with large chocolate makers they completely ignored him. He created a 100% slave-free chocolate brand to prove that it could be done. And because he felt like he was the only guy in the chocolate industry that cared about eradicating slavery from the industry, he named his chocolate "Chokolonely".



Aims and goals to be achieved

Mission: together we make 100% slave free the norm in chocolate.

Their recipe for slave free cocoa is based on 5 sourcing principles (traceable beans, a higher price, strong farmers, the long term, higher quality and productivity). They believe that all chocolate companies should apply these principles to their relationship with cocoa farmers.

What has been done so far

Tony shows that chocolate can be made differently, without slavery and exploitation. They have developed their own recipe for slave free cocoa with five ingredients. It enables the farmers to make a decent living. It also ensures that we know exactly where our beans come from and allows us to work with the farmers to eliminate the abuses in the industry.

They have created awareness under cocoa farmers and people in cocoa communities. Everybody in their supply chain is happy with their chocolate; from the farmer and his children to the consumer who buys the chocolate. They lead by example to show the world chocolate can be made differently. Now they want to inspire other key players to take action and are actively seeking partners who would be interested in applying their model.

Tony is selling their chocolate in The Netherlands, Belgium, Sweden and the USA and be entering the Finnish, Norwegian and German market shortly. The US is home to three of the five largest players. Together, they control more than 35% of the worldwide chocolate market. Tony wants to make an impact in the USA. They have been selling their bars in the US for over two years now. Things are going well in the US but selling products is not the same as creating awareness. One of their priorities is that they need to spend more time and energy on marketing in the US.

Expected results /aims for the future

100% slave free the norm in chocolate.

How were the results achieved

See the above sections.

Main obstacles and difficulties

Creating awareness.

Lessons learned

- Always being open for a good conversation;
- Be very critical of your own efforts and challenge yourself to find ways to have more impact;
- Be happy to follow good examples set by others.



Case study 2: Dopper

Year founded: 2010

Number of employees: 27

Head office(s): Haarlem (NL)

Website: <https://dopper.com/>



Description about the social project

Dopper's mission is to achieve a world in which people are conscious of the environment we live in, where the amount of single-use plastic is reduced and where everyone, near and far, has access to safe drinking water. Dopper has developed the perfect reusable water bottle; durable, beautiful and incredible easy to clean. You'll immediately reduce plastic waste, because you'll never need a single-use water bottle again but just use water from the tap. The Dopper is real Dutch design, produced with a net zero carbon footprint, free of BPA and contributes to drinking water projects in Nepal.

Aims and goals to be achieved

- Creating awareness regarding the impact of single-use plastic waste and inspiring people to initiate a change;
- Offering an innovative product line of sustainable design bottles for drinking water;
- Increasing access to safe drinking water for people around the world.

What has been done so far

In 2016, as many as 1,807,256 people in more than 25 countries turned the tide of plastic pollution by purchasing a Dopper and refilling it with tap water. According to their calculations that means a saving of 72,290,240 disposable bottles.

They sold the bottles in their own virtual store and via the 12,927 retailers countries including the Netherlands, Belgium, USA, Germany, France and Brazil. They have also set foot in Germany, Belgium and America where they are attempting to tackle the polluting PET bottle.

Expected results /aims for the future

- New colours for the bottles;
- Work closely together with influential partners such as The Ocean Cleanup;
- Seek global attention for the plastic problem;
- The Dopper Foundation will provide access to clean drinking water for 10,000 Nepalese people over the next years and will investigate what other solutions and changemakers the Foundation can invest in.

How were the results achieved

See the above sections.



Main obstacles and difficulties⁷

Dopper almost went bankrupt. They had to change their whole business model in order to prevent this from happening. Instead of permanent staff, they now work locally with ambassadors abroad. They are employed by Dopper, but they actually work as a freelancer without a permanent office. They carry out the vision, explore the opportunities in the local market and prepare partnerships with, for example, retailers. As soon as a market grows locally, Dopper can hire an extra ambassador. Additional financial buffers have been built into the new business model. Cash flow is 'key'. They focus much more on that than on turnover. The company was growing to hard which was a problem. Now they are doubling in growth each year; more is dangerous and leads to less control.

Lessons learned⁸

- Feel happy as a (social) entrepreneur;
- Do the things you are good at and outsource the things you are less good at;
- Learn to look at your company from a distance.

Case study 3: PYMWYMIC

Year founded: 1994

Number of employees: 12

Head office(s): Amsterdam (NL)

Website: <https://www.pymwymic.com/>

pymwymic

Description about the social project

The purpose is to help fund companies who make a positive impact on the planet, or the people. Together, as a community, this purpose is both meaningful, and fun. So they also connect through gatherings, and share ideas and experiences with new investors. They are an inclusive members organisation: European at heart; cross-generational; active and interested; united around common values. They are an investors' community of families, individuals and foundations who have made the commitment to 'put your money where meaning is' and share experience, education and deals in order to grow the momentum of impact. They offer multiple entry points to become part of the community.

Aims and goals to be achieved

⁷ <https://www.mt.nl/dossiers/gamechangers/merijn-everaarts-dopper-alle-pet-flessen-uit-de-supermarkt/88502>

⁸ <https://www.sprout.nl/artikel/growth-talks/hoe-merijn-everaarts-dopper-zijn-ondernemersgeluk-hervond>



What has been done so far

Over the last two decades, they have together invested many millions, helped over 60 companies with significant seed or growth funding, and supported many more hundreds of entrepreneurs through belief, support and connections.

Expected results /aims for the future

In 2016 they launched the Pymwymic Impact Cooperative. This is the first-ever peer-to-peer impact holding company, welcoming mission-aligned families and individual investors as shareholders. With the creation of the Pymwymic Impact Investing Cooperative, they intend to guide family-led European impact leadership into the next generation and move sectors forward. The Pymwymic Impact Coop is the investment arm, and part of a larger Pymwymic ecosystem that includes the Field Building Center, and a Donor Fund. The Motto is “Learn, Share, Invest”.

How were the results achieved

See the above sections.

Main obstacles and difficulties

The founders put their own money into each Pymwymic portfolio investment and, supported by a small team, continue to scout and screen impact investing deals.



Lessons learned⁹

- Do not use your social entrepreneurship project as a marketing trick;
- Do not ignore the business side of your social enterprise. Social entrepreneurs are usually extremely enthusiastic and involved, but often ignore the business side;
- Especially small companies are suitable for social entrepreneurship. They are much more innovative, faster and more flexible than large companies. They can also respond much faster to the market opportunities that arise.

⁹ <https://www.sprout.nl/artikel/rondetafel-%E2%80%98je-wel-moet-een-beetje-idealist-zijn%E2%80%99>



3.0 Conclusions

Case studies and good practices are provided to aid mentors train the ETC.4SE target groups. The included information in this document, will facilitated the mentors in drafting learning paths and guidelines for their mentees during the IO3 and IO4 of the project, namely, testing and supporting TG members in the training provision.

All case studies and good practices are taken from the partner countries and depict the situation of entrepreneurial support for start-up entrepreneurs, and where possible, start up social entrepreneurs. An emphasis has been placed in social entrepreneurship initiatives in each country, allowing the mentors to acquire targeted information.

Overall, more than 10 examples have been provided from across Europe.



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