

A photograph showing a person's hands clasped together on a wooden table. In the foreground, a light blue sign with handwritten text is visible. The background is slightly blurred, showing a person wearing a patterned shirt and a glass of water on the table.

Expert in Business  
Model

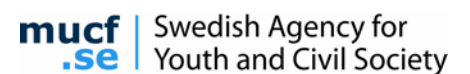
# GET READY FOR SOCIAL ENTREPRENEURSHIP TC REPORT

JUNE 09-14, 2014, PREDEAL, ROMANIA



# GET READY FOR SOCIAL ENTREPRENEURSHIP

Training course for youth workers and multipliers, co-organised by the Romanian, Swedish, Hungarian and Belgian-FR Erasmus+: Youth in action National Agencies and SALTO-YOUTH Participation resource centre.







## 1. BACKGROUND FOR THIS TRAINING COURSE

Social enterprises stand out as an alternative model of entrepreneurship by providing an innovative way of civic engagement and participation, i.e. entering the public sphere and the labour market at the same time.

The European Commission defines a social enterprise as “an operator in the social economy, whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and profits are used primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders.”\*

The main objective of social businesses is to generate a significant impact on society, the environment and the local community, by providing employment and dealing with social and civic issues. Social enterprises focus on value-creation as opposed to the focus on value-appropriation.

Thus, the values of social enterprises are compatible with the values of youth work (solidarity, social cohesion, inclusion, etc.) and the culture of co-operation inherent to Europe – as emphasised in the SALTO Participation’s publication on the contribution of youth work to fostering entrepreneurial learning among young people, entitled “Young people, entrepreneurship and non-formal learning: A work in progress.”

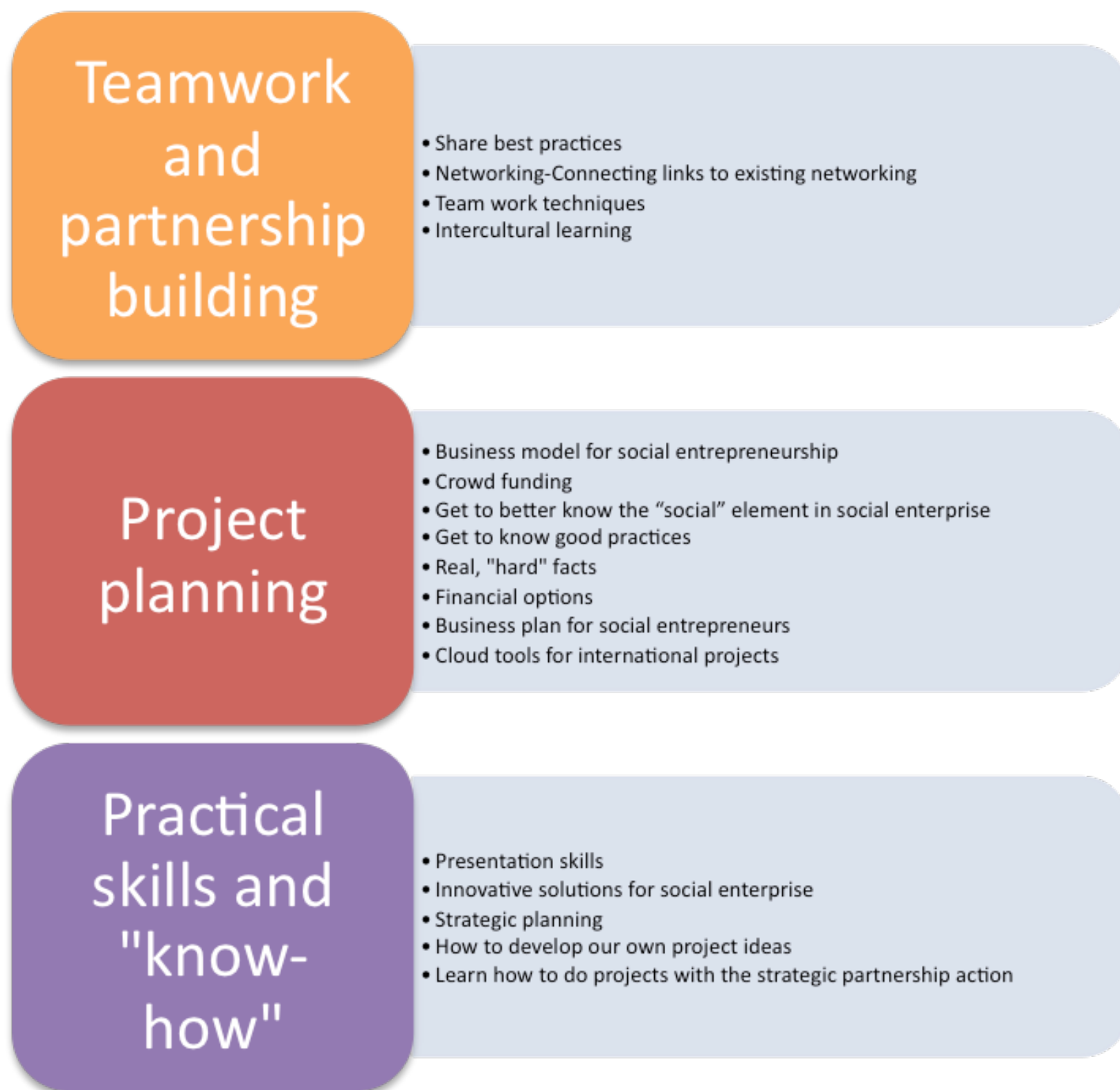
\*Source: COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS, COM(2011) 682 final. “Social Business Initiative. Creating a favourable climate for social enterprises, key stakeholders in the social economy and innovation.”





## 2.3 Participants' Learning Objectives

Participants expressed learning interests that match the main objectives of the training course. The objectives can be divided into 3 categories:







## 3. THE HUMAN FACTOR

### 3.1 Training team:

- Raluca Diroescu - Project Officer - SALTO-YOUTH Participation Resource Centre
- Mihaela Nicolai - Eurodesk Coordinator & TCP Officer ANPCDEFP - Communication Department - Romanian Erasmus+ Youth National Agency
- Ildikó Gulácsi - Coordinator of the Training and Information Team, YNIFSP – Hungarian Erasmus+ Youth National Agency
- Benjamin Billet - Programme Officer, Swedish Agency for Youth and Civil Society
- Adina Marina Calafateanu - Trainer -Centrul pentru Dezvoltare Comunitara Durabila - Romania
- Juan Ratto-Nielsen - Trainer - INTER-ACCION - Spain





### 3.2 Local experts in social entrepreneurship/social entrepreneurs:

- Diana Calin - SOCIETAL <http://www.societal.ro/ro/>
- Andrei Georgescu - Romano Butiq <http://romanobutiq.ro/>
- Mihai Viseroiu - Asociația pentru Promovarea Responsabilității Sociale a Companiilor” (APRSC) <http://cumpararesponsabil.ro/>

### 3.3 Participants:

A total of 24 participants - youth workers, youth leaders, and project coordinators - attended the training course. The participants came from different organisations based in Erasmus + Youth in Action Programme countries (Belgium-FR, Croatia, Germany, Hungary, Romania, Poland, Slovakia, Spain, Sweden, and The Netherlands). There were an uneven number of male (8) and female (16) participants.

The participants came from various fields working with young people with a diverse background (youth workers, youth leaders, coaches, young social entrepreneurs, formal education professionals, employment counsellors, etc.) with an interest in social entrepreneurship and entrepreneurial learning.



## 4. THE PROGRAMME

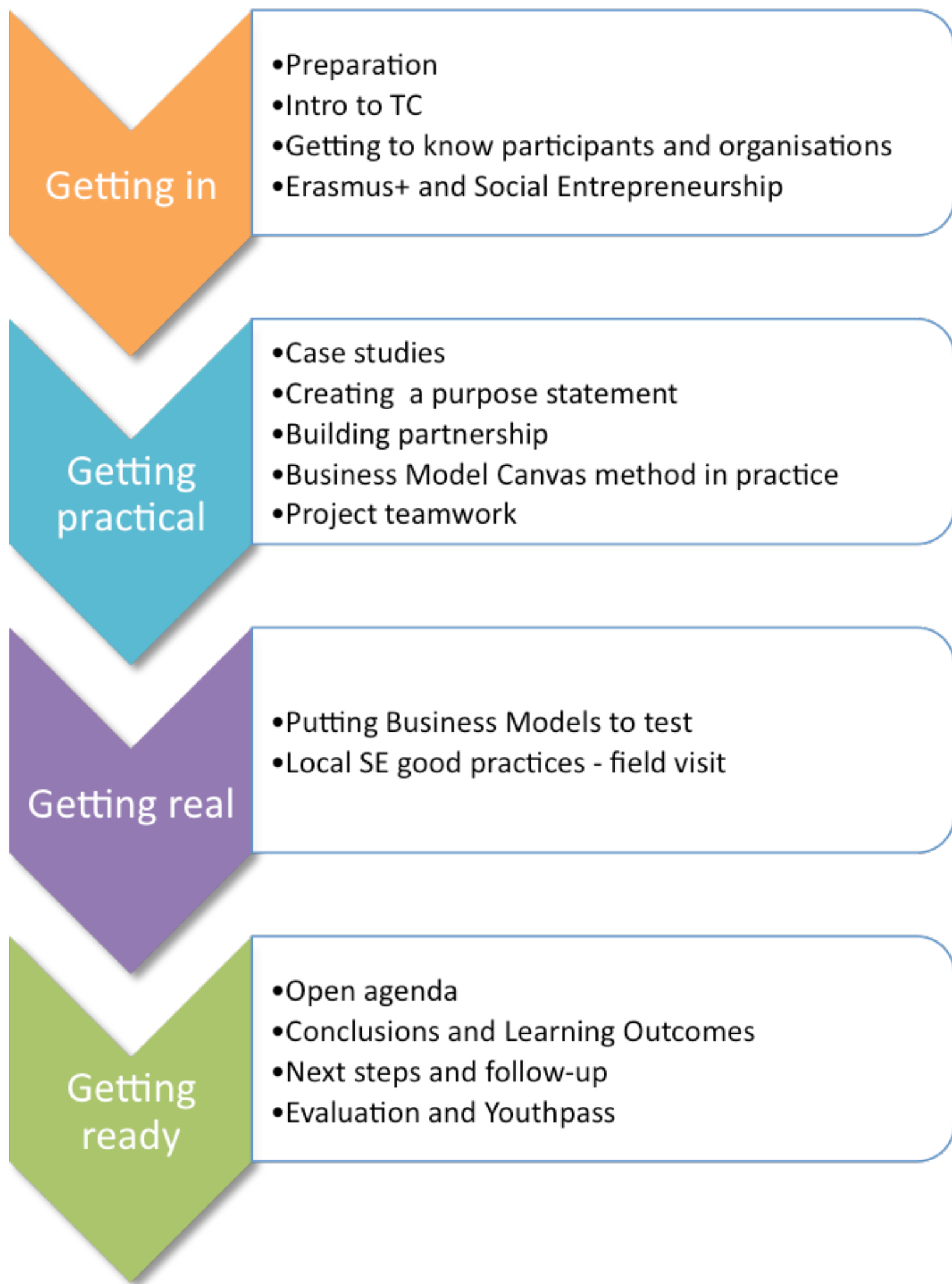
The training course consisted of both a practical part with team building and project design sessions and an informative part delivered by experts and local social entrepreneurs focused on social entrepreneurship, entrepreneurial learning and strategic partnerships within the Erasmus+ Programme. In line with the principles of non-formal learning and previous experience with the seminar, both parts ran in parallel while interlocking throughout the training course, as its main goal was the exchange of experiences, best practices and tools, and development of social business models.

The programme was divided in 4 full working days and 1 on-arrival evening activity. The tracking and documenting of the learning process was conducted both on individual and group level throughout the course.

	Mon 09 Jun	Tue 10 Jun	Wed 11 Jun	Thu 12 Jun	Fri 13 Jun	Sat 14 Jun	
08.00 – 09.00	Arrivals	Breakfast					Departures
09.00 – 09.15		Energisers & Day Programme					
09.15 – 11.00		TC Introduction & Welcome	Case Studies	Test your Business Model	Open Space – 1		
11.00 – 11.30		Break					
11.30 – 13.00		Social Entrepreneurship Competences	Business Model Methodology – Intro	Revise & Reinvent your Business Model	Open Space – 2		
13.00 – 15.00		Lunch					
15.00 – 16.30		Organisations and Country/Area-specific Elements	Business Model Elements	Field Visit	Business Models – Final Presentations		
16.30 – 17.00		Break			Break		
17.00 – 18.30		Social Entrepreneurship & Strategic Partnerships	Business Model Assessment	Free Afternoon	Conclusions Youthpass Evaluation		
18.30 – 19.00		Reflection Time – Youthpass					
Dinner	20.30	19.00 – 20.00		20.00	19.00 – 20.00		
Evening Activities	Welcome/Practicalities	Share Your Culture	Free Evening	Romanian Cultural Evening	C–U Activity		



## 4.1 The flow







## 5. CONCLUSIONS

**Social Entrepreneurship is:**

### 5.1 Group definitions of Social Entrepreneurship

1. a collection of different interlocked elements:
  - A thoughtful/heartfelt development;
  - A background to reach our society objectives with the tools of enterprise;
  - Business model which doesn't create a need, but answers to a need -> ETHICS -> do business with nice people;
  - A tool used to answer to community needs and to contribute to society development;
  - An opportunity that brings initiative, solutions and develops the world at the same time;
2. a business model whose main goal is to respond to social issues combining creativity and innovation using profit for community benefit;
3. a business where the real profit is in the community;
4. an initiative/action which is mainly focused on bringing benefits on social, economic and/or environmental levels;
5. a versatile sustainable business model involving a democratic decision-making process that is based on an innovative cross-sectoral approach to a given set of problems in a community and that has a potential to inspire people and to be further multiplied/developed.



## 5.2 Learning Process

Contributions and outcomes have been sorted into skills, knowledge and attitudes. When an element may fall into more than one category, it has been repeated, accordingly. As for the application of the learning outcomes, multiplying effect, direct application in projects, and partnership-building have been identified as main areas of application. Elements may be also repeated, as explained above.

### 5.2.1 Contributions: What have you put into the learning process?

Attitudes	Knowledge	Skills
<ul style="list-style-type: none"> <li>✓Willingness to learn and share</li> <li>✓Attentive listening to ideas of other participants</li> <li>✓Curiosity</li> <li>✓Motivation</li> <li>✓Focus on learning</li> <li>✓Creativity</li> <li>✓Reflection</li> <li>✓Asking for feedback</li> <li>✓The right questions</li> <li>✓Active listening</li> <li>✓Open-minded and open to learn new things</li> <li>✓Passion</li> <li>✓Positive attitude</li> <li>✓Focus on entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>✓Knowledge</li> <li>✓Experience on working with canvas</li> <li>✓Previous experiences</li> <li>✓Information on my project idea</li> <li>✓Legal forms for social enterprises</li> <li>✓Cloud tool's knowledge</li> <li>✓Concrete field work experience</li> <li>✓Focus on entrepreneurship</li> <li>✓My social Enterprise idea</li> </ul>	<ul style="list-style-type: none"> <li>✓Communication skills</li> <li>✓Experience on working with canvas</li> <li>✓Concentration</li> <li>✓Legal forms for social enterprises</li> <li>✓The right questions</li> <li>✓Cloud tool's knowledge</li> <li>✓Active listening</li> <li>✓Concrete field work experience</li> <li>✓Focus on entrepreneurship</li> </ul>

### 5.2.2 Learning Outcomes: What have you learnt?

Attitudes	Knowledge	Skills
<ul style="list-style-type: none"> <li>✓ In action through reflection the different parts of a business model</li> <li>✓ You need to give up some ideas to make partnership possible</li> <li>✓ Examples of social enterprises and question to help our process</li> <li>✓ Social entrepreneurship is everywhere</li> <li>✓ Accept confusion</li> <li>✓ Deeper understanding of the topics addressed</li> <li>✓ Sustainability</li> <li>✓ Not one definition for social entrepreneurs</li> <li>✓ Being flexible</li> <li>✓ Accept different versions</li> <li>✓ Participants raised important questions (legal frameworks)</li> <li>✓ What are different approaches to social entrepreneurship</li> <li>✓ I acquired ideas of what social entrepreneurship means for other participants</li> <li>✓ To explain in a simple way what to SE is doing</li> <li>✓ Ideas exchange with participants synergy</li> <li>✓ Learned reflection and new ideas</li> <li>✓ Reflect on how to use it effectively</li> <li>✓ I was always thinking about my project idea and find it out how can I start to realise it</li> </ul>	<ul style="list-style-type: none"> <li>✓ How to market project ideas to NAs</li> <li>✓ Parts of the business model methods</li> <li>✓ Some new facts about enterprises (models, differences)</li> <li>✓ Model business canvas</li> <li>✓ Examples of social enterprises and question to help our process</li> <li>✓ Social entrepreneurship is everywhere</li> <li>✓ Practical info about starting a partnership</li> <li>✓ Concrete project idea to work on</li> <li>✓ Other activities to support young entrepreneurs</li> <li>✓ Deeper understanding of the topics addressed</li> <li>✓ Clearer overview of social entrepreneurship, competences and Erasmus</li> <li>✓ Concrete projects how they work</li> <li>✓ About SE PPS presentation</li> <li>✓ Many definitions for SE entrepreneurs</li> <li>✓ That there are many possibilities for funds for SE's</li> <li>✓ Learnt more about Erasmus +</li> <li>✓ Different approaches to social entrepreneurship</li> <li>✓ Info about the limitations of Erasmus +</li> <li>✓ Information about different organisations</li> <li>✓ Sustainable plus strategic product</li> <li>✓ Ideas for partnerships</li> </ul>	<ul style="list-style-type: none"> <li>✓ How to market project ideas to National Agencies</li> <li>✓ Structuring models</li> <li>✓ Parts of the business model methods</li> <li>✓ Model business canvas</li> <li>✓ Sustainability</li> <li>✓ Identified / defined the mission and vision of social enterprises</li> <li>✓ How to start looking for partners in projects</li> <li>✓ To explain in a simple way what to SE is doing</li> <li>✓ How to start putting ideas in the social business canvas</li> <li>✓ Trained canvas for social enterprise</li> <li>✓ Learned how to define value proposition</li> <li>✓ I was always thinking about my project idea and find it out how can I start to realise it</li> </ul>



### 5.2.3 How/where will you apply the learning acquired during this TC?

Multiplying effect	Direct application	Partnership-building
<ul style="list-style-type: none"> <li>✓Idea</li> <li>✓Being effective</li> <li>✓Having tools to help social change</li> <li>✓Inspiration from study case</li> <li>✓I'll use it in working with/for the local community</li> <li>✓Insight to link Erasmus+</li> <li>✓Share it with my colleagues</li> <li>✓In my own NGO</li> <li>✓Promoting social entrepreneurship to others</li> <li>✓Write projects and disseminate to others</li> <li>✓Transfer or knowledge to my colleagues</li> <li>✓Increase knowledge of other organisations</li> <li>✓Funding ideas</li> </ul>	<ul style="list-style-type: none"> <li>✓Idea</li> <li>✓I thought over my project</li> <li>✓Forward the experience</li> <li>✓Having tools to help social change</li> <li>✓Inspiration from study case</li> <li>✓All this process its very important for me an it helps me to find the way to apply and act</li> <li>✓In setting up my own social enterprise based in my region</li> <li>✓Insight to link Erasmus+</li> <li>✓Preparing the social enterprise project</li> <li>✓Develop a new application</li> <li>✓In my own NGO</li> <li>✓Define the customer</li> <li>✓A social model for my project</li> <li>✓We have been learning how to sell / market our product to national agencies</li> <li>✓New ways of developing own enterprises</li> <li>✓Insight on how to approach my project from a social responsibility point of view</li> <li>✓Better understanding on how/where to fund my project</li> <li>✓Better focus on values of project</li> <li>✓Have a better impact</li> <li>✓Funding ideas</li> <li>✓Being able to concretise projects with tools</li> <li>✓New project ideas</li> </ul>	<ul style="list-style-type: none"> <li>✓I thought over my project</li> <li>✓In partnership projects</li> <li>✓New potential partner (EU)</li> <li>✓To look for the right partners</li> <li>✓All this process its very important for me an it helps me to find the way to apply and act</li> <li>✓In a real strategic partnership project</li> <li>✓In searching for partners</li> <li>✓To initiate new projects partnerships</li> <li>✓Increase knowledge of other organisations</li> <li>✓To attract partners</li> <li>✓Potential partnership for KAI and KA2</li> </ul>





## 6. OST AND BEYOND

An open space was offered to participants to discuss topics, share experiences and develop future projects by setting their own agenda. As a result, out of the 14 sessions that were proposed, 6 were initiated, run and presented by the participants in 3 rounds.\*

A presentation on “Alternative Financial Instruments” was delivered by Raluca Diroescu during Round 3, to meet a need identified by the participants:



\* Session summaries elaborated by participants.



## Round 1

### How to start a Social Enterprise with less than 100€

Initiator: Andreea Sidi

What was discussed?

Success stories

Three circle sectors

Story of recreativist social enterprise (how they managed with the starter amount and the registrations of the NGO)

Planning tool: circle of creativity

Any new ideas?

Find new methods for building-up a start-up

Conclusions - Next Steps

Participants will use the methods for their business projects

### Politics behind E+

Initiator: Carlos Buj

What was discussed:

EU's soft power and E+ as diplomatic tool. Buffer zone countries prioritised in E+

Youth work at national level vs. EU level

Priorities at E+

Any new ideas?

Look at the priorities in the user's guide

Be conscious of the politics behind Erasmus+

Conclusions - Next Steps

Make sure to consult the national priorities and connect the projects to them

## Round 2

### How to make projects sound attractive convincing for the National Agency

Initiator: Kasia

What was discussed?

Ambiguity of some parts of the applications- How to tackle them

Language of the application must be clear as even good ideas may give unsuccessful projects

Counseling and consultancy - crucial in application forms

Why are projects rejected (in terms of language and ideas transmitted)

Any new ideas?

Don't save the world with your application - stay clear and to the point

Look at SALTO tools, you'll find there a lot of information

Conclusions - Next Steps

Assistance through creating a Facebook group discussing ideas/doubts while putting our projects forward.

### EVS Network

Initiator: José Manuel

What was discussed?

Network of organisations that works on EVS

Requirements for organisations to be in this network

EVS club

Problems applications on smart phones (networks that don't have an apps are not used by young people)

Raise the quality levels of EVS

Increase the contacts of the EVS workers

Any new ideas?

Make community

App game for volunteers

Teaching through games

Youthpass for companies

Conclusions - Next Steps

KA2: strategic partnership

## Round 4

### Unemployed initiatives at local level

Initiator: José Manuel

What was discussed?

Youth unemployed

Education is failing

Youth don't know reality of labour market

How can we support young people without training

Other factor or actor are influence in their choosing educations (friends-family)

Any new ideas?

Motivated youth people

Coach expanding their minds about job possibilities

Reflection is a big part of learning programme

Conclusions - Next Steps

Study visit KA1 4.3 training

Job shadowing Programme KA1

### Partnerships (Erasmus+)

Initiator: Barbara and Kasia

What was discussed?

Strong partnerships

Make us visible

Contract with details, tasks, responsibilities

NAs for searching partners based on our profile

Quality criteria

Long-term plans (budget of the partners)

Any new ideas?

Contract with the potential partners for the long-term partnerships (Hungary, Spain, Sweden, etc.)

Conclusions - Next Steps

Collect data on social entrepreneurship

What works in social entrepreneurship

Until the next deadline: Write a project -> share best practices, strategic partnership - Add more (reliable) partners





## 7. OUTCOMES

The main outcome of this TC were 6 social business models, developed by 6 workgroups applying the Business Model Canvas method.

**1.Re-Source**

**2.Who am I?**

**3.Local-Vocal**

**4.Win-Win Solutions**

**5.SECOM - Social Entrepreneur Competences**

**6.Snow Ball Effect**

The models were designed following a value proposition and statement of purpose agreed upon by the team members as the starting point for value provided, customer identification and key activities.

### **1. Re-Source**

We would like to connect public institutions and companies with social entrepreneurs for responding to community needs.

Partners: Hungary, Sweden, Romania

### **2. Who am I?**

We'd like to create possibilities for personal development of young people with fewer opportunities from an intercultural perspective, through non-formal education, exchange programmes and cultural expressions.

Partners: The Netherlands, Belgium- FR, Hungary, Sweden

### **3. Local- Vocal**

We'd like to integrate and empower socially excluded groups of people through food businesses based on local resources.

Partners: Croatia, Poland, Spain, Slovakia, Hungary

### **4. Win-Win Solutions**

We'd like to develop the entrepreneurial competences of young people by providing them start up training and coaching.

Partners: Romania, Germany, Sweden, Belgium-FR, The Netherlands

### **5. SECOM - Social Entrepreneur Competences**

We'd like to support young entrepreneurs by creating a model for developing key competences in social entrepreneurship at the European level.

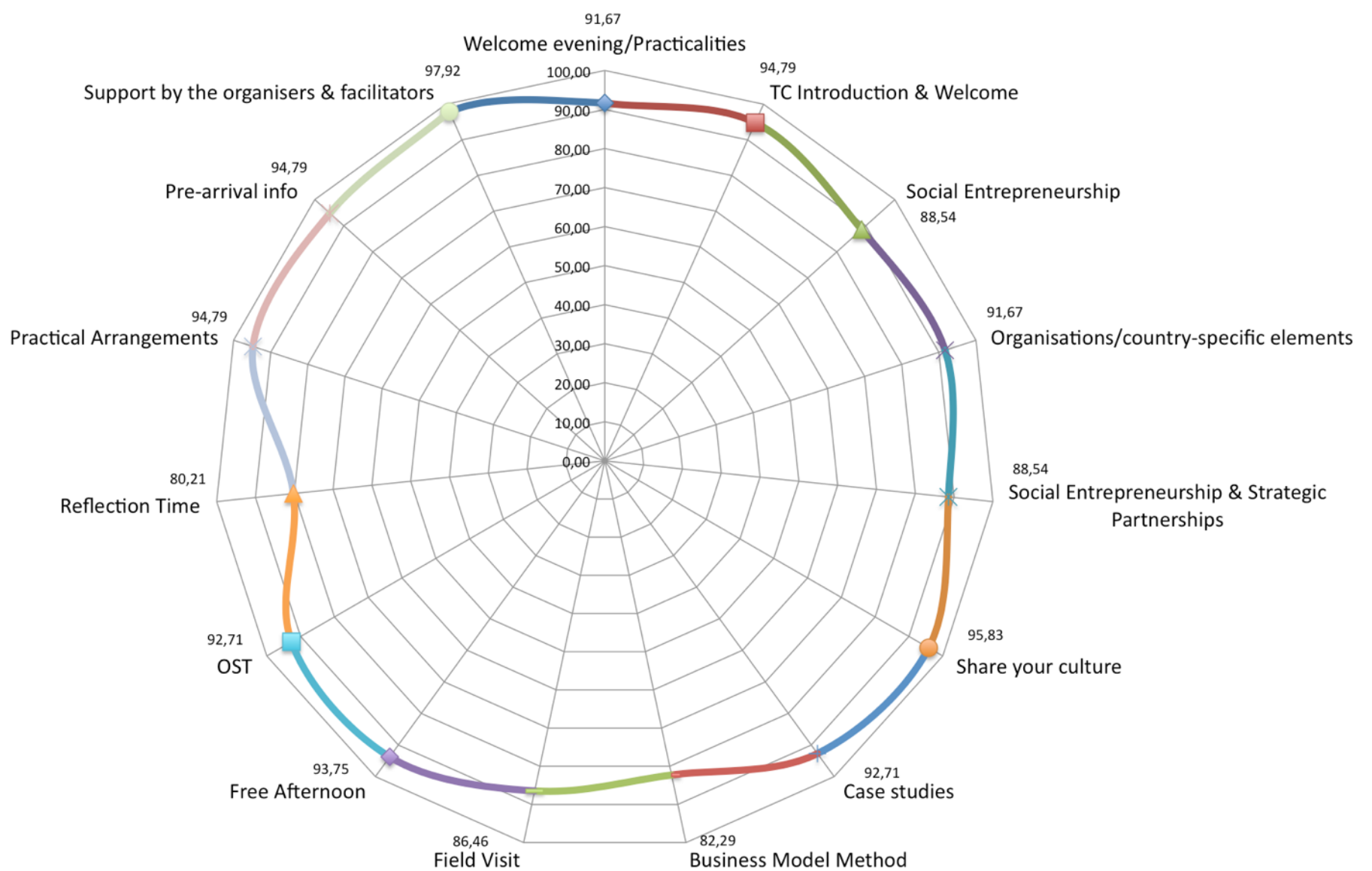
Partners: Romania, Croatia, Hungary, Spain

### **6. Snow Ball Effect**

We'd like to connect people with fewer opportunities and the same passion. Encourage them to develop themselves through social actions.

Partners: Belgium-FR, Spain





## 8. EVALUATION

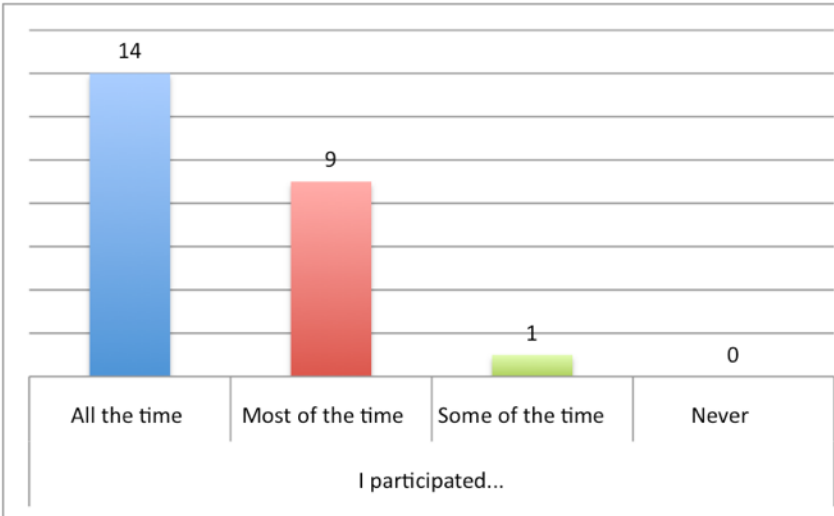
The **degree of satisfaction** regarding **training elements** was evaluated individually on a percentage scale. ***The course average score reached 91.25%.***

***Improvements and suggestions for further development regarding the elements of the programme and its flow are as follows:***

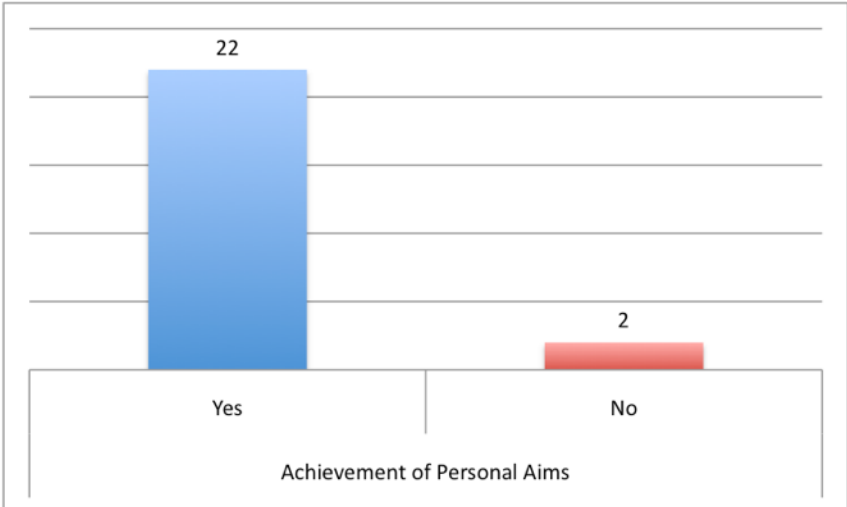
- A more detailed introduction of how the learning process is directed in an NFL activity, especially for those unfamiliar with such settings.
- More sessions of OST spread throughout the week to facilitate project building with more realistic ideas.
- More theoretical information on the Business Model, especially during the development process of the project idea.
- Provide practical information about Erasmus+ before the TC.

- Get a better idea of the NGO’s needs at the selection of participants to improve potential partnerships.
- Use the venue as a training tool and combine project work or OST sessions with trip in the area as a working space.
- In the future, organise a session with projects approved under Erasmus+

***The self-evaluation of participation ranked also high with 23 respondents participating all or most of the time, and only 1 participant participating some of the time due to lack of confidence in their linguistic competences.***



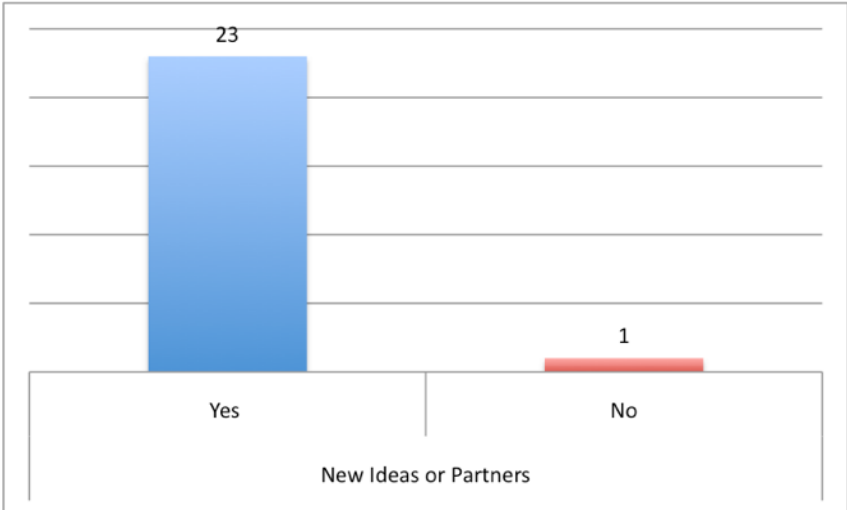
***22 out of 24 participants considered that their general aims were achieved during the TC. The other 2 participants explained that they aimed at developing their own personal project idea.***



***The personal aims achieved during the activity met the general aims of the training course:***

- Got a clearer idea about Social Entrepreneurship from different perspectives.
- Future projects.
- Networking.
- Got to know people from different backgrounds.
- Knowledge about different approaches to social entrepreneurship.
- Transfer of learning from the business models into new ideas and tools in local projects.
- Got motivated to go on working with the Erasmus+ Programme.
- Got new social business ideas.
- Found best practices to adapt to local projects.

***Most participants considered that they found new ideas and/or partners for future cooperation in the field of social entrepreneurship as described in the learning outcomes. Only one participant could not find partners “yet”, as the participant was focusing on the personal project.***





***Among the different elements of the training course, participants highlighted the following as positive:***

- Project-based learning approach with the Business Model Canvas.
- Partnership-building and networking process.
- Reliable potential partners for future projects.
- Information about alternative funding resources.
- Case-studies with local experts and field visit offered practical information and best practices.
- Well-structured and inspiring programme flow, flexible enough to adapt to the learning needs of the group.
- Reliable and well-prepared training team with complementary roles and tasks.
- Great activity, venue and atmosphere, as a whole.



***Finally, in general participants indicated some needs that were not fully addressed in the TC:***

- A more balanced programme adapted both to multipliers and to those with local projects or lack of experience in this field (or maybe two different courses).
- Time to work on individual projects.
- A session about limits/difficulties that a project may go through.
- Information about approved strategic partnership projects within the framework of the Erasmus+ programme.





## 9. GENERAL REMARKS

During the final meeting, the team evaluated the training course and the learning process involved. We agreed that the contents together with its methodology have been delivered as planned. We were greatly satisfied with the outcomes and pointed out elements for improvement for future activities. The project-based learning approach implemented in this training course proved very useful as learning-by-doing reflected the philosophy behind entrepreneurial learning, which was also backed up with case studies and expert inputs.

We were also positively impressed with the high level of participation and involvement of the participants. Motivation was constant throughout the TC and everyone took part in the activities. Team formation went through its different stages with participants managing frustration and conflict in a positive way, as shown in their Business Models, learning outcomes and evaluations. As in previous activities, a few who were unfamiliar with non-formal learning methods and the Erasmus+ programme found it intimidating initially but gradually embraced the approach and benefitted from the experience.

Regarding the course contents, it is worth mentioning that the lack of support for National Youth Initiatives in the Erasmus+: Youth programme confronted us with a new challenge concerning social entrepreneurship projects with a local scope. Some participants came to the TC with high hopes of developing their local projects with the help of the Erasmus+ Programme. This repre-



sented a recurrent issue during the training course that was addressed and channeled into the transfer of knowledge from the collective business models designed within the teams into the local individual ones. It definitely suggests that there is a real unmet need of national support to respond to demands of youth participation at grassroots level.

Undoubtedly, the group atmosphere, which was remarkably positive, played a crucial role in creating a safe learning environment to support new ideas and accept different perspectives, especially during teamwork.

We believe that the workload of the training team was well distributed according to the specific skills and time available. A Romanian trainer, Adina Calafateanu, joined the team, offering fresh ideas and a new perspective along with her expertise in the local realities. Local experiences were addressed thanks to the inputs of guest social entrepreneurs, namely Diana Calin, Andrei Georgescu, Mihai Viseroiu and Sorin Peligrad, who presented inspiring cases and offered helpful advice.

The cooperation between the organising National Agencies (RO, HU, BE-FR and SE) and the SALTO Participation RC during the TC was another factor that contributed to the success of the activity. The logistics and coordination of the TC were excellent. The organisation of the venue has been very well managed. The constant support of the hosting NA's officer, Mihaela Nicolai, was crucial to the favourable outcome of the training course. For the SALTO team, Raluca Diroescu, not only coordinated the activity but was also always available for the participants and team with her valuable advice. As in previous occasions, the participants and team highly appreciated Ildikó Gulácsi (HU NA) and Benjamin Billet's (SE NA) contributions along with their expertise on the topic and Erasmus+ programme.

Accordingly, this training team considers that continuity in the learning process and the team cohesion developed during previous activities and preparation have also borne fruit leading to an efficient working atmosphere and a virtuous circle for the team learning process. We have reached a point where we can build on our good experiences and mistakes and are always willing to embark on new challenges in the true spirit of entrepreneurial learning.



# GET READY FOR SOCIAL ENTREPRENEURSHIP TRAINING COURSE REPORT

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