



social enterprise through virtual environments and remote entrepreneurship



Handbook of remote working for social innovators

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PIN

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Foreword

This Handbook forms the first step in preparing students and prospective social entrepreneurs to respond more effectively to emerging social needs, by characterising the nature and specific needs of local communities. Readers will be introduced not only to the technologies that might enable **remote working** but also to strategies that might be employed for **virtual collaboration**, particularly in a **social innovation** context.

The Handbook represents a timely and ground-breaking response to the implications of COVID-19 as well as the climate emergency by offering **real solutions for remote working and virtual collaboration** at a time when they are needed most.

It will contain reflections on the way the crisis has impacted on our communities, offering case studies of successful initiatives, and will also guide users to resources to support remote working and virtual collaboration and demonstrate how they can be used effectively.

The book will include also include a **Training Programme** that will take students and other users through a process of ideation, design thinking, innovative communication procedures and techniques for dissemination and impact measurement.

The Handbook contains insights and reflections from SEVERE partners in all six regions. It has been developed by PIN in close collaboration with Pompeu Fabra University, and the University of Aveiro has led on the design of the book.

It has been developed after an assessment of the **social needs** and **challenges** within the participating communities, especially in the wake of the Coronavirus; as well as a review of the latest **technologies** that have emerged post-pandemic, and their applications for remote working.

Disclaimer: The SEVERE project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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**what are
the social
challenges in
our cities?**

Social needs and challenges

These are just some of the social needs and challenges evident in the cities involved in the SEVERE project:

Overview of Needs Identified in our communities

1. Access to the labour market	Youth unemployment Female unemployment Temporary, part time, zero hours contracts, and low paid work
2. Sustainable growth	Pollution Access to green spaces Transport Conserving water resources
3. Housing and gentrification	Rising house prices Loss of the “social fabric” of some neighbourhoods
4. Healthcare	Mental health issues and suicide amongst young people Health inequalities
5. Social Issues	Homelessness/Rooflessness Drug addiction Child poverty High crime rates Elderly people living alone Education inequalities Loss of culture due to the pandemic

Barcelona

Access to the labour market

In today's society, a struggling economy coupled with the COVID-19 pandemic has led to fewer job opportunities being available, particularly in those sectors where few qualifications are needed. An increase in the number of people with minimal/ no qualifications has mean an increase in the long term unemployment rate. Social enterprises should aim to combat this issue.

Housing and gentrification

The cost of housing is growing, year on year. The absence of public housing policies, gentrification and tourism only exacerbates this issue.

Pollution

Barcelona is one of the most polluted cities in Europe. The City Council has been trying to reduce pollution levels of late by promoting public transport and pedestrian areas (a project known as "super illes"). In addition to this, the City Council wants to develop sustainable economic growth by promoting the consumption of local produce which will hopefully lead to less food waste.

Dublin

Homelessness

Rising house prices, coupled with a Covid-related surge in unemployment are fuelling a crisis of homelessness in Dublin. Almost 8,000 people access emergency accommodation every month in Dublin.

Drug Addiction

Like many capital cities, Ireland has a heroin problem that mainly affects men and young people in the inner city. Many complex barriers exist preventing drug users from seeking and maintaining support. These include financial restrictions, negative perceptions of services, feelings of shame and stigma, loneliness and isolation, and having multiple health issues due to their long-term drug use.

Youth Unemployment

The youth unemployment level has surged to 59.2%, after the pandemic has taken its toll on sectors known to hire younger people. The National Youth Council of Ireland has described as "eye-watering" the high level of unemployment among young people and warned of a social and economic crisis if they are not able to get a foot on the jobs ladder.

Male Suicide and Mental Health

Youth suicide, especially among young me, has been a problem for Ireland for a long time. Positive mental health is seen as an important route to help young people's resilience and sense of wellbeing.

Montpellier

Poverty and access to the labour market -especially amongst women

Montpellier has one of the highest unemployment rates in France (11.9% in 2018). With the COVID-19 pandemic, the situation is has only worsened, particularly amongst women and other disadvantaged people.

Poor air quality and pollution

The region of Montpellier is marked by several episodes of pollution (suspended particulate matter and ozone) each year. Outdoor air pollution observed in Montpellier is characteristic of the other large cities. The road transport sector is the main source of this pollution (81% of nitrogen dioxide emissions).

Lack of green spaces

Montpellier aims to design a "green city". Policymakers want to put an end to unlimited concreting and urban sprawl. Their objective is to make green spaces a sanctuary with, for example, the planting of 50,000 trees by 2030.

Florence

Access to Housing

In Florence access to housing is a problem. This is due to a number of factors: the absence of public housing policies, an enormous growth in the cost of housing caused by gentrification/tourism, rents higher than family income growth, job insecurities especially for young people, and changes in family structure.

Access to Quality Jobs

In Florence there is a polarisation between highly specialized jobs (very few) and most jobs which very little added value and are based in the tourism sector where employees are paid little and the working conditions are poor (i.e. precarious contracts).

Pollution

The air pollution level is too often above the threshold guaranteed by WHO. This is due to high traffic levels transport (Tuscany has one of the highest levels of car use in Italy) but above all on the energy inefficiency of buildings and boilers. Moreover, there are not many green areas in the city.

Gentrification

Loss of the social fabric of some neighborhoods and therefore of the community, which in times of crisis (cf. Covid-19 pandemic) can be a factor in the resilience of the city.

Aveiro

Access to housing	Access to housing is problematic due to a number of factors: the absence of public housing policies, an enormous growth in the cost of housing caused by gentrification/tourism, rents higher than family income growth, job insecurities especially for young people, and changes in family structure.
Increasing number of elderly people living alone	An increasing number of elderly people in society has led to a growing number of people living alone and in nursing homes.
Disadvantaged Students	The pandemic highlighted that there are a high number of students that don't have the appropriate environment to effectively work remotely i.e lack of internet, privacy/space.
Cultural associations under threat	The pandemic has led to a lack of investment in cultural activities and therefore many of these entities are now struggling to survive, especially for those where digital activities are not possible.
Environmentally-friendly initiatives needing support	There has been a growing number of environmental-friendly initiatives introduced in the city, which mainly take a bottom-up approach and therefore these need support.

Glasgow

Unemployment & under skilled population	Unemployment is relatively high in Glasgow compared with some other areas of Scotland, however is lower than the national average. However, Glasgow has particularly high rates of those in temporary, part time, zero hours contracts, low paid or unskilled jobs. There is also a fairly high number of under skilled people in the city without work, and a lack of particular skill sets in certain areas.
Pollution/Litter/Climate Change issues	As many large cities do, Glasgow has a problem with pollution, litter and general climate change and environmental issues. The city in particular has had large issues with flooding in recent years which will only increase and the effects worsen and subpar housing stock and rising sea levels affect this. Pollution levels in some parts of Glasgow are well above 'acceptable' ratings, although this has somewhat decreased during COVID-19.
Pollution/Litter/Climate Change issues	On the other hand flytipping, rats and rodent problems and environmental hazards have increased during the pandemic due to the reduction in services.

Child Poverty	Child poverty is a particular issue in Glasgow, and a key priority for the city council, due to its prevalence. It is linked to the famous 'Glasgow Effect' and the enduring levels of poverty, health inequality, crime and consistent reduction in public funding.
Health Inequalities	Health inequalities are one of the most famous aspects of the 'Glasgow Effect'. Famously numerous studies have been done on neighbourhoods in Glasgow very close geographically, but ranging in affluence, where the life expectancy can range by as much as 30 years. (One study had one neighbourhood at 85 years, and another 1 mile away at 57 years). This is caused by multiple factors including generational abject poverty (many generations, starting with the decline in heavy industry in Scotland, even back to the 1940s/50s). High drug and alcohol misuse, high levels of unemployment (yes, it contributes), poor and substandard housing (including mould/damp/lack of heating/fuel poverty), lack of access to health education and health services, isolation (some areas lack basic necessities), contaminated land, lack of jobs and opportunities, low social mobility and low social capital.
Housing stock, inequalities & standards	In Glasgow there are a multitude of housing problems, including; sub par existing housing, and large scale tenement properties that have not been maintained and have led to in some areas 'slums'. Wet climate of Scotland has contributed to substandard issues increasing damp and mould that have poor health effects on residents. There is not enough new housing or social housing created, and not enough land that is appropriate for new developments (large areas of Glasgow land, particularly around the Clyde are considerable in size, yet are contaminated as were the site of previous heavy industries), large numbers of private landlords, and large numbers of students or those in poverty that rent privately means large numbers of housing are unregulated, dangerous or unfit to live in, and overpriced, or those living within are subject to high rents and illegal practices.
Homelessness & Rooflessness	Homelessness and rooflessness are major problems in Glasgow and have been on a steady increase in recent years due to lack of adequate housing, lack of support services, mental health support and changes to social welfare structure in the UK. Much of it is unseen, particularly among women, and this too is rising, with no set way/targeted support for the nuances of the homelessness/rooflessness crisis.
High rate business turnover/start up death	Glasgow has a high number of start-ups and new businesses, but it also has a consistently high rate of businesses that do not survive past the first 2 years of operation - 'start up death'.
High crime rate	Like many big cities Glasgow has a relatively high crime rate in Scotland. Great strides have been made in the past 15 years to reduce violent crime, however the crime rate is still high in Scotland, and much crime still revolves around 'crime families' and gangs.

Check out these links to see more details about our cities' needs...

• BARCELONA

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<https://www.drugsandalcohol.ie/32400/3/NRDrugsworkbook2017.pdf>

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<https://www.irishtimes.com/news/health/green-ribbon-campaign-on-discussing-mental-health-in-may-1.1771007>

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- MONTPELLIER

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 Page 25, Image 1: Database processing Ossevatorio del Mercato Immobiliare
 Page 25, Image 2: Database processing Agenzia delle Entrate
 Page 26, Image 1: Database processing on Istat data
 Page 26, Image 2: Database processing on Ministry of the Interior
 Page 27: Image 1: unclear – Caritas report?
 Page 27: image 2: Unclear - Città Metropolitana di Firenze (2016), Piano Strategico 2030 della Città Metropolitana di Firenze Città Metropolitana di Firenze (2019) Piano Urbano della Mobilità Sostenibile Comune di Firenze. Bollettino Mensile (Novembre 2020)

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https://www.understandingglasgow.com/indicators/economic_participation/unemployment/ilo_unemployment_trends/scottish_cities

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https://www.understandingglasgow.com/indicators/community_safety/violence/scottish_cities



**definitions:
what is a social
enterprise?
what is social
innovation?**

Definition of Social enterprise

The terms 'social enterprise' or 'social innovation' are often used to refer to a new approach of effecting change. It can be confusing but it will only become relevant when you want to formalise your initiative into a legal entity.

Regulation (EU) No 1296/2013

"A social enterprise is 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 uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involve employees, consumers and stakeholders affected by its commercial activities".

National definitions of Social Enterprise

Social enterprises and their ecosystems in Europe

The exact legal definition for a social enterprise varies from country to country, because of the tax implications that may be applied.

Country	Source of definition
Austria	No official definition of SE. There are, however, three distinct accreditation schemes for WISEs in the framework of the labour market policy.
Belgium	Law on Social Purpose Companies (1995, repealed in 2019). Code on Companies and Associations (2019).
Bulgaria	Act on Enterprises of Social and Solidarity Economy (240/2018).
Cyprus	No official definition of SE, but a definition is included in the Draft law on the development and maintenance of a registry of social enterprises (2015).
Czech Republic	Business Corporations Act (90/2012). A broadly accepted definition of SE (and of WISE) was developed by the Thematic Network of Social Economy (TESSEA) in 2010. The law on SE currently under development draws on the TESSEA definition.

Country	Source of definition
Germany	Cooperatives Act (2006).
Denmark	Act on Registered Social Enterprises (711/2014).
Estonia	No official definition. A broadly accepted definition of SE was developed by the Estonian Social Enterprise Network (ESEN).
Greece	Law on Social and Solidarity Economy (4430/2016).
Finland	Act on Social Enterprises (1351/2003 revised 924/2012). Social Enterprise Mark (private recognition).
Croatia	Strategy for Social Entrepreneurship Development (2015).
Hungary	Government Decree on Social Cooperatives (141/2006).
Lithuania	Law on Social Enterprises (IX-2251/2004). Conception of Social Business (2015). Guidelines for Social Enterprise Projects (2017).
Luxembourg	Law on Societal Impact Companies (SIS) (2016).
Latvia	Law on Social Enterprises (2017).
Malta	No official definition of SE, but a definition is included in the Draft law on social enterprise (2015).
The Netherlands	Neither official nor widely accepted definition. Social Enterprise NL, a national membership body, adopts the EU definition.
Poland	Act on Social Cooperatives (2006). National Programme for Social Economy Development
Romania	Law on Social Economy (219/2015).
Sweden	Strategy for Social Enterprises and Social Innovation (2018).
Slovenia	Act on Social Entrepreneurship (2018 revision).
Slovakia	Act on Employment Services (5/2004 revised in 2008). Act on Social Economy and SEs (112/2018).

Country	Source of definition
United Kingdom	Different definitions used (e.g., Social Enterprise UK, Scottish Social Enterprise Network) alongside the broader definition given by the government in 2002 to guide subsequent policy and legislation. In 2004, the Companies Act institutionalised Community interest company (CIC).
Ireland	National Social Enterprise Policy 2019-2022.
Spain	Law on Social Initiative Cooperative (27/1999) Law on Social Integration Enterprise (44/2007) (revised 29/12/2012) Royal Decree on PWDs (1/2013 revised 9/2017) Normativa de Economía Social Ley 5/2011 de 29/3, BOE nº 76 de 30/3/2011. Ref. BOE-A-2011-5707. (Revised 10/9/2015)
Italy	Law on Social Cooperatives (381/1991). Legislative Decree on SEs (112/2017). Reform of the Third Sector and SE (106/2016).
Portugal	Cooperatives Code (51/1996). Law on Private Institutions of Social Solidarity (IPSS) (172-A/2014).
France	Law on Collective Interest Cooperative Societies (SCIC) (2001). Framework Law on Social and Solidarity Economy (2014).



Rather than getting bogged down with legal definitions it might be better at this stage to check out some interesting examples from around Europe...

Examples of Social enterprises:

- FAIRPHONE

Fairphone is a Dutch social enterprise that produces ethical smartphones to gradually intervene on the social and environmental challenges of the electronics industry. With their phones, they create a positive impact on the mineral extraction value chain, design, manufacturing process and life cycle.

<https://www.fairphone.com/>



- TOMS

Social enterprise lifestyle brand, a for-profit social enterprise that generates charitable donations through consumer purchases. Originally conceived by its founder Blake Mycoskie as a buy-one-give-one shoe business inspired by his travels in Argentina the business grew from a start-up founded in 2006 to a company valued at over USD600m in 2014 when Bain capital bought a 50% share.

<https://www.toms.com/us/impact.html>



- GRAIN4GRAIN

Is a San Antonio based FoodTech startup. A couple years ago, they developed a patent pending process that allows them to dry and mill byproducts, specifically brewers spent grain, into a low carb, high protein flour. Spent grain is the number one byproduct from breweries and for over 100 years, breweries have been trying to develop a way to capitalize on this resource — think whey protein from cheese making. Their innovative methodology allows to dry and mill brewers spent grain in under 20 minutes, down from the conventional 6 hours — enabling them to provide this incredibly healthy and sustainable ingredient at affordable prices to consumers and product makers.

<https://www.grain4grain.com/>



- BARK MEDIA

Was founded by four sustainability media veterans—writers, editors, and marketers who are endlessly passionate about empowering people to be the change they want to see in the world. With a combined 50-plus years of experience in national media, storytelling, and audience and brand development, BARK MEDIA's team of experienced writers, editors, designers, strategists, videographers, and web developers acts as a trusted partner to purpose-driven brands and nonprofits seeking to make tangible change in the world. They develop and execute holistic, long-term communications strategies designed to build deeply engaged audiences who will advocate for their client's mission.

<https://www.barkmediaco.com/>

Definition of Social innovation

Regulation (EU) No 1296/2013

“Social innovations are innovations that are social both as to their ends and their means and in particular those which relate to the development and implementation of new ideas (concerning products, services and models), that simultaneously meet social needs and create new social relationships or collaborations, thereby benefiting society and boosting its capacity to act”.

Most importantly, social innovations don't need to be companies and many of the most well known social innovations are movements, NGOs or even government sponsored initiatives.



Examples of social innovation:

- PLUME LABS

Plume Labs was founded in 2014 with the vision of clean air for everyone. They are working towards making this a reality by creating the smart tools people need to avoid air pollution and stay healthy. They bring together the most advanced hardware, big data and artificial intelligence to make sure people have all the info they need to perfect their daily routine, explore their environment and find clean air wherever they go.

<https://plumelabs.com/en/>



- OPENDESK

Opendesk is an online marketplace that hosts independently designed furniture and connects its customers to local makers around the world. Rather than mass manufacturing and shipping worldwide, they are building a distributed and ethical supply chain through a global network of makers.

<https://www.opendesk.cc/>



- TRABASACK LAP DESK BAG

Is an award-winning British innovation. The Trabasack range of lap desk travel bags enable you to work, eat and play anywhere. The Trabasack range is registered with a European Community Design and a US Design Patent. Company's aim is to deliver British designed, quality products that are affordable, inclusive and smart. As an ethically aware and green company they seek to use recycled and sustainable products whenever possible. They have an environmental and ethical sourcing policy to inform their business decisions.

<https://trabasack.com/>



- SWIPE OUT HUNGER

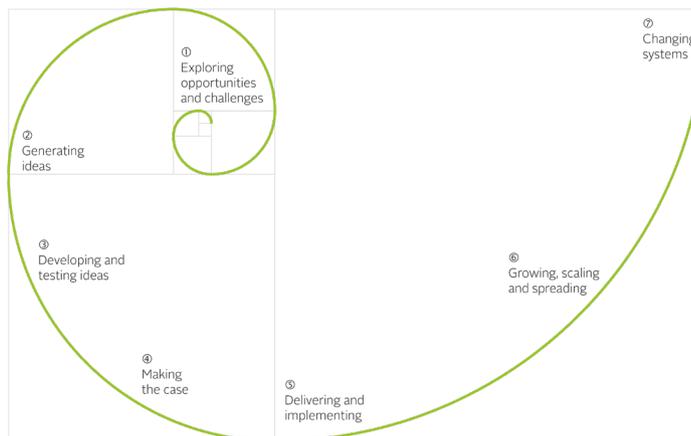
Founded by a group of friends at University of California Los Angeles in 2010, Swipe Out Hunger is a leading nonprofit addressing hunger among college students. They implement and support commonsense and innovative solutions to campus hunger, including our flagship program, "The Swipe Drive," where students with extra dining hall meal swipes can donate them to their peers. They work closely with each campus to design and develop anti-hunger programs, tailored to the unique needs of each community. Our national movement spans more than 120 colleges and has served 2 million nutritious meals to date.

<https://www.swipehunger.org/>

3

**first steps
to creating
your ideas...**

Things to think about before you set up your project



<https://ec.europa.eu/docsroom/documents/13402/attachments/1/translations/en/renditions/native>

BEPA; Empowering people, driving change (2010)' defined six stages to developing a social innovation...

1. "First the idea emerges, the problem is diagnosed and the question is framed in such a way that not only symptoms (e.g. battered women) but root causes (e.g. gender inequalities) are tackled.
2. The second stage is to generate ideas on ways to deal with the identified problem (e.g. brainstorming with stakeholders, examples from other regions or sectors)
3. The third stage involves trialling the ideas through pilot projects with feedback from users and experts (e.g. test integrated programmes for schooling assistance in a small number of schools with high rates of early school-leavers and for violence in classrooms in deprived neighbourhoods).
4. The fourth stage is about moving from the pilot to a securely established social innovation by identifying a legal and fiscal form and income streams to ensure the long-term sustainability of the social enterprise, NGO, charity or community that will carry the innovation forward.

5. The fifth stage concerns the spreading of the social innovation with documented results to a larger group or to other communities or countries.

6. The sixth and last stage is when entirely new ways of thinking and doing are put in place. It usually involves many elements (social movements, business models, laws and regulations, data, research and infrastructures) and actors from all sectors (public, private, profit and non-profit, informal), e.g. the reduction of CO₂ emissions has been driven by the green movement, upheld by politicians and governments through regulations and rules and the development of new services (e.g. bicycles in towns), research and development of clean technologies, the development of pilot projects, businesses measuring their carbon footprint and creating environmentally friendly products, and citizens changing their ways.”

²https://ec.europa.eu/eip/ageing/library/guide-social-innovation_en.html

According to **DG REGIO; Guide to social innovation (2013)**² there are a number of questions we need to ask when embarking on a social innovation project...

1. Innovation

- In terms of the needs addressed by the project. Does the project address a usually untreated issue?
- In terms of the solutions provided. Does the project address these needs in a more effective way than other methods?
- In terms of the implementation of the project. Is the project carried out through a novel cooperation or governance mechanism or with the participation of unusual actors?

2. Aim. What is the aim of the project? Does it address a social need or societal challenge?

3. Means. What means are used to address these needs? Are the – human, financial, technical or administrative - resources ensured in a social way?

4. Involvement. Is there a strong involvement of stakeholders and users?

5. Up-scaling. Is the impact of the project or programme measured? Are evidences used within the project or for the benefit of other projects? Is there an up-scaling foreseen to regional, sector or national level?

6. Sustainability. Is sustainability ensured?

It also said that social innovations should have a number of distinct characteristics:

1. **Open** rather than closed when it comes to knowledge-sharing and the ownership of knowledge;
2. **Multi-disciplinary** and more integrated to problem solving than the single department or single profession solutions of the past;
3. **Participative and empowering** of citizens and users rather than 'top down' and expert-led;
4. **Demand-led** rather than supply-driven;
5. **Tailored** rather than mass-produced, as most solutions have to be adapted to local circumstances and personalised to individuals."

³<https://socialbusinesspedia.com/>

If your idea is to set up a company, **The SocialBusinessPedia**³ sets out some great tips for establishing a social enterprise.

Business Idea

1. What is your IDEA?

The entrepreneur should have a clear of what their business is.

The exact legal definition for a social enterprise varies from country to country, because of the tax implications that may be applied.

2. Mission and vision

The mission of a project explains its purpose of being. The mission should be very short (one sentence to one paragraph) and formulated simply. The vision communicates what the project aims to achieve in the mid-term or long-term.

3. Business objective

The performance of a business affects its prosperity and success. In order to perform well, an entrepreneur should define specific sets of results that they want to achieve with the social business.

4. What is the social problem?

The social business responds to a social problem. The business idea aims at solving that social problem. The entrepreneur should target one specific social problem.

5. How can it be overcome?

The entrepreneur should have a clear strategy on how to solve the social problem

Personal Information

1. Entrepreneurial background

Acknowledging the background of the entrepreneur is essential as it helps to identify their strengths and weaknesses. If correctly identified, the management team can ensure that another person with complementary skills is added to the team. Having a strongly skilled team will increase the potential success of the business.

2. Experience and particulars

The entrepreneur puts their skills and experience at the service of the social business. Consequently, it will have an impact on the development of the business. An entrepreneur with little experience may want to surround him/herself with people with those with more experience. This strategy contributes to the survival of the social business.

3. Current profession of the entrepreneur

The current professional activity of the entrepreneur should be taken into consideration in order to weigh up their commitment to the project and the skills that they have to offer.

Sustainability of the project

1. Project investment cost

The entrepreneur should forecast the amount of investment that the project will require to start its activity and render a profit.

2. Source of funding

- Self-funded:

The entrepreneur may fund their project with their own personal money.

- Externally funded:

On the contrary, the entrepreneur may be searching for investors for their project.

3. Existing Project Cost

The entrepreneur should detail the costs that will need to be covered over the duration of the project. Entrepreneurs should keep in mind that additional costs may have to be incurred as the project develops.

4. Detailed Project Information

Entrepreneurs should determine the exact project developments in order to have as few surprises as possible. In this way, forecasted financial needs are more relevant.

Product/service categories and statistics

1. What type of product/service will you produce? Specifications.

The entrepreneur should be clear on what kind of product/service they want to offer to solve the social problem. They should create a detailed elaboration of the characteristics of the product/service and the intended ways they intend to distribute it.

2. Examples of similar businesses

The entrepreneur may find it useful to gather information and details about similar projects or companies. They can provide insights about the product/service activities that are relevant for the social business-to-be.

3. Budget

When offering a product/service, the entrepreneur should be aware of the costs of production. Forecasting the production costs help to have a financial overview of the project but also enables the entrepreneurs to eventually establish discount deals with suppliers.

Some skills and resources you will need to establish your social innovation

Skills

Communication skills: communication skills are to be defined as those skills that allow a person to understand when to talk, what to talk about, in what way and with what tone, and when it is better to keep silent.

Organizational skills: organizational skills concern the ability to effectively organize work, to plan it and, if necessary, to reorganize it in case of unforeseen events.

Social media skills: social media skills relate to the ability to use social media to promote one's business idea. It is important to know how to write content and how to

think strategically, to have analytical skills to evaluate the results achieved and to know how to manage the community, to start a fruitful dialogue.

Soft skills: soft skills can be distinguished into personal and Soft skills, or interpersonal qualities and personal attributes that an individual owns. Soft skills are competences that insist not on the level of preparation or technical capacity of people, but on broader dimensions that essentially refer to relationships and personality traits, the methods of execution with others and the procedural ones of carrying out the work.

Public speaking: relates to any presentation that is done live in front of an audience. Public talks can cover a wide variety of different topics. The goal of the speech can be to educate, entertain or influence listeners. Often, visual aids in the form of an electronic presentation are used to complement the speech and make it more interesting for listeners.

Excel and spreadsheets: knowing how to use Excel and other kinds of spreadsheets allows entrepreneurs to determine, analyze and improve the strategic objectives of the company and plan in order to keep track of significant dates, project instructions or work progress.

Project management: this consists of supervising a project to ensure compliance with its objectives, quality, timing, and budget. For this reason, it is important to have, amongst others, problem solving skills, coordination and communication skills, leadership, and risk management skills.

Writing skills: writing skills are practiced through exposure and argumentation. For the entrepreneur who wants to write a project or participate in a funding call it is important to know how to write in relation to the requests of the call itself, highlighting the strengths of his/her project that best meet the requests of the funder.

Languages: mastering languages is a fundamental skill to be able to interface in an international context and weave important relationships with people who live in different countries. The four core competencies are listening, speaking, reading and writing.

Grant writing: the function of a grant writer is to gather the necessary documentation to meet the requirements of various funding bodies to formally apply for funding. The key competences of a grant writer are excellent written communication and research

skills, ability to understand the needs of both those in need of funding and the organization offering the grant, great organizational skills and excellent computer skills.

Useful tools to know:

Gantt chart: is a useful tool for planning projects. Through an overview of the planned tasks, all stakeholders are aware of the tasks and their deadlines. A Gantt chart shows:

- The start and end dates of a project
- Which activities the project is composed of
- The tasks assigned to each person
- The scheduled dates for the start and end of the activities
- An estimation of how long each activity will last
- How the activities overlap and/or are connected to each other

Logical Framework Approach: facilitates the planning, implementation, and evaluation of a project. It is a management tool used to improve the formulation of a project, which involves the identification of strategic elements (inputs, outputs, results, impacts) and their causal relationships, indicators and assumptions or risks that can influence the outcome (in a positive or negative sense) of an action.

The logical framework is a design matrix within which the different elements of the project, and the causal links between them, acquire a rational and systematic structure.

Business Plan and Budget: A business plan is a document that lists the objectives, strategies and description of means - all useful elements in the realization of a company project. It is used both in the context of the creation of new companies and for the relaunch of pre-existing entrepreneurial realities who want to improve their performance. It therefore allows you to evaluate the prospects in the implementation of a project, providing feedback to both the entrepreneur and any investors potentially attracted to finance it. Therefore, the business plan does not just have to outline the entrepreneurial path, but also has to evidence marketing strategies, as well as forecasting future market scenarios.

The main function of the budget is to identify the centers of responsibility involved in corporate action and assign each of these specific tasks and objectives.

4

alliances & networks

Understanding your communities and partners

The World Economic Forum published a report in the wake of the Covid Pandemic, which called on supporting intermediaries to provide fitting support to social entrepreneurs and the communities they serve (http://www3.weforum.org/docs/COVID19_SocEnt_Alliance_Report_2020.pdf). These recommendations are also relevant to anyone establishing a social enterprise or social innovation.

1. Be customer and community driven

Intermediaries should listen to their constituents and determine what their immediate and anticipated needs are. They are encouraged to seek out on-the-ground social entrepreneur leaders so that recovery efforts are shaped and driven by local needs. In doing so, they should keep it simple, recognizing that social entrepreneurs are already overloaded by data requests.

2. Lean in and adjust

Intermediaries should adjust their course as needed and prioritize providing (access to) fitting, high-quality support to social entrepreneurs that enable them to recover and rebuild. This incorporates support to adapt to business and commercial models that meet the new reality, including as it relates to the digitization of their organizations.

3. Share insights and best practices

Intermediaries are encouraged to exchange market insights and share best practices to improve the sector's collective response to the crisis. This includes collaborative data collection, impact assessments and the promotion of solutions that work.

4. Establish smart partnerships

Smart collaborative constructs with local, regional and global governments, funders or corporations are a vital ingredient for supporting social entrepreneurs at scale and channelling essential resources to the entrepreneurs and the populations they serve.

5. Take an ecosystem approach

Intermediaries are urged to create action coalitions to expand and streamline COVID-19 support efforts. Such coalitions, which are often geographically or thematically defined, are good ways to accelerate the roll-out of efforts, dialogues with investors and the mobilization and deployment of funds to do so.

Networking

Why is Networking important for business? According to Michael Page (2020), professional networking is advantageous for the following reasons:

1. Strengthening business connections
2. Obtaining fresh ideas
3. Raising your profile
4. Advancing your career
5. Getting access to job opportunities
6. Gaining more knowledge
7. Getting career advice and support
8. Building confidence
9. Gaining a different perspective
10. Developing long-lasting personal relationships
11. Getting an answer to every question
12. Finding a job you love

Networking is a useful and important tool for entrepreneurship. Social networks provide the opportunity to connect with like minded people.

Business networking is very important in order to obtain knowledge and to expand your existing knowledge from the success of others, get new clients, and tell others about your business (Karunanidhi, 2017). Networking is obtaining social capital. Social capital can equal financial capital (Webster, 2018). According to Karunanidhi (2017) there are six main elements to consider when getting involved in networking:

- 1. Focus on raising your profile.** It is important to attend both industry and social events regularly, so as to establish local connections.
- 2. Offer to help.** When networking, it is important to think about how you can help or how you can add value to others' projects.
- 3. Make connections.** In business, who you know is very important.
- 4. Make the most of Social Media.** Twitter, LinkedIn and Instagram are important channels to do social networking.
- 5. Establish relationships with local media.**
- 6. Look for opportunities big or small.** Networking is an opportunity to find clients leads, partnerships and so on.

The COVID Alliance for Social Entrepreneurs

Since the COVID-19 pandemic, things have changed. The situation for those who are at risk of social exclusion is worse. To fight against these social needs, social entrepreneurs and the Small and Growing Business (SGB's) developed a three phase approach (COVID Alliance for Social Entrepreneurs, 2020):

- 1. Respond** (0-12 months). During this phase, the focus is on ensuring business and impact continuity.
- 2. Recover** (6-18 months). In this phase, the focus is on strengthening operations and financial situations.
- 3. Rebuild & Reset** (12+ month). In this phase the focus should be on the return of growth in a new market context and reality.

In order to foster the actions that would mitigate against social needs, the Members of the COVID Alliance for Social Entrepreneurs^[1] drafted the “COVID-19 Action Agenda”. In this document, they noted the importance of external actors in supporting social entrepreneurs to address the social needs that have both arisen, or become more critical, as a result of COVID-19. The document considers five important actors:

- 1. Supporting intermediaries.** Intermediaries should listen to their constituents and determine what their immediate and anticipated needs are, as well as exchange market insights and share best practices to improve the sector's collective response to the crisis
- 2. Investors.** Investors should adapt their investment priorities and processes, and provide flexible capital as well as must-have technical assistance.
- 3. Corporations.** Corporations should stand with social entrepreneurs within their supply chains and the broader ecosystem, fulfil their agreements and extend their support to build a more inclusive and resilient economy.
- 4. Funders and Philanthropists.** These actors should expand and expedite their support to social entrepreneurs and intermediaries, taking risks reflective of today's unprecedented times.
- 5. Government Institutions.** Government institutions should recognise social entrepreneurs as a driving force in safeguarding jobs and in pioneering a greener and equitable society, and back them up accordingly.

Support organisations and networks play an important role in helping social entrepreneurs. Alliance members are very important.

Global Networking

Glocal-SIKE: This site supports Social Innovation through knowledge exchange by forging alliances across stakeholders of the social innovation ecosystem, from businesses and local government to civil society organizations and community.

Social Innovation Exchange: SIX is a social innovation exchange built on mutual value, relationships and knowledge. They work globally to facilitate purposeful cross-sector conversations, that challenge and inspire people to use innovation to increase social impact. <https://socialinnovationexchange.org/>

Meetup: Allows the opportunity to connect with others. Meetup's dedicated community of members makes it easier to connect with professionals in every field. <https://www.meetup.com/>

Entrepreneurs Alliance: An organisation that assists Entrepreneurs to improve their profitability and become more efficient, thereby enabling them to take advantage of the increasing number of business opportunities in the global economy. <https://www.entrepreneursalliance.co.uk/>

World Economic Forum COVID Response Alliance for Social Entrepreneurs⁴: The COVID response Alliance for Social Entrepreneurs recognises the vital role of social entrepreneurs in operating on the frontlines of the crisis. The aim of the COVID Social Enterprise Action Agenda is to mobilize the recognition, resources and actions required for social entrepreneurs to play their part. <https://www.weforum.org/covid-alliance-for-social-entrepreneurs>

⁴The COVID Response Alliance for Social Entrepreneurs was founded in April 2020 by 60 leading organizations to help mobilise support for social entrepreneurs. They also raise awareness of the vital role played by Social Entrepreneurs during the crisis and beyond.

Local Networking

Barcelona

4YFN Barcelona host events during the Mobile World Congress in Barcelona. It provides the potential to find start-ups, investors and lecturers.

NetworkAfterWork helps leading professionals, entrepreneurs and executives learn and grow through peer-to-peer learning, networking both virtually, in person, and through 1 to 1 introductions along with presentations from renowned authors and experts.

Ashoka Support Network is a global community of committed leaders who share, support, and advocate for Ashoka's values and vision, whilst unleashing their own potential as changemakers. ASN members provide Ashoka with financial support while lending Fellows their time and expertise, and host events all over the world, Barcelona included.

BizBarcelona host events about entrepreneurship and small businesses. They aim to bring together the entrepreneurial and business Ecosystem of the city to boost businesses and employment.

First Tuesday: These events are for training and networking. The aim is to connect entrepreneurs, professionals and Spanish business angels.

Getting Contacts provides a unique networking opportunity that allows people to have their own personal schedule. People that participate in up to 15 interviews in a half day session. Think 'speed dating' for entrepreneurs!

Metcommunity is a professional community that aims to positively contribute to social, female and sustainable entrepreneurship.

Glasgow

Community Enterprise in Scotland is Scotland's most responsive and effective provider of highly skilled support, helping communities and social enterprises to turn great ideas into reality. They build working relationships with their clients. They are a social enterprise and 100% of their profits are reinvested in supporting the further growth and development of communities across Scotland. They have been working in communities across Scotland for over 30 years, delivering work that makes a clear and obvious difference.

Social Innovation Exchange is the world's primary network focusing on social innovation. They work with governments, businesses, academics, funders, practitioners and leading social innovation intermediaries that support social innovation to accelerate the field of social innovation around the world.

The Melting Pot is a creative and vibrant community where ethical and socially

innovative initiatives collaborate, grow and create social change. Through joining The Melting Pot, members access a shared, fully serviced workspace in the centre of Edinburgh, at a fraction of the cost of a traditional office.

Glasgow Social Enterprise Network (GSEN) is a membership network of Greater Glasgow social enterprise leaders who believe that social enterprise can transform the economic, environmental, social, and cultural life of Glasgow. By supporting, promoting and developing social enterprise they aim to create an environment in Glasgow in which social enterprise can flourish.

Social Enterprise Scotland is an independent, Scottish, membership-led organisation, built and controlled by social enterprises. They are the first point of contact for the media and public and promote a positive vision for social enterprise. They proactively engage with our social enterprise partners, the public sector, the media, the private sector and the wider public. They work in partnership with many other organisations in and outwith the broad social enterprise movement, with The Scottish Government and Parliament and local authorities.

Connect Four is a social innovation network. Launched in November 2019, this network was born from the belief that working in partnership is key to driving social change. By connecting across the academic, business, public and third sectors, they can share knowledge, join resources and improve the wellbeing of communities, driving social innovation.

Senscot: works to support and develop social enterprise in Scotland by providing social entrepreneurs with support networks to help them flourish.

Connection Series Glasgow. Social innovators and universities have untapped opportunities to combine their knowledge, experience and resources to create impact in a direct and meaningful way.

Honest Conversations series Glasgow The first workshop was held on the 12th of February and was focussed on the delivery of social care in Scotland and the large number of Social Enterprises that deliver care. Participants held an open dialogue after the initial presentations which were delivered by Scottish Care, Glasgow Caledonian University, University of Birmingham, and the University of Stirling. Discussion then focussed on the past, present and future in terms of what works well, and what does

not. A local community-run radio station; Sunny Govan, made a podcast about the event as well.

CEIS Policy and Practice Conference: CEIS is the UK's largest and most experienced social enterprise support agency. CEIS has developed a series of training, support and investment programmes that have been widely adopted and replicated. Whether supporting or financing social enterprises, organising events or delivering innovative employability programmes to help people back into work, they are driven to enable individuals, organisations and communities.

Catalyst – Good Ideas Programme: Last year they welcomed 19 established social innovators to The Melting Pot for the Good Ideas Catalyst. The Good Ideas Catalyst is an incubation programme for Social Entrepreneurs – 2 intensive, facilitated days to help them develop the next stage of their non-profit.

Good Ideas has inspired and supported people to turn their ideas into new social enterprises and projects. They help people turn the seed of an idea into reality. This creates jobs, volunteering and of course, social impact. Their vision is a network of social innovators who can actively create systemic change. Good Ideas directly tackles inequality by supporting people with experience of an issue to implement solutions through social innovation.

First Port training programmes: First Port are the go-to agency for start-up social entrepreneurs in Scotland and have all the support needed under one roof - and best of all it's free! Starting a business can be a daunting prospect but their advisors are here to help develop your social enterprise start-up ideas and get them off the ground. They provide:

- One to one advice with one of their experienced business advisors
- Free training to give people the skills and confidence they need to run their business effectively
- Free resources, such as cash flow templates and legal guides

Their support is FREE as they deliver it as part of the Just Enterprise programme. They are the sole provider of start-up services for the programme.

Dublin

Social Entrepreneurs Ireland have a mission to find people with solutions to social problems and support them on every step of their journey. Over the past 15 years,

they have supported more than 300 social entrepreneurs through their support programmes. They walk the path with a social entrepreneur from the moment they have an idea through to when they solve the problem at scale. Their support programmes are anchored to our three strategic pillars – STEP, LEAP, SOAR.

Irish Social Enterprise Network are the national representative network of social enterprises in Ireland. Whether they're studying in the area, or thinking about setting up a social enterprise or if they're already managing or working in a social enterprise. They are working to make the social enterprise sector more visible than it currently is. And they point people to the relevant resources, supports and information they need. The Irish Social Enterprise Network (ISEN) is the National Body for Social Enterprises in Ireland. They are the only network specific to representing social enterprises in all parts of Ireland.

Florence

BusinessAngels Network is an association founded in Florence in 2016 that brings together young professionals, managers and entrepreneurs who are passionate about innovation. The objective of the BusinessAngels.Network, thanks to the operational and strategic skills of its members, is to follow the innovations in the innovative and technological field to evaluate and select the best startups on the national scene and facilitate investment activities in their development. To achieve this goal, the association organises meetings where selected startups are presented with the opportunity to speak directly with founders and CEOs. They also organize networking and training activities with the protagonists of the world of innovation and business to business meetings between startups and professionals in the sector.

BNI Firenze was founded in 1985, and is the largest and most successful referral organisation in the world. The Members are professionals and entrepreneurs who help each other to increase their turnover thanks to Givers Gain® (who gives receives). Every week, in thousands of groups around the world, Members meet with other professionals and entrepreneurs to build and nurture long-term relationships based on mutual trust and exchange quality business references. Participation in BNI® allows access to professional training delivered by industry experts and the opportunity to do networking and business with hundreds of thousands of BNI® Members around the world.

Vivaio per l'intraprendenza works to support self-employment through information, guidance, training, consultancy, and networking activities. It also promotes the local economy and social inclusion through the creation and development of micro

and small businesses and self-employment. It also supports female entrepreneurs and associated entrepreneurs with networking and consultancy actions for the consolidation and development of activities and spreads the entrepreneurial culture among young people, stimulating paths of innovation and entrepreneurship, in collaboration with the education-training-research system. Vivaio per l'intraprendenza encourages networking initiatives between people and entities at the local, national and international level aimed at the employment and economic growth of the territory.

Piazza Network is a place where entrepreneurs and professionals meet to develop their business, meeting new suppliers, new potential customers, new synergies and collaborations. In 2020, due to the pandemic, the initiative took place online.

OSA Community is a community of entrepreneurs. Events are periodically created with a strong focus on information and training from a business perspective, to get to know and understand the strategies that can be adopted for your business.

Portugal

Casa do Impacto aims to promote innovative solutions to solve social and environmental problems and needs, in accordance with the values promoted by Santa Casa da Misericórdia de Lisboa, for the construction of a more united and sustainable society.

Tempos Brilhantes is a non-profit association whose goal is to support socially innovative projects that provide opportunities for curricular/artistic enrichment and better education for all!

Fábrica do Empreendedor is a support space in the areas of employment, training / qualification, business creation, promotion of entrepreneurial skills, promotion of community intervention projects and territorial animation aimed at promoting sustainable communities.

IRIS is an incubator that supports the creation and development of social innovation projects, which are new ideas for solving serious social and environmental problems.

Montpellier

The month of the **social and solidarity economy**. Every year in November, the month of the "social and solidarity economy" is the biggest meeting of the actors of the social and solidarity economy on all the territories. Through committed and inspiring initiatives,

it allows them to highlight and promote their projects to all communities and citizens. Throughout the month, events are organised in SSE structures throughout France. They are listed on the SSE France platform.

Makesense is a community of engaged entrepreneurs which develops specific engagement programs that allow everyone to make the transition and find teammates to do so. They offer social entrepreneurs personalised strategic support, access to their ecosystem and incubators, funding and credibility, whatever their field of impact is (nutrition, intergenerational links, waste, obesity, reception of migrants, education ...). Through strategic and operational consulting, the creation and organization of communities, seminars and training, and creating connections with an active ecosystem, they enable organizations to transform themselves sustainably to be part of the solution.

Mouvement Impact France regroups a community of more than 750 social entrepreneurs and proposes different networking events at regional and national level. The movement now has a political aim and is the first lobbying and business network of social impact actors. IMPACT France has three main objectives: “to federate the social impact ecosystem, to make the current ecosystem grow by functioning as an incubator, and to make the ecosystem shine in the eyes of politicians, so that the SSE weighs more heavily in the balance of current economic issues.

Rencontres internationales de l'innovation sociale: The Regional union of cooperatives has launched the “Rencontres internationales de l'innovation sociale” in December 2013, in Montpellier, on the occasion of the inauguration of Réalis, the first regional centre entirely dedicated to social and solidarity economy enterprises. This event, organised in partnership with the Occitanie Region and the Movement of Social Entrepreneurs, has become an essential meeting place for those who wish to exchange and co-construct around themes that question national and European social innovation ecosystems. The event is organised bi-annually and gathers around 300 participants from across Europe.

Forms of Funding

1. Crowdfunding

Crowdfunding is a way of raising money to finance projects and businesses. It enables fundraisers to collect money from many people via online platforms. Crowdfunding is most often used by startup companies or growing businesses as a way of accessing alternative funds. It is an innovative way of sourcing funding for new projects, businesses or ideas.

(https://ec.europa.eu/growth/tools-databases/crowdfunding-guide/what-is/explained_en)

2. Government grants

A government grant is a financial award given by a federal, state, or local government authority for a beneficial project.

(<https://www.investopedia.com/terms/g/government-grant.asp>)

3. Microfinance

Microfinance, also called microcredit, is a type of banking service provided to unemployed or low-income individuals or groups who otherwise would have no other access to financial services.

(<https://www.investopedia.com/terms/m/microfinance.asp>)

4. European funding (grants)

The EU awards grants to organizations and, occasionally, individuals, to help them carry out projects that further its policies. Grants are awarded in many different fields, from research to education to humanitarian aid. The EU rarely finances projects up to 100%. Rather, grants are a form of complementary financing, and the beneficiary organization will also put up a percentage of the funding for their project. The European Commission advertises grant opportunities through calls for proposals.

(https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/types-funding_en)

5. Business accelerators

Accelerators are organizations that offer a range of support services and funding opportunities for startups.

(<https://smallbiztrends.com/2016/08/business-accelerator-differ-incubator.html>)

6. Business angels

A business angel is a private individual, often with a high net-worth, and usually with business experience, who directly invests part of their assets in new and growing private businesses. Business angels can invest individually or as part of a syndicate where one angel typically takes the lead role.

(https://ec.europa.eu/growth/access-to-finance/funding-policies/business-angels_en)

7. Venture capital

Innovative and growth-oriented small businesses need to acquire capital (equity investment) from external sources because they do not have their own or cannot access loans. Firms typically use venture capital to expand, break into new markets, and grow faster. Although only relevant to a smaller group, venture capital is essential for the growth of innovative firms. Venture capital funds raise a large part of their funding from institutional investors and they usually invest large amounts into firms with the potential for rapid growth.

(https://ec.europa.eu/growth/access-to-finance/funding-policies/venture-capital_en)

8. Startup competition

This is a competition where a startupper can pitch his/her startup in front of several investors at a time to help him/her raise the funding needed to launch and scale the startup.

(<https://www.entrepreneur.com/encyclopedia/competition>)

9. Bank loans

Bank loans are one of the most common forms of finance for small and medium-sized enterprises (SMEs). They are generally a quick and straightforward way to secure the funding needed and are usually provided over a fixed period of time. Bank loans can be capital/principal repayment or interest-only and can be structured to meet the business's needs. For businesses seeking to purchase business premises, commercial mortgages are widely available and will, in general, offer flexible terms. Bank loans can be short term or long term, depending on the purpose of the loan.

(<https://www.accaglobal.com/uk/en/business-finance/types-finance/loans.html>)

5

5.1

case studies

BARCELONA



Universitat
Pompeu Fabra
Barcelona

Formació i Treball: The labour inclusion with alliances⁵

⁵Thank you to Formació i Treball for their collaboration especially to Paula Veciana.



Contact:

Formació i Treball

<https://www.formacioitreball.org/>

References:

Formació i Treball (2020). Premi Creu Sant Jordi.

Generalitat de Catalunya.

Formació i Treball (<https://www.formacioitreball.org/>).

ABSTRACT

Formació i Treball is a foundation that aims to increase labour market inclusion for people with risk of social exclusion.

They promote job creation from the economics activities generated by its services. They develop their activities by making alliances with public and private institutions.

BUSINESS DEVELOPMENT

This organization began in 1986. A social educator had the idea that she could work with women at risk of exclusion to help her to classify and manage the clothes that arrived in the local parishes. These clothes would later be given to families who asked for help. The social educator, promoter of the project, had a relationship with Càritas Diocesana de Barcelona.

Slowly, the work done with the clothes became a mechanism of transformation and socio-labour inclusion. Women from various backgrounds shared their cultures and learned from each other.

During this time a group of people linked to Càritas Barcelona (many of them with strong business experience) travelled to Italy. They visited Caritas in Rome. The experience helped them learn about new work models and understand how to start a business that could generate work for vulnerable people.

A test pilot was carried out in Barcelona. It involved people who could were socially isolated, and who, once tutored felt valued and were able to find a job.

In 1992 Càritas set up a new entity. This organisation delivered training and work. Its main objectives were:

1. To train and help socially excluded people gain access to the labour market
2. Manage the delivery of clothes and different household equipment to people and families at risk of social exclusion.

Social action gave way to training and employment.

MODEL TO DELIVER SOCIAL IMPACT

Organization

The business organization is based on the Humanism concept. The team is made up of more than 500 people with very different careers. Its structure is as followed:

1. A management team. It consists of:
 - Two general co-directors with professional careers linked to the management of non-profit organizations.
 - Production and supply director with experience in multinational companies in the chemical industry.
 - A marketing director: specialized in marketing and management in technology, media and retail sectors.
 - A CFO of strategy and innovation with extensive experience in the social sector.
2. The technical staff aims to work to improve care and service to people.
3. The insertion staff are socially excluded people who carry out a job within the productive structure of the entity. They have a stable job that allows them to acquire knowledge and skills valued in the labour market. Once the person has acquired the necessary knowledge to access the job market, their place is taken by someone else.
4. Volunteering. They work in coordination with the technical staff. They add value to the different lines of activity according to their specialization. The organization has locations in the province of Barcelona and in the Camp de Tarragona.

Legal Form

The Formació i Treball group is made up of a group of entities. These are the following:

- Fundació Formació i Treball: driven by Càritas Diocesana in Barcelona in 1992. Their objectives are to promote training and employment through the collection of furniture, catering, bicycle parking and second hand shops.
- Formació i treball, Insertion company. Created in 2012. Its constitution was the agreement between the Fundació Formació i Treball, la Coordinadora contra la Marginació de Cornellà i la Cooperativa Roba Amiga. The aim was to promote the creation of jobs by giving clothes a second life.
- Institut de la Formació per a la inserció laboral. Comercial entity founded in 2011. The aim is to develop vocational training programmes for employment and to make it easier to integrate people who have trouble accessing the labour market.

Aims and objectives

Its main objectives are:

- Train and employ people in a situation of vulnerability.
- Manage, promote and destigmatise the delivery of basic necessities (clothes, furniture, toys and food) to families with limited financial resources.

The main challenges are:

- Encourage the employment of the people cared for.
- Promote the services offered by the companies that belong to the group and provide labour market access.
- Create new employment opportunities.
- Promote the Social delivery programme to destigmatise the delivery of basic products.

Core activities

The action model is based on a circular economy model. The key elements are the creation of jobs aimed at people at risk of social exclusion.

The models they develop are looking for a triple impact:

- Social: facilitates access to the product for people who need it.
- Economic: They create jobs.
- Environmental: Extending the life of the product and reducing the generation of waste.

Job placement

For the most vulnerable people to be able to access the labour market, they have developed their own methodology. They developed a personal programme. The purpose of this is for people to learn the technical and transversal skills needed to enter the labour market.

This programme has the following steps:

- Reception, orientation and explanation of the workplace.
- Follow up of the training itinerary.
- Follow up and accompaniment during the job placement.

During the process there is continuous monitoring. In order to be able to evaluate the results, a continuous evaluation is carried out. The job placement is within the organisation's services. They make stable contracts in accordance with current legislation (minimum 6 months) Once the necessary skills have been acquired, the person enters the ordinary labour market. The process involves people who specialize

in trades such as restoration, cleaning, maintenance and renovation. In addition, committed companies also participate. During 2020, 299 companies collaborated directly by hiring people at risk of social exclusion. (*Formació i Treball (2020)*, 17)

The process of textile reuse

The clothes to carry out this project are obtained from:

- The containers they have distributed on the public road.
- Home collection
- Clothes donated from other organizations.

Over the last few years, the intake of garments has increased. It has gone from 3,466 TN in 2014 to 17 561 TN in 2019. The clothes collected have the following uses:

- Preparation for reuse (63,2%)
- Recycling (30%)
- Waste (6,8%). 1,8% of this waste is classified and reused, while 5% is non-usable waste.

More than 17,000 tons of managed clothing has meant a saving of 59 million tons of CO₂ emissions. In 2019, this activity generated more than 140 jobs for vulnerable people.

Food process

This project is developed under the brand D'ins. D'ins is a hospitality, restaurant and catering school which was established in 2013. Its aim is to boost employment by minimizing the generation of food waste through cooking unwanted food which is in good condition. From 2015, in the face of the phenomena of food waste and an increase in malnutrition, D'ins established collaboration with distribution chains and supermarkets to receive their food surpluses (products in good condition but not sold due to market reasons). The surpluses are transformed into prepared foods to deliver to people at risk of social exclusion. In 2019, D'ins prepared and served 114,891 menus, of which 66,210 were aimed at people at risk of social exclusion. D'ins is making an effort to minimize the ecological footprint of its activity through the reduction of plastic elements and the introduction of electric vehicles for the transport of the food they distribute. In terms of food waste, in 2019, 181,100Kg of food were recovered.

Alliances

Their performance is based on alliances; it reinforces the idea of an alliance between public and private sectors to solve social problems in a collective, coordinated and innovative way. Examples of these alliances are:

- In the job placement process, they work with the administration, social entities and the business fabric of the places where the foundation develops its activities.
- It has established alliances with the cooperative “Roba amiga” which has made it possible to achieve technological improvements and economies of scale in the selection of clothes.
- Collaborations with private companies, especially in the sector of restoration, cleaning and recycling.

The most important institutions, entities and companies with which they collaborate can be seen in Table 1:

Table 1. Alliances.

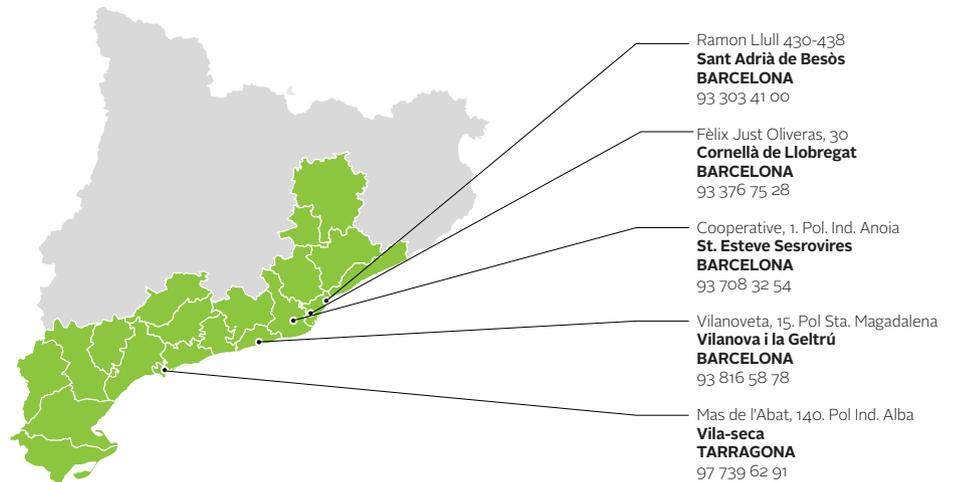
Source: Formació i Treball 2020: 32

Organisation	Some examples
Institutions	Generalitat de Catalunya - Departament de Benestar Social i Família, Generalitat de Catalunya - Departament d'Empresa i Ocupació, Ajuntament de Barcelona, Ajuntament de Tarragona, Ajuntament Cornellà, Ajuntament de Sant Esteve de Sesrovires, Ajuntament de Sant Adrià de Besòs, Ajuntament de Vilanova i La Geltrú, Ajuntament de Vila-seca, Ajuntament de Badalona, CIRE, Diputació de Barcelona, Servei d'Ocupació de Catalunya, Diputació de Tarragona.
Social Entities	Càritas Española, Càritas Diocesana de Barcelona, Obra Social Sant Joan de Déu, Fundación Lealtad, Roba Amiga Cooperativa, Càritas Diocesana de Tarragona, Cambra de Comerç de Barcelona, Fundació Agbar, Acció Solidària Contra l'Atur, Secretariat Gitano, Projecte Home, Fundació Pere Tarrés, Betula, Habitat3, Obra Social la Caixa, FEICAT, Nutrició Sense Fronteres, Veïns del Món, Trinijove, Ecosol, Saó Prat, CEAR, Fundació ONCE, Fundació La Pedrera, Aprodisca, Filles de la Caritat, Fundació Roca i Pi, OPAI, Entrem-hi, Intermèdia, Molí d'en Puigverd, Fundació Mambre, Amics de la Gent Gran.
Private Companies	Inditex, Ikea, Píkolín, Dormity, Fundació Port Aventura, Llet Nostra, Novotel, Hotel Mandarin, Comdifil, La Sirena, Product Centro Ortopédico L. Almirall; Mango, Estrella Damm, Novell, Desigual, Naeko Logistics, L'Oréal, Hoteles SB, Hotel Princess, Eurofred, Grup Matas, Arnalot, Hotel Hilton, Hotel AC, Desigual, Acciona, Clece, Bugaderia del Garraf, Grup Matas Arnalot, Krisàlia, La Tagliatella, Hoteles Catalonia, Sarquavita, Serunion, Amma Horta, Eulen, Pulim, Textura, Esteve, Jardiland, Vueling, H10 Hotels, Zurich, Colt Technology, DKV Seguros Barcelona, UPS, Tugsal, TE Connectivity Spain.

Organisation	Some examples
Education sector	Universitat Politècnica de Catalunya, Universitat Rovira i Virgili, Universitat de Barcelona, ESADE Business & Law School, IED - Instituto Europeo Design, EADA, Escola Universitària Sant Ignasi de l'Ordre dels Jesuïtes, Escola Aula, Betània.

Formació i treball activities are carried out in Barcelona and Tarragona. Found in Figure 1.

Figure 1. Barcelona and Tarragona



Questions

1. Why are alliances and networking important for entrepreneurship? In the case of Formació i Treball what advantages, do you think that this organization has because of its alliances?
2. From our point of view, what are the most important Sustainable Development Goals that Formació i Treball aims to achieve?

ESPIGOLADORS: The non-profit organisation targeting food waste^{6,7}

⁶Thank you to Espigoladors for their collaboration especially to Mireia Barba.

⁷This case is a summary of the case elaborated by Paula Gómez. Thank you to Paula for giving permission to use this case.



espigoladors



Contact:

<https://espigoladors.cat/ca/contacte/>

References:

Espigoladors: Undertake a fight for successful food use: https://www.upf.edu/documents/27611421/218063160/3_EspigoladorsANG20-1.pdf/c1ba5715-3950-e78a-68c8-946c7c82a720 (available 3/12/2020)
Sustainable development goals: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/> (available 3/12/2020)

ABSTRACT

Espigoladors is a non-profit organisation that fights for better food usage. They act upon three social challenges:

- Reducing food waste.
- Enhancing access to a sufficient diet.
- Generating new opportunities for people at risk of social exclusion.

In addition to this, the circular economy principles are at the core of what they do.

1. BUSINESS DEVELOPMENT

Climate emergencies are a reality in today's world. Food waste has a direct impact on the environment, because when food is wasted, all the elements used for its production also go to waste. In addition, it contributes to the emission of greenhouse gases; it is estimated to cause 8% of emissions globally. In addition to this is the fact that in Spain, 23% of the population live in poverty. These people have problems accessing a healthy diet.

Espigoladors is a non-profit organisation that aligns itself with the principles of the circular economy. It works with a triple-impact model to respond to food waste, the lack of access to healthy food options and the lack of opportunities for people at risk of social exclusion.

Espigolar (harvest) is a traditional activity, that was formerly carried out in fields. People who were struggling to afford food collected, with the farmer's permission, the surplus of the harvest. These days, people look for food in the cities' dumpsters. Espigoladors (Harvesters) was created in 2014. The aim of this organisation is to avoid food waste and to showcase the work of the primary sector. It was created by Mireia Barba, Jordi Bruna and Marina Pons. At the beginning they received support from the "program of Social Work La Caixa". During the first year, the founders learned a

lot. They identified the obstacles that had to be overcome. One year later (2015), a strategic committee was created to develop the tested ideas. In 2016, a person was hired to support the marketing side of operations. That year, work was also done to assess the social, environmental and economic impact that the project was having. They have been testing the indicators for a year now after completing the pilot test and were able to better define the measurement, quantification and so on. Between 2016 and 2017 they decided to locate Espigoladors in El Prat de Llobregat because it allows them to be close to the primary sector.

In addition, El Prat de Llobregat is a municipality that is committed to the Social and Solidarity Economy. They settled specifically in the neighbourhood of Sant Cosme, a particularly vulnerable neighbourhood, with the intention of involving the residents of the neighbourhood by offering job opportunities to young people and adults, among others. Espigoladors works very actively with agents throughout the area, also contributing to the social revitalization of the neighbourhood. Work on the workshop took place in 2017 and the first productions took place at the end of the year. They financed these works with soft interest loans, from individuals and organizations. Espigoladors was presented with a great challenge to overcome the construction of a 370 m² workshop, find the key person to lead it and become responsible for the workshop and the start-up. In 2018 the project was consolidated. They increased their activities; not only work and production space but also an innovation laboratory for food use, and a training and empowerment space for people in a vulnerable situation.

2. MODEL TO DELIVER SOCIAL IMPACT

Organization

The Espigoladors Foundation is composed of:

- **Workers:** Currently Espigoladors is made up of 25 working people, 85% of whom are women and 15% men. Workers are working in the following areas: as volunteers, commercial activities, on projects, administration and accounting, communication and workshop.
- **Board of Trustees:** Espigoladors is governed by a Board of Trustees. This board is composed of a president, secretary, treasurer and 4 other members.
- **Volunteers:** Espigoladors has 600 volunteers.
- **Producers:** Espigoladors signed an agreement with the producers that allows them access to their fields in a regulated manner.

Legal form

In 2018 they changed from an Association to a Foundation.

Values

- Social transformation: they contribute to building a more inclusive society.
- Innovation: they work on the development of social projects and initiatives.
- Intercorporate: They encourage cooperation between public bodies and institutions to hit food waste.
- Integrity: guaranteed rigor and impartiality in their activities.
- Professionalism. Espigoladors has trained professionals for the project.

Core Activities

Currently their lines of work are:

- Collection: They recover fruit and vegetables that are discarded, mainly from the primary sector.
- Donation: They channel more than 90% of the food they collect to social entities and food distribution services near the collection area.
- Transformation, labour insertion and marketing: In their workshop, they transform the rest of the recovered food into natural handmade preserves and market them under the brand “es imperfect”.
- Awareness and education: apart from awareness campaigns, they also run campaigns and actions for companies, advisors, and research and innovation programmes. They also offer education workshops for children and young people.

Relation with SDGs

They are committed to the following SDGs.

2. Zero Hunger.
3. Good health and well-being.
8. Decent work and economic growth.
10. Reduce Inequalities.
12. Responsible Consumption and production.
13. Climate action.

REMOTE WORKING

Due to COVID they have organized their activities:

1. Developing trainee activities “on-line”.
2. Volunteers respecting the “COVID rules”: Distance, mask, and gloves.
3. Developed associations with organizations, such as “Unió de pagesos”(farmers’ association) who can output their products at the same time that promote better food usage and help people at risk of social exclusion. They act throughout the territory.
4. In the administrative unit they adopted teleworking and flexibility.

Question

1. What are the different steps to follow in order to create a new business?

5.2

case studies

MONTPELLIER

RÉALIS

cit  de l'ESS



Contact:

Muriel Chimbert, Business support officer.

References:

<https://www.laregion-realis.fr/>

Pictures by Darnaud Antoine R gion Occitanie

R alis

ABSTRACT

R alis is aimed at companies in the Social and Solidarity Economy (SSE) area, seeking to reconcile a strong social purpose with economic efficiency.

It is a tool for these young businesses, a hosting and consulting space acting in close partnership with the networks supporting the creation of businesses in the Occitanie Pyr n es-M diterran e Region.

BUSINESS DEVELOPMENT

The idea for R alis was born in **2007** when Alter'Incub, a network of social and environmental innovation incubators, was created. The organisation managing Alter'Incub, met with the Montpellier Town Hall to discuss how to ensure continuity in support for the projects carried upstream by Alter'Incub. The Town Hall financed a feasibility study and the Occitanie region validated the project, with the support of Montpellier Town Hall.

Development: R alis itself was created in 2013 and has continued to grow ever since, in particular by developing its service offering.

Currently, R alis supports between 30 and 35 SSE projects per year. The individual support lasts 36 months and includes training sessions (some compulsory, others optional), advice, networking, economic activities, the provision of workspaces. Since 2013, the companies supported by R alis have generated around 465 jobs (FTE) in the Occitanie region. The R alis team is currently composed of six to seven people (FTE).

MODEL TO DELIVER SOCIAL IMPACT

Organisation and legal form

R alis is a local government organisation (at the regional level).

Aims and objectives

R alis welcomes and supports SSE companies as well as social entrepreneurs to give them the opportunity of success and to encourage their growth. R alis' main objective is to promote job creation in the SSE and to secure jobs. SSE is a relatively resilient economy that retains its jobs even in times of crisis.

To benefit from the services of Réalis, one has to be an impactful and committed company, a company in the social and solidarity economy in creation or development that wishes to structure its organisation, measure its impact, change scale or develop a new segment.

Selection criteria have been developed keeping these objectives in mind:

- a social, societal or environmental purpose
- an economic activity
- the potential for development and job creation
- supervised profitability, democratic and participatory governance
- a social innovation
- a need for support
- a voluntary team to contribute to the animation.



Darnaud Antoine - Région Occitanie



Darnaud Antoine - Région Occitanie



Darnaud Antoine - Région Occitanie

Core activities

Réalis offers 3 core activities:

- Business incubator whose role is to welcome young newly created companies, to provide them with advice, support and follow-up to consolidate their economic model, secure their development and ensure their sustainability.

- Resource center providing businesses with the expertise and skills that exist in the region and are necessary for their development: financing, training, social innovation, strategy, business plan.
- Business center and creative spaces for organising meetings and events (rooms equipped with HD projection and video conferencing equipment, etc.).

Relationship with SDGs

The companies supported by Réalis are likely to cover all the sustainable development goals. In 2021, for example, only 3 SDGs were not covered among the 31 supported companies. Réalis itself puts in place a number of initiatives that are in line with SDG 11 (sustainable cities and communities).

REMOTE WORKING

Remote working strategies

During the first lockdown, the project managers maintained the link with SSE companies by using digital tools. They postponed the mandatory training sessions by a few months and held them remotely (understanding your accounts; developing your financial strategy; measuring your social impact; governance of social enterprises). The Réalis team developed its knowledge of the many support measures implemented to deal with the crisis. They were therefore able to pass on that knowledge to the companies Réalis supports. More generally, the team monitors calls for proposals that are of interest to the companies they support.

Tools for remote working

They have set up a Whatsapp group for the companies supported and another group for the companies hosted.

The training sessions were carried out via StarLeaf, Teams (tools provided by the Occitanie region) and Zoom (when these trainings were carried out by service providers).

As for the work within the Réalis team, the region was prepared and had already invested in a remote working system.

Transition between pre and post Covid-19

The crisis has had a strong impact on the organisation of the Occitanie region. The region has put in place a great number of schemes to deal with the crisis and the region's resources (including the Réalis team) have been redeployed on these.

The training available had to be reshaped during the Covid-19 crisis. Because training



was done remotely, the format and content were adapted to suit this new context. For example, training sessions had to be shorter. The demand for training in management in general, remote management and crisis management in particular, increased during the Covid crisis. Another request for training that appeared during the crisis is related to the impact economic model: given that the economic models imagined before the crisis are no longer valid, how does one reposition themselves, keeping in mind the question of the impact?

Within Réalis, the crisis made it possible to validate teleworking as an effective solution.



Darnaud Antoine - Région Occitanie



Darnaud Antoine - Région Occitanie

Questions

⁸Source: Techstar, BusinessNews

⁹Source: Alexandra Gaidos. Social incubation : three perspectives on the incubators' work in promoting social innovations. Business administration. Université Montpellier, 2019.

1. What is the difference between accelerators and incubators⁸?
2. What is the role of incubators in the dissemination of social entrepreneurship⁹?

FOCUS Santé



ABSTRACT

Faced with the coronavirus crisis, Urgences Chrono, a digital solution developed in 2017 by the company FOCUS Santé to relieve congestion in emergency rooms, has adapted and expanded with innovations and solutions to meet the needs of all stakeholders in the health system.

These include:

- Identifying care providers and rapid care without appointment
- Providing real-time information on how busy these care facilities are at any given moment so that (i) patients can target those who will take them faster and (ii) emergency physicians can manage flows, and even predict these flows.

BUSINESS DEVELOPMENT

The idea of Urgences Chrono was born **4.5 years ago** when Dr Céline Jardy-Triola was working with a nurse friend on health and digital care. She noticed that patients were very poorly informed about the offer of unscheduled care, i.e. care without appointments, and often arrived at the emergency room by default. This situation is the result of a lack of information: people did not know that there was an on-call doctor, how to find the on-call pharmacy, the first-aid centers, and so on. Dr Céline had the idea of creating a website that lists all of the care offers available at any given time. There was indeed no central directory that had this information at the time. Once this was done, she had the idea that it would be even more helpful if for patients to know in advance what the waiting times would be like in the facility they had chosen to go to. In cities where the offer of care is good and varied, it allows patients to have a choice and to go to the facility that will take care of them the fastest.



Contact:

Dr Céline JARDY-TRIOLA

References:

[https://urgenceschrono.com/;](https://urgenceschrono.com/)

<https://objectif-languedoc-roussillon.latribune.fr/innovation/innovation-technologique/2020-04-10/urgences-chrono-veut-devenir-le-hub-francais-de-solutions-e-sante-844924.html>

Print screens of UC.com et UC-Pro

Development: Dr Céline carried out market research over the course of six months to see if such a product existed or not, and if there was an interest for this amongst patients and for emergency doctors. She validated the endeavour with various institutional and field professionals, and in November 2019, created a company and injected €20,000 into it. Website developers were external sourced to build the first website.

At present: €350,000 has been raised, thanks to through two successful fundraisers. The funds mainly come from their various shareholders, associate active members and

business angels. Urgences Chrono also received €100,000 from the Occitanie region during the summer of 2020.

Currently there are two managers, a part-time engineer, a sales director as an external service provider, and an external developer. There are therefore five people working on the development of the company.

MODEL TO DELIVER SOCIAL IMPACT

Organisation and legal form

It is a simplified joint stock company (known as a SAS in France). In a simplified joint-stock company (SAS), the founding partners freely determine the share capital and the rules of organisation of the company, in particular the appointment and dismissal of directors and the terms of adoption of collective decisions: conditions quorum and majority, right of veto etc.

Contributions can be in cash or in kind. At least half of the amount of cash contributions must be released upon incorporation, the rest within five years.

Aims and objectives

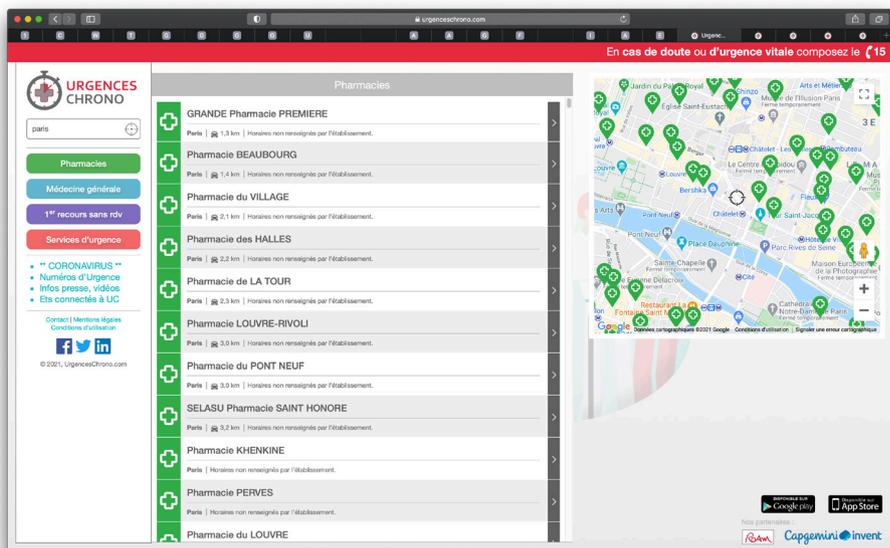
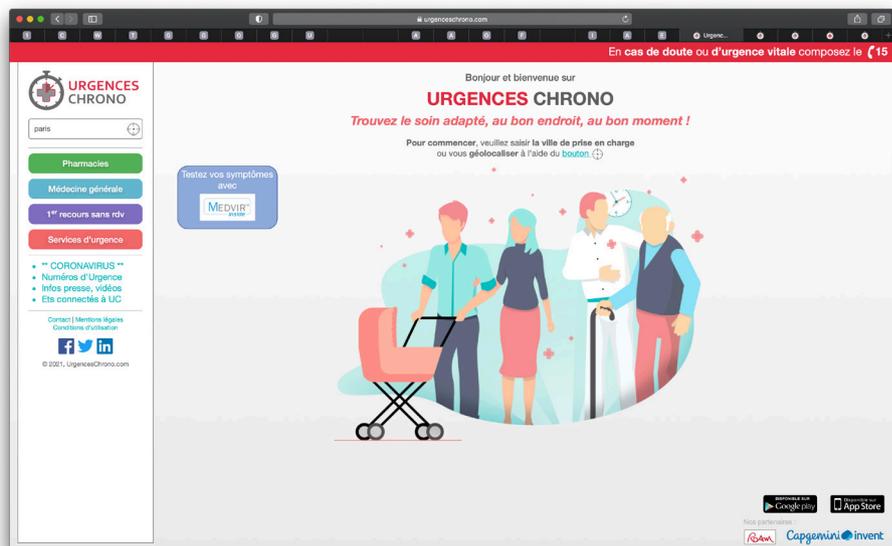
In their founding document, it is stated that the company's mission is to improve the population's access to health care, and in particular to emergency care.

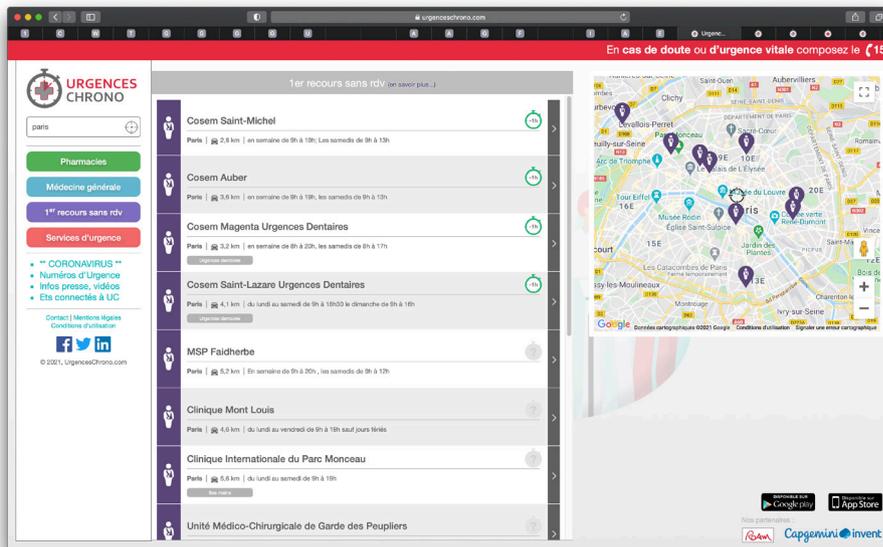
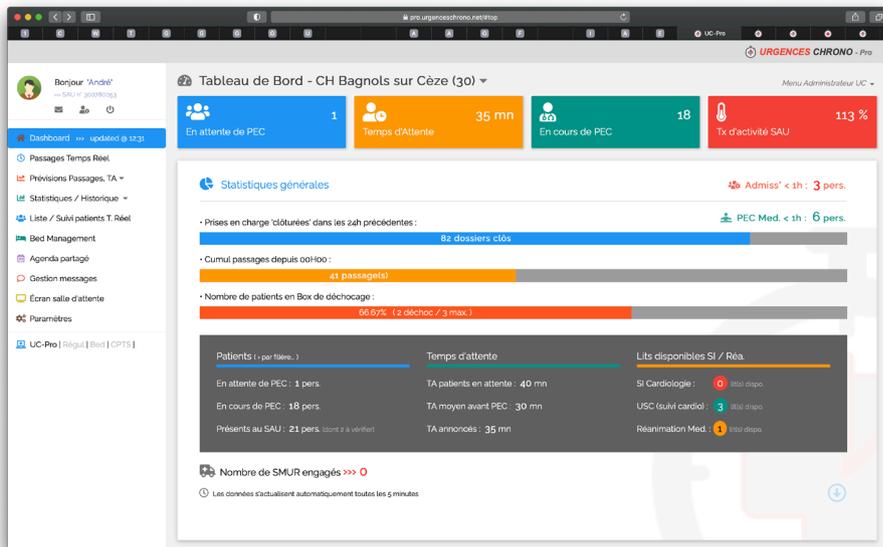
Core activities

The free mainstream platform has evolved and the company now have real software to sell to establishments with emergency services. This software allows real-time analysis of emergency room activity and therefore allows emergency doctors to monitor the activity of the department, to see how many people there are in the waiting room, and how many are arriving.

Their software provides forecasts over 24 hours so that they can anticipate patient arrivals. The software also do bed management, meaning they have visibility over the beds that are available in the hospital so that staff can more easily hospitalise people who need them. Finally, they have a screen that can be displayed in the waiting room to inform patients about the wait times.

All data resulting from this software can also go up to the departmental level for the regulation of the urgent medical aid service which can thus allow instant visibility on the activity of all services and therefore send patients / victims to the most available services at any time.





Relationship with SDGs

Urgences Chrono focused on the SDGs in 2019 and are aligned with SDGs 3 and 8:

- **SDG3:** Good health and well-being: promoting health in the broad sense: being able to quickly and efficiently access urgent care.
- **SDG8:** Decent work and economic growth: improving the quality of life at work for healthcare teams. It is very difficult to work in emergency rooms; it is a very stressful job where people who come to consult are very stressed and there is very often aggression towards caregivers. The ability to predict things, the fact that patients wait less, that they are informed of the waiting time and the reasons for the wait, the ability to allow emergency doctors to anticipate and no longer be subjected to variations in patient flows, having beds available...all of this improves working conditions for healthcare teams. This is a major objective for FOCUS Santé because there has been a decrease in the number of emergency staff due to a perceived lack of vocation for some. Young people can see how arduous the work in the emergency room is, since they have to experience it as part of their studies. They don't want to continue a career in that area because of the working conditions they witness. If emergency doctors worked in better conditions, managing really urgent patients who do not come with ailments a GP could treat, there would be no crisis of vocation.

REMOTE WORKING

Remote working strategies

Before, the company travelled a lot as part of their work, especially in Paris. Covid and the inevitable remote working that ensued has had pros and cons:

- **Pros:** The team were able to arrange meetings more easily (easier to schedule a 30-minute appointment by video than a face-to-face appointment which takes more time, requires a meeting room, etc.); it removed the barriers to meet with certain people; they saved money on transport and accommodation (since the pre-Covid meetings were with Parisian institutions while they are based in the South).
- **Cons:** Issues were harder to iron out as they no longer had access to cues such as body language and remarks that may have been more likely to have been made in person.

Overall, the situation related to Covid has been positive for developing their project. Within the team, they work remotely as their sales representative is in Paris, one developer is in Toulouse, and the other is near Gap.

Tools for remote working

They do not have one single tool and have adapted to the tools used by healthcare establishments: Skype, Teams, Zoom. All of these tools have the same functionalities from their point of view.

Transition between pre and post Covid-19

They were to run an experiment in Mulhouse between March and April 2020 with their first product (general public information site). Due to the crisis, this experiment was put on standby. They therefore worked on the interface they had already imagined and hadn't had time so far to develop.

They were also able to adapt their general public website with a page dedicated to the coronavirus, with useful information for users on the first symptoms to watch out for. Dr Céline Jardy-Triola, for example, went to the Ministry of Health website and adapted the symptoms presented there on her own platform (Urgences Chrono). For instance, she added loss of smell and taste onto the Urgences Chrono website. These symptoms only appeared after a few months on the Ministry's site while doctors had already noticed it.

Dr Céline Jardy-Triola and her team also added links to doctolib (cloud-based appointment scheduling and patient referral tool) for teleconsultation. They developed the click and collect service for chemists, so patients could send prescriptions and avoid queuing. This is particularly useful for chronic patients who are familiar with their treatment and just need to access it. This allows them to avoid queuing and being in contact with potentially infected people.

Healthcare establishments were focused on the Covid situation and were therefore less available (no appointments between March and July), which allowed FOCUS Santé to work on their own tools and concepts, adding innovative functionalities to their already existing platform, Urgences chrono.

Questions

¹⁰Just-in-time manufacturing: an introduction, TC Cheng, S Podolsky - 1996 - books.google.com

1. What does Just In Time mean¹⁰?
2. What is the role of incubators in the dissemination of social entrepreneurship?

5.3

case studies

FLORENCE



PIN

POLO
UNIVERSITARIO
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South Working



ABSTRACT

South Working is a social Innovation Project launched by young professionals, managers, or academics, mostly from the regions of Southern Italy. Their goal is to study the phenomenon of smart working in a location other than that of the employer, focusing their work in Southern Italy. As part of this, the team evaluates the pros and cons of this to formulate policy proposals in this field which are ultimately aimed at reducing the economic, social, and territorial inequalities in Italy. The team has created a buzz around the topic of “south working”, giving a name to the phenomenon and creating a network between all the stakeholders: workers, companies, and public bodies.

The team is classifying spaces for agile working in the Italian territory as coworking, equipped bars, libraries, or bookstores, to allow South Workers to work from an appropriate and social place.

BUSINESS DEVELOPMENT

The idea was conceptualised during the first lockdown, in March 2020, when the pace of professional and private life changed for many people. Particularly in focus for this project were all of the people who had moved from the South to the North of Italy due to the temporary closure of office spaces. At this time, many returned to their native land. This profound change has made it clear that many jobs can also be carried out remotely and that, above all, there are various areas of Italy that could be repopulated, with the aim of reducing the gap between North and South.

There are seven founding members of the project. The proposal was formulated by Elena Militello and presented to Global Shapers Palermo, an organisation which aims to involve young people who want to use their talent and determination to benefit the city, working to involve local communities and over all generate a positive impact. From there, six other people became involved, and together the team started working on the development of the project.

MODEL TO DELIVER SOCIAL IMPACT

South Working is an association of social promotion. The internal organisation has, in addition to the president and two vice-presidents, founding members and various professionals who are part of the team. There is also an advisory committee, composed of young professionals of the highest esteem who help South Working in



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References:

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the activities that require specific skills, as well as in the definition of policies and lines of intervention.

South Working's goal is to use remote working as a tool for territorial cohesion to encourage a positive influx of human capital to the territories of Southern Italy. The long-term goal is to stimulate the economy of the South, increase territorial cohesion between the various regions of Italy and Europe and create a fertile ground for innovations and growth in the South.

Traditional economic policies in the South should be flipped, so that workers are put back at the center to create a creative ecosystem. Thanks to the opportunities offered by remote working, South Working wants to promote mobility by allowing people to choose where they want to work.

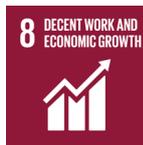
Through a mapping of the territory, they have identified community spaces (co-working spaced, rural hubs, impact hubs, private and public spaces, schools, libraries ...) where south workers can work or meet. In this way, the development of the territories and the economy is encouraged.



The main activities carried out by the association are:

1. Advocacy
2. Study (academic research on the phenomenon of remote work)
3. Support to stakeholders (in particular, to workers and local authorities)

Connection with SDGs:



- GOAL 8 DECENT WORK AND ECONOMIC GROWTH

Encourage lasting, inclusive, and sustainable economic growth, full and productive employment, and decent work for all



- GOAL 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Building a resilient infrastructure and promoting innovation and fair, responsible, and sustainable industrialization



- GOAL 10 REDUCED INEQUALITY

Reduce inequality within and between nations



- GOAL 11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, long-lasting, and sustainable

3. REMOTE WORKING

South Working wants to encourage remote working, going beyond standard working hours and working towards objectives. The team follows the AGILE methodology, which includes four fundamental principles:

- People-led instead of policies and procedures
- Facilitation instead of tasks and control
- Iterative-incremental process and progress measurement instead of prediction
- Respond to change instead of following budgets and plans



To work remotely, the team uses various online sharing platforms. In particular:

1. Slack: the association was divided into teams and sub-teams to facilitate communication (for this, different Slack channels are used to facilitate exchanges)
2. Google Suite (for sharing documents)
3. Miro: used to brainstorm online
4. Trello and Asana: these platforms are used to identify goals, rank and track their achievement
5. Slido (to do live polls)

In addition, a community has been created on Facebook that now has over 9,000 members. Through this platform, monthly public updates are made, and a dialogue is established with the community in to exchange opinions, ideas and best practices. South Working has many objectives for 2021, in particular to continue to propose their idea of remote work and the revival of the territories of Southern Italy even when the health emergency is over. Among the objectives for 2021 are the improvement of updates within the team and the community (making weekly updates) and the hiring of four people thanks to a grant obtained from Fondazione Con Il Sud. The four people will take care of: project management, administration, communication, and graphics.

Questions

1. How can we exploit digital platforms to overcome the physical distance imposed by Covid-19?
2. How important is it to create networks in particular areas to promote social innovation?

Start2Impact



ABSTRACT

Start2Impact is a startup created to support young people to enter the world of work, helping them to develop digital skills required by certain companies. It supports them with a web platform that gives them access to highly personalised online training to start careers in:

- Digital Marketing
- Web and App programming
- UX / UI Design
- Artificial intelligence
- Blockchain
- Startup

The team works completely remotely.

BUSINESS DEVELOPMENT

Start2Impact is the first online training platform that trains and finds jobs for young people in digital professions. Start2Impact focuses on the practical side of training and allows its members to receive in-depth and personalised feedback on what has been done by professionals in the sector. Furthermore, for start2impact it is also particularly important to convey a positive work ethic and its value in society: for this reason, it encourages the members of its community to consider work also as a mission, as something that can have a strong social impact.

Gherardo Liguori and Virginia Tosti are the founders of start2impact, and in 2017 they started their project, meeting students from various Italian high schools and universities. After meeting more than three thousand girls and boys, they understood that their current knowledge and perspectives were the same as previous generations, as if the world of work had not changed. Hence the idea of founding start2impact. Start2Impact was thus born at the end of 2017. In the first phase of its existence the business model provided free training for high school students to train them in digital professions and to help them to find their dream job. Therefore, initially it was the companies that paid start2impact to hire the trained people. However, this proved to be a problem because the students did not want to find work immediately, but first wanted to train and then think about work once they finished their studies.

The founders therefore decided to overturn the business model, providing training



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for a fee: on April 2, 2019, the second phase of start2impact began and the contents of the platform became paid. The students had to sign up for a subscription to use the training courses. With the subscription to the platform, though could follow any number of training programmes, to gain skills and perhaps even better understand what they would eventually like to specialise in. The training involves the initial work online, followed by and interviews with the startups and large companies with which start2impact collaborates (which are more than 200). It takes an average of five months, with a part-time commitment. The subscription also includes monthly networking events (i.e., meetings and professional exchanges), online and, when possible, offline, and a virtual area where you can meet with students and professionals.

MODEL TO DELIVER SOCIAL IMPACT

Start2impact is an Innovative Startup with a Social Mission and is made up of Gherardo Liguori and Virginia Tosti, respectively CEO & CO-Founder and Head of Growth & CO-Founder, as well as team of professionals who develop and teach the courses (called coaches and super coaches). Start2impact is an online training platform that was created to inspire and train young people to have a positive impact on society and the planet thanks to their skills. The goal is to create a new generation of leaders who, in companies and institutions, can put people and the planet ahead of profit.

Start2impact is an online platform where young people learn and study six “Jobs of the Future” with an all-inclusive subscription, receiving personalised feedback on each project from professionals. This platform allows them to gain skills and cultivate relationships with others thanks to offline and online initiatives organized by Ambassadors.

In addition, they test themselves in practical projects that with a social focus, in order to see the positive impact they can make with their newly acquired skills. For example, in one of the Web Development Projects, learners are tasked with it developing a web platform where users can report areas with open waste in their city. In one of the Digital Marketing Projects, on the other hand, young people must develop a digital strategy for the e-commerce aspect of sustainable clothing produced with recycled fabrics.

Start2impact offers six different training courses dedicated to many professional skills related to the digital sector: Digital marketing, Web and app development, UX / UI design (i.e., design of app interfaces and sites as they appear to those who use them), Data science, Blockchain development and Startup.

Each course has a theoretical and practical element to it. The first is “outsourced”: start2impact does not offer its own webinars and video tutorials but directs its subscribers to free and high quality online courses, such as those of Google and other large technology companies.

The focus of start2impact is on the practical side of the courses, which is the most neglected aspect of the Italian school and academic system. For each course there are on average ten practical projects to undertake, to test what has been learned with the theory and to test oneself in situations like those of the real world. By carrying out these or other projects within the start2impact training courses, subscribers also can communicate with each other online and receive advice and feedback from industry experts, visible for each area on the platform site.

The hypothetical companies chosen for the practical start2impact projects are companies that carry out sustainable projects with a significant social impact. Start2impact recommends registration to its platform not so much to those who just want to train and find work in the digital world but above all to those who want to join a community of young, aspiring innovators, determined to grow together to have a positive impact on the lives of people with their own skills.



Connection with SDGs:

Start2impact, inspired by the 17 United Nations Sustainable Development Goals, aims to raise awareness among young people on the social impact that their digital skills can have and teach them to put “people ahead of profit”.

3. REMOTE WORKING

The Covid-19 pandemic forced the team to reorganise the way they work. Previously the team worked remotely only on Fridays, while now they work remotely every day. Updates are made every week via Google Hangout and Zoom, so that the whole team is updated on the situation and work of others. Once a week, therefore, the team



sees and aligns itself on the most important things they have worked on and will have to work on. This new way of working has provided the team with the opportunity to implement some innovations, including the participation of a greater number of team members in the meetups that start2impact local ambassadors organise in all regions. This is an opportunity not only to get to know the people who animate the start2impact community but to also create more connections. Among the new strategies adopted for remote work is monthly one to one coaching: Gherardo and Virginia have organised this with each member of the team to understand how the person is (both professionally and personally) and if there are things to improve on.

The main tools used for remote work are:

1. Google Hangouts: used for online meetings
2. Zoom: used for online meetings
3. Asana: used to identify goals, rank and track their achievement
4. Slack: used for quick chats with the team

Among the changes that have taken place in the period following the outbreak of the pandemic is the adoption of smart working as a way of working: the team has decided the hours in which to work adapting them to the needs of their private lives. The disadvantages noted with a remote working method, is the cohesion of the team: not being able to have informal discussions and talk to one other about non work related topics work forced start2impact to look for new ways to maintain the cohesion of people. An example is that of the High Five: taking inspiration from Simon Sinek, each member of the start2impact team expresses their gratitude towards another member by exchanging a “virtual hit 5”. At the beginning of each meeting, therefore, each team member can say what he is grateful for regarding the work of others. Every two weeks, online team aperitifs were organised and then, during the summer, a team weekend was held (the idea is to keep this habit and do it every 2 months or so).

Questions

1. How do you overcome the difficulties that may arise in the initial phase of the project?
2. How important are digital tools to promote social innovation?

5.4

case studies

GLASGOW

Giraffe



ABSTRACT

Giraffe Healthcare is a Social Enterprise founded in 2018, borne out of the research into providing physiotherapy services remotely to those unable to attend a clinic in person. It is a digital platform which initially focused on providing a personalized physiotherapy program for patients, following an in-person assessment from a physiotherapist. Patients are able to fill in an exercise diary that their physiotherapist has access to and both parties can interact via a chat function. Instead of interacting directly with patients to offer the service, Giraffe Healthcare sells licences to physiotherapist and healthcare providers. It has grown from there and is a very personalized, interactive and progressive service.

BUSINESS DEVELOPMENT

In the short term, Giraffe Healthcare's main priority is to convert their free trial users into paying customers in order to generate some cash flow, as well as building their core team. Longer term, they are looking into expanding their online platform into other areas such as podiatry and paediatric physiotherapy and so are currently working on content for that. They have also had international interest and are involved in the early stages of projects based in Australia & New Zealand and Saudi Arabia. Lastly, there are always lots of Research and Development opportunities associated with the platform. As they look internationally, they are already looking at translating their content into other languages such as Arabic and Urdu. They also like to ensure that there are a range of ethnicities and ages represented and so will continue to develop this. It is clear that this is just the beginning for Giraffe Healthcare and that despite the current situation, they have and will continue to be able to thrive.

MODEL TO DELIVER SOCIAL IMPACT

Giraffe's model of delivering social impact addresses health inequalities and access to good and timely medical care through physiotherapy. In Scotland, for example, the remoteness of some areas makes it very difficult to access many services and Giraffe directly improves this. Many are also isolated in other ways due to income, social means, mobility, access to transport, and others; and Giraffe also makes it easier for people in these groups to access care.



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Relationship with SDGs

Giraffe Works with a number of the goals:

- GOAL 3: Good Health and Well-being
- GOAL 9: Industry, Innovation and Infrastructure
- GOAL 10: Reduced Inequality

REMOTE WORKING

Remote working strategies

Unlike lots of businesses and social enterprises, the current situation has actually been a huge opportunity for Giraffe Healthcare. Before COVID-19, they had started to sell some licenses, but when in person physiotherapy suddenly became impossible, Giraffe Healthcare made the decision to offer their platform for free to the NHS, Third Sector and Hospice Sector during the early part of the pandemic. Due to this, there was a lot of interest, lots of new users across the UK and they were busier than ever before.



Questions

1. What considerations are important when expanding activities into other countries?
2. How important is impact in your work, and how do you capture this?
3. Where did you access funding and support to start up a Social Enterprise?

Invisible Cities

INVISIBLE 
(GLASGOW)

ABSTRACT

Invisible Cities is a unique Social Enterprise offering tours of a range of cities in the UK run by homeless tour guides. The guides are able to gain independence, new skills and confidence; while their customers learn about the unique experience of their guide, raising awareness of homelessness. The guides weave their story together with stories of the history or particular theme of their city. During Covid, Invisible Cities has managed to bring their activities somewhat online and offer 'Virtual Tours', as well as gifts and merchandise, and deliveries to support their guides while they are not working.

BUSINESS DEVELOPMENT

Invisible Cities is a social enterprise. They want to show that everyone has great potential, a fact reflected in our tour guides. They train people affected by homelessness to become walking tour guides of their own city and offer these alternative tours to tourists and locals. There are tours run by Invisible Cities in Glasgow, Edinburgh, Manchester, York and Cardiff.

Their high quality training empowers our guides to create, craft and deliver tours that are their own, highlighting monuments, people and places they have chosen themselves. Invisible Cities training focuses on confidence building, public speaking and customer service. They partner with professional tour guides to build bespoke tours and practice our routes.

All of their guides have experienced homelessness at some point in their lives. Some may be in temporary accommodation still. No guide will be currently rough-sleeping as Invisible Cities supports them with access to services (accommodation and support in the city) while they are training, to make sure they deliver their tours in the best conditions ever.

MODEL TO DELIVER SOCIAL IMPACT

Activities

Training and development of guides - Guides take part in Invisible Cities training programme but are also referred to other organisations and supported towards the career paths they have chosen. They use part of their profit to support them through personal projects.

Invisible Cities raises awareness about homelessness and through tours, they aim to



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References:

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changing perceptions and breaking down the stigma that exists around it. They also do this through innovative events, aimed at a wider or different audience. They organise events in local communities to support homeless people. In each city, they partner with another organisation and develop a team to make it a success.

CAMPAIGNS

Throughout the country, Invisible Cities organised campaigns to raise awareness about homelessness and the hard-hitting realities behind it. In 2019, this has included a series of posters that have gone viral on social media. Each poster was displayed on the streets of one of their Invisible Cities, encouraging the public to think about their perception of homeless people. They are now displayed in several museums around the world, including in the Poster House (New York), which is the first museum in America dedicated to the art and history of the poster, and locally as part of the Castle Museum in York's permanent collection.

In 2019, they also partnered with Glasgow Museums and To Absent Friends Festival to organise a display, remembering the homeless people who died on the streets of Glasgow. They collected and scattered 47 pairs of Shoes, one for each person, reminding everyone that these people were not statistics but human beings.



EVENTS

As a social enterprise, 100% of their profit is re-invested in the development and education of their guides or is used to organise events for the wider communities of the cities they are based in.

In Edinburgh they facilitate the Street Barber (Edinburgh) events where they give free haircuts and toiletries to homeless men, directly from the streets. In 2018, they started offering “Pampering Days” to homeless women in the city.

Relationship with SDGs

Invisible Cities work towards a number of the goals:

- Goal 1 – No poverty
- Goal 2 – Zero hunger
- Goal 8 – Decent work and economic growth
- Goal 10 – Reduced Inequality

REMOTE WORKING

Remote working strategies

During Covid, Invisible Cities has managed to bring their activities somewhat online and offer ‘Virtual Tours’. These are done with a range of links and online tools, and the opportunity to set up a Zoom chat with a guide as well. Supporting the guides was very difficult during lockdown due to the inability to carry on, especially during the summer when much of their business occurs.

Invisible Cities also was able to work with some other local organisations to make deliveries and generate income for their guides in this way.

They were also able to develop a range of gifts and merchandise, in time for Christmas to generate additional income while there are less tours.

Tools for remote working

- Crowdfunder.co.uk
- Audio, video clips
- Fact sheets
- Zoom



Questions

1. What are the main difficulties that you have faced during Covid?
2. What support did you have in getting Invisible Cities off the ground in the beginning?
3. Why are networks important when setting up a Social Enterprise?

5.5

case studies

DUBLIN

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References:

<https://www.youtube.com/watch?v=CBVKeZNJz9k&feature=youtu.be>
<https://www.changemakers.com/globalgoals2015/entries/foodcloud>

FoodCloud

ABSTRACT

FoodCloud is a social enterprise that connects businesses with surplus food to charities in their local communities that need it via a software platform. When a retailer has perfectly good food that they cannot sell, their system allows the retailer to upload a description of the product through a website or a smartphone app for donation. The charity then collects the food from their local store within the time allocated for collection. Once the food reaches the closest FoodCloud Hub, it is counted, uploaded onto an IT warehousing system, and then segregated into storage. FoodCloud implement a robust, industry standard food safety system to ensure that food is collected and delivered in a safe condition.

BUSINESS DEVELOPMENT

According to the UN, if the amount of food wasted around the world was reduced by 25% there would be enough food for all the people who are malnourished. Food redistribution, which is concerned with diverting discarded food that is perfectly fit for human consumption, to charitable groups, has been put forward as one of the best win-win solutions for reducing food waste. FoodCloud uses an innovative technology platform to effectively match businesses with surplus food to local charities. It is a fast and efficient system, which is essential considering the perishable nature of most food products. It is a business-friendly, environmentally-sensitive, socially-responsible alternative to wasting good food.

Iseult Ward studied Business and Economics while Aoibheann O'Brien has a masters' degree in Environmental Science. The two met at a start-up event for social entrepreneurs and decided to build a business around a shared interest in the elimination of food waste and food poverty.

FoodCloud has 8 full time and 3-part time staff. The team consists of their CEO, Director of Operations, Business and Charity Engagement Officer, International Development Manager, Chief Technology Officer, Marketing, Communications and Fundraising Manager, Support and Volunteer Manager and 3-part time support roles. The team come from diverse backgrounds with a range of 3rd level degree qualifications in areas including technology, business, sustainability and masters level qualifications in environmental studies, CSR and business administration.

The team balances youth, energy and fresh thinking with industry experience and

commercial knowledge and goes above and beyond to deliver, which is evident in the amount that FoodCloud has achieved in a very short time. They have a board of directors who have a wealth of experience from the charity sector, food re-distribution sector, retail sector, food services sector and business. FoodCloud benefits from the guidance of a wide range of mentors from large state and industry organisations who advise on strategy, finance, pricing models, expansion, operations and internationalisation. To achieve their international growth targets, they want to expand their business development and fundraising capacity.



Incubation phase

FoodCloud take surplus food from stores in 25 counties. Their first contract with Tesco enabled them to employ six people. They are piloting with another retail chain, and are working with two independent Dublin bakeries, Antoinette's and The Bretzel. They won the contract with Tesco because they were able to make savings for them in relation to their waste management bill, reducing the amount going to landfill and also helping them contribute to their local community in a meaningful way. They don't charge smaller businesses because there aren't the same savings for them to realise and they don't want any barriers to participation. FoodCloud work with more than 250 charities around the country.

MODEL TO DELIVER SOCIAL IMPACT

FoodCloud have partnered with over 330 charities across 26 counties in Ireland and 4 cities in the UK. They have redistributed 667 tonnes of food, which is the equivalent of over 1.4 million meals. 2136 tonnes of carbon have been diverted from landfill. FoodCloud redistributes surplus food to partner charities that provide critical services in youth, childcare, homelessness, addictions, domestic abuse, education and unemployment. These organisations serve almost 90,000 people every week. In the next 12 months in Ireland, they are aiming to redistribute the equivalent of over 2 million meals, to a network of over 600 charities with the potential of serving 180,000 people every week. They have reached 6.5 million people through the media. FoodCloud is one of the only solutions to retail food waste which has specific challenges. There have been significant policy developments for food waste at UN and EU level. Individual counties have also moved to introduce legislation to feed people first, notably France and America. Food waste has received significant international media attention. This has further increased the value proposition of FoodCloud and the longer term sustainability of their model. Going forward they want to build their technology and expand to ensure that communities internationally have access to their solution.

AWARDS

Social Entrepreneurs Ireland Winner Impact Award 2014, Ben & Jerry's Join Our Core European Winner 2014, Google Adopt a Start up winners 2015, Industry Innovator at the Checkout Best in Fresh Awards 2015, Eir Elevation Awards Social Entrepreneurship 2015





Question

1. How does technology enable the operation of FoodCloud?

Access Earth



ABSTRACT

Access Earth is the world's first business and travel review site for those living with disabilities, bring accessibility to the forefront of social and business initiatives. Using plugin software and AI data gathered from trusted sources Access Earth are working with key partners to map towns, cities, community areas, sports clubs, stadia and amenities for affected consumers, fans and their families.

BUSINESS DEVELOPMENT

Access Earth originated as a college project in the Microsoft Imagine Cup where it placed third in the world competition in Seattle, 2014. Access Earth also represented Ireland at the 2015 Enactus World Championships in The company was officially set-up in 2015 after receiving office space from Maynooth Works and received an initial match funding of €30,000 from Enterprise Ireland. After developing the scope of the company further, they were awarded the Competitive Start Fund from Enterprise Ireland in 2018 (€50,000 in exchange for 10% of the company). This enabled them to ensure they built a product fit for market, and to begin generating revenue and increase the team to 3 full-time staff.

MODEL TO DELIVER SOCIAL IMPACT

Organisation

Matt McCann - Director / Majority Shareholder

Matt is a software engineer with many years' experience and has also spoken about the importance of accessibility on the global stage, including at the United Nations and as part of IHREC DAC also a founding member of Aspen Institute UK on their ethical use of AI.

Legal form

Access Earth Limited is a wholly Irish owned business registered in 2015, registration number 570686.

Aims and Objectives

Their goal is to build the world's largest database of accessibility information. This is being done through the development of Access Earth and by leveraging the power of Artificial Intelligence, to review satellite data and online databases. A platform



Contact:

Matt McCann – CEO/ Founder

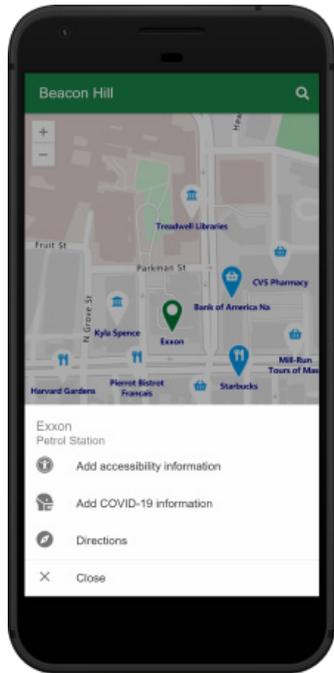
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Donal McClean – COO/CoFounder

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<https://www.access.earth>



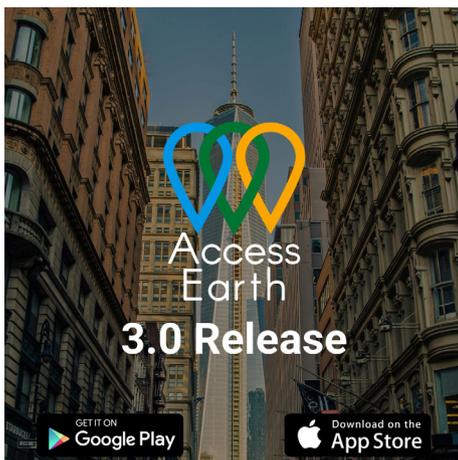
integrates with customers' systems to provide them with a public facing plugin or an internal facing analytics tool for deeper understanding of this accessibility data. They provide website/mobile app plugins to provide customers (sports clubs, local authorities) with both accessibility and social distancing information about the built environment (local businesses) in an interactive map. Presently Access Earth has mapped over 110,000 locations world-wide, partnered with local authorities and access groups to bring their data to the heart of communities who need it most, integrated their solutions with What3Words functionality and rolled out an AI platform for the creation of 2 county level accessible parking reports. Access Earth is currently trading and is generating revenue from one-time mapping events with private businesses and local authorities/access groups. They have also received grant funding as part of its roll within a H2020 consortium and as an ESA (European Space Agency) BIC member to develop key aspects of the final platform. Since its inception in 2015 the platform has won several competitions from the 2014 Microsoft Imagine Cup World Citizenship winners to the IBYE best idea award in 2017 as well as the UN's Zero project award winner in 2018.

Core activities

The community is faced with many challenges personally and professionally. A lack of Inclusion and accessibility are sometimes the most difficult. Poor information and inadequate accessibility reduces the opportunities to travel, participate in social and sports events, and general community engagement. Without real time accurate data, those needing assistance can find themselves reliant on complaint forums, Trip Advisor reviews or venue websites for accessibility information. All of these sources may be out of date when a particular search is done. Venue or location websites may not be updated regularly, or provide details of key facilities or surrounding areas.

- 15% of the world population registers as having a disability.
- 65% of individuals with a disability are unwilling to spend on travel and leisure activities due to a lack of accessibility information.

In Ireland alone, according to the CSO 2016 Census Data there were a total of 643,131 people who stated they had a disability, accounting for 13.5 per cent of the population. The most common type of difficulties experienced across the board was being able to experience and participate in leisure and other activities which affects 6 in 10 of those with a physical disability, while just over half experienced difficulty going outside alone. Not only is there a loss from an inclusion perspective; but there is a significant commercial loss to a wide range of service providers. Businesses, Municipalities, Sports



Clubs and organisations are looking for ways to engage and safely facilitate these consumers and members of our society.

Relationship with SDGs.

Access Earth's main objectives are intrinsically linked to the UN SDGS, in particular goals 10 and 11. To that effect they have partnered closely with IHREC the Irish Human Rights Equality Commission as well as having delivered numerous workshops on their work in connection with the UNCRPD.

REMOTE WORKING

Remote working strategies

Since the original lockdown back in March Access Earth has adopted an entirely remote working strategy. All employees were given, time, resources and budget in order to set up their own home office set up with each receiving a new monitor to help support continuous remote calls with team mates and during meetings.

Tools for remote working

Among the usual tools such as Sprint management development processes such as Azure DevOps or code repository source control such as GitHub, Access Earth now regularly uses Microsoft Teams for remote meetings with employees as well as a usual continuous call in order to simulate the office environment where questions can easily be asked and answered as well as new ideas being shared.

Transition between pre and during Covid-19 conditions

Prior to COVID-19, Access Earth's main mission was around building an accessibility database. However, the pandemic has meant that COVID-19 has now become accessibility information needed by everybody. Whether it is the availability of PPE or priority opening ours for vulnerable populations in supermarkets. Access Earth has not just provided the means to collect and distribute COVID-19 information directly to end users but has also created entirely new products to facilitate this.



Question

1. How can a service like this scale to be a truly global idea?

5.6

case studies

PORTUGAL



IRIS: Regional Social Innovation Incubator



ABSTRACT

IRIS is an incubator for capturing ideas and projects and supporting the creation, development and acceleration of innovation and social entrepreneurship initiatives. This relates to projects that develop innovative solutions, with positive social impact, for serious and neglected social or environmental problems. Its mission is to create the ideal ecosystem for the development of social innovation initiatives that promote the growth of the community, based on the assumption that social innovation is fundamental to boost a strong global economy and a better world.

BUSINESS DEVELOPMENT

IRIS' activity started in 2017, as a project promoted by the European Investment Bank Institute (IBEI) and by the Porto Science and Technology Park Association (PortusPark). It was co-financed by the Portugal Social Innovation Mission Structure (EMPIS), as a program catalyst for the social innovation and social investment sector in Portugal, within the scope of the Partnerships for Impact financing instrument. IRIS started its activity in Tâmega e Sousa, a region located in the North of Portugal. This region comprises eleven municipalities, where approximately 430 thousand inhabitants live. It is a territory marked by socioeconomic weaknesses, namely in terms of education and employment. Due to its characteristics and weaknesses, this region has, in recent years, been the subject of a collective effort to promote greater social and economic development. To start such a different and innovative project in a challenging territory, the first step was to get to know the community in order to gauge the potential for social innovation. In the first phase, IRIS contacted more than 100 organisations from Tâmega e Sousa, in an attempt to identify innovative initiatives to solve social problems.

These actions of knowledge of the community allowed them to conclude that not only were there very few social innovation initiatives, but a great lack of knowledge around this concept, which dictated the direction of IRIS. Instead of assuming itself as an incubator with a more traditional model - physical space and a team that hosts projects - IRIS started to include in its strategic plan a set of activities that would lead to the



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References:

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creation of an ecosystem of social innovation in the territory, based on community awareness and training around entrepreneurship and social innovation, considering this action as a fundamental step for the emergence and growth of future social innovation initiatives. This training plan for creating an ecosystem sought to involve not only community agents - professionals from different areas of the territory - such as children and young people, through a program to promote social innovation aimed at educational contexts.

From the link between these axes of action comes a creative ecosystem, involved and committed to the creation and development of innovative solutions for social and environmental challenges. IRIS thus becomes a dynamic and flexible structure, enhancing resources, open to the knowledge produced and the experiences generated in the context of the community.

MODEL TO DELIVER SOCIAL IMPACT

Organisation

In view of the need to create an ecosystem favorable to the development of social innovation projects, in addition to supporting entrepreneurs, IRIS developed a community training plan that extended to the educational area, and began to focus its activities on three areas of action:

- The INCUBATION axis focuses on supporting the creation and development in the field of social entrepreneurship projects;
- The COMMUNITY axis focuses on the development of an ecosystem capable of providing support and social innovation initiatives, promoting its sustainability.
- The EDUCATION axis has as its main objective the sensitisation of the educational community to social innovation, focusing on the school context;

From the link between these axes of action emerges an ecosystem committed to the creation and development of innovative solutions for social and environmental challenges.

Aims and Objectives

All IRIS activity contributes to an ultimate objective: the promotion of mechanisms for development, inclusion and cohesion, whether that be at a social or environmental level. IRIS put this role into practice through three axes of action, strategically articulated among themselves:

1. Grow Innovation - support activities and training of innovative social responses, enhancing their potential for entrepreneurship and impact;



2. Start Innovation - community awareness and training activities with a view to enhancing local contexts and dynamics of social innovation, including the creation of the Intermunicipal Network of IRIS Ambassadors;
3. Begin Innovation - psychopedagogical program to raise the awareness of children of the 1st Cycle of Basic Education to the social and environmental challenges that are relevant to them and introducing innovation and social entrepreneurship as the catalysts to respond to them.

Core activities

Incubation

The incubation at IRIS aims to support social entrepreneurs and their initiatives in the process of developing innovative solutions, through the sharing of workspaces, training and education actions, accompaniment, specialised consultancy and access to a network of partners with a connection to Social Innovation.

Acceleration

IRIS has developed an acceleration program aimed at impact initiatives, which aims to empower entrepreneurs through knowledge, tools and contacts that allow them to accelerate their projects in a consistent and sustainable manner. It assumes a training-action model, combining training actions with specialised mentoring. It lasts six months



and consists of three phases:

- 1st Phase - Kickstart Bootcamp (intensive residential training program lasting two days);
- 2nd Phase - Impact Masterclasses (ten days of intensive training actions face-to-face) on the following subjects: Value offer; Financial plan; Business model; Partnership management; Impact assessment; Legal area; Communication; Digital marketing and
- 3rd Phase - Demo Day.

IRIS workshops

Training courses with national and international experts from various areas, developed to train impact projects and open to participants from organisations with a social mission.

REMOTE WORKING

Remote working strategies

Converted in person training to an online format.
Increased online Support.

Transition between pre and during Covid-19

Due to the Covid-19 pandemic, the 2nd Edition of the acceleration program had part of the face-to-face Masterclasses canceled, as well as the Demo Day / Prize. The Masterclasses Management of Partnerships and Marketing and Communication took place in an online format.

The IRIS Social Innovation Meet Up is an annual meeting that aims to publicise the actions carried out by IRIS and gives visibility to the supported social innovation projects, as well as the initiatives carried out.

The IRIS Social Innovation Meet Up 2020 was scheduled for May 2020, which was not held due to the Covid-19 pandemic.

Question

1. What is the role of an incubator in the development of social enterprise ideas?
2. How important is it to create a strong and interconnected network to foster the development of social enterprises?

Vizinhos de Aveiro: Community from Aveiro answers to COVID-19



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References:

<https://www.facebook.com/groups/covid19aveiro>
<https://www.facebook.com/vizinhosdeaveiro>
<https://vizinhos-aveiro.pt>

ABSTRACT

The idea of the civic support group Vizinhos de Aveiro arises in the face of the social alarm surrounding Covid-19 and the consequent appeal to the necessary “social distancing measures” to prevent the risk of contagion, which can result in a dangerous feeling of isolation, with serious impact in the most unprotected groups in our community. Taking advantage of the huge social and collaborative capital that exists in Aveiro, which has generated in recent years several projects (such as Vivó Bairro, Viva Cidade, Aveiro Soup, Lab. Cívico de Santiago), this support group was created for the population that, due to the obligatory lockdown restrictions now imposed by the state of emergency, is isolated, helpless or quarantined.

The citizens' operational coordination group involves around 80 people from various backgrounds and life experiences. It is united by the solid and fundamental values of cooperation, solidarity, citizenship, optimism and resilience.

BUSINESS DEVELOPMENT

Founder and how the ideas appeared

The founders of this initiative are a group of people from various backgrounds and life experiences that already work in other social projects within the community.

Incubation phase

The founders of this initiative gathered as many participants and supporters as possible, in order to raise awareness and optimise resources. The state of alert in the country and in the world is showing the solidarity of citizens and creating neighborhood ties that allow mutual support during the crisis. In the social networks, the civic group “Vizinhos de Aveiro” emerged, which functions as a “useful and constructive” meeting point. It has already reached eight thousand members.

It provides support to citizens and groups at risk, home services, needs of health



units and a program of cultural, educational and physical activity activities that can be enjoyed at a distance. All of this is on the Vizinhos de Aveiro website, which resulted from the spontaneous solidarity effort of 15 participants in a Facebook group. Among the concerns are home services (medicines), offers of goods and equipment, availability of support homes for those who need to protect themselves, amongst other sources of support. It brings together specialists in the area of health, public health, law and technology who have made themselves available to answer questions and avoid improper publications. José Carlos Mota, a university professor known for promoting collaborative networks, is one of the names associated with this action that seeks volunteers to try to offer diverse responses to the community. Information to citizens is a critical issue in this difficult time that we are experiencing. However, it is difficult to understand which information is truly useful and reliable and where it can be accessed in an expeditious manner. The community of about 15,000 people who in just over a week gathered in the Facebook group “Vizinhos de Aveiro, Civic Support Group # Covid19” has done a remarkable job of sharing publications (more than 1,100) as well as comments and around 100,000 interactions. After this reach, a website was developed in record time to create a landing page for all relevant information and communications.

The birth of the project

The project was initiated right away with the creation of a facebook group: “Aveiro Neighbors - civic support group # covid19” (English name), that was open to all citizens and intended to alert people to possible problems or threats and, if necessary, help generate public responses or civic (logistic nature, health or community support). This civic group amassed some 7,000 members in just 7 days.

REMOTE WORKING

Remote working strategies

To manage this civic dynamic, Vizinhos de Aveiro created a working group that has already started mobilising a large number of collaborators and volunteers in a thorough research focused and systematic way.

In a week of intense work on the digital slack platform, they launched the first version of the website (<https://vizinhos-aveiro.pt/>) that gathers information on support for citizens and groups at risk, home services, needs of the hospital community and health centers and a program of cultural, educational and physical activity activities that can be enjoyed from a distance. All of work carried out and contacts made was online, through platforms such as Slack, Zoom and social media. A taskforce was created to manage the core decisions and developments of the platform.

Tools for remote working

The Vizinhos de Aveiro, a civic collective that arose in response to COVID-19, launched a telephone support service called “Linha do Vizinho” (308 811 234). The telephone line operates during weekdays from 3 pm to 9 pm and on Saturdays from 3 pm to 6 pm. The line currently has more than twenty volunteers.

This telephone line, a service provided by citizens, is intended to provide information on social support and home services to groups at risk and with difficulty in accessing the internet, especially the elderly population living in the municipality of Aveiro, about 15,000 people (Social Diagnosis, 2017).

This line arises in response to the need to provide citizens with useful and reliable information, based on the information made available on the VA group's website (<https://vizinhos-aveiro.pt/>), obtained in conjunction with the different local

VIZINHOS DE AVEIRO

Uma comunidade de vizinhos

“ Sou de um meio pequeno onde os vizinhos se valem uns aos outros, temos isso aqui virtualmente. É bom reavivar estes valores de vizinhança, partilha e solidariedade.

“ Uma ajuda muito grande para as várias necessidades. É para continuar.

“ O Grupo Vizinhos de Aveiro, fez-me sentir que estava unida, que havia uma união entre as pessoas.

“ Quem tem bons vizinhos tem tudo!!! Nunca se sente só! É importante esta troca de opiniões, estes pedidos de ajuda...hoje é o outro, amanhã sou eu.

“ Às vezes uma pequena ajuda, uma informação, podem significar muita, muita coisa!

“ É um grupo de vizinhos. Como o nome indica, serve para conversar, ajudar, rir, pedir conselhos e desabafar.



institutions. The telephone line, with the cost of a local call, is based on a voice solution in the “cloud” (based on the Twilio platform) and was developed by a member of the VA and a professor at the University of Aveiro, Diogo Gomes.

This platform allows the reception of calls from people seeking help and the service will be done by a volunteer chosen based on a computer algorithm.

This system should in the future support new services such as IVR (Interactive Voice Response) to enable a faster response for callers.

The current platform has inherent communications costs (reception and forwarding) as well as service costs (associated with the Twilio platform used for the development of this service). Currently, the VA group has a ceiling offered by Twilio. In the future, VAs will have to find financing to support the costs of this platform.



Question

1. How was the business idea born?

How important is it to create an interconnected community to facilitate the exchange of information?

2. How have new technologies been exploited to achieve the purpose of social enterprise?

6

social entrepreneurship and digitalization

Evolution to digitalization

Nowadays it is impossible to imagine our lives without technology. Can you imagine how different our lives would have been during the quarantine if digital technologies had not been available? Could you imagine how we would have continued to work had we not had computers, or even Google, at our disposal? Without digitalization, our lives during the lockdown would have been very different.

At a universal level, it goes without saying that digitalization has been an essential resource in facing the COVID-19 pandemic. Alongside the unprecedented achievements of biotechnology, the year of COVID has also underlined the power of information technology. In December of 2019, we were informed of a potential new epidemic, and by January 10th 2020, scientists had “not only isolated the responsible virus, but also sequenced its genome and published the information online” (Yuval Noah Harari, 2021). At the end of 2020, there was a vaccine to fight against the virus, which is still being developed today. All of those things would not have been possible without digital technology.

In economic and business environments, the COVID-19 pandemic has accelerated the digital transformation of existing social business and social enterprises, shortening their period of transformation from years to months. The economic consequences of the pandemic would have been much more extreme if digital technologies were not so prevalent. The social businesses and enterprises who were able to adapt themselves digitally are those who have been able to survive the crisis.

The world as we know it today has experienced five industrial revolutions.

- The first was the so-called “Printing Revolution”. This revolution centred around the invention of the printing press by Gutenberg in 1450. This revolution made culture accessible for everyone. Between 1450 and 1500, over 6,000 books were printed. This major world event had a lot of influence in the economic, social and political spheres. After the invention of the printing press, the economic world experienced three more revolutions.
- The First Revolution (1829) introduced the use of water in production; the introduction of vapour machines in industry and in the production process.
- The Second Revolution (1870) introduced the use of electricity in the production process. This is where we saw the birth of Taylorism. Taylorism, often referred to as Scientific Management, was the first theory of management to focus specifically on analyzing and optimizing workflows.

Taylorism can be boiled down to 4 principal points:

- The method of doing a task should be informed by a scientific investigation of the task
- Employees should be selected and carefully trained for tasks
- Tasks should have detailed instructions and should be subject to supervision
- Management should evaluate tasks and formulate optimized approaches for the workers to follow

-The Third Revolution involved the use of electronic and information technology in the production process (2000). The Third Revolution focused on integrating technology with digital solutions. Some people identify the Third Revolution with the transition to green energy. As a result of this revolution, new industries were born, such as the telecommunications and the informatics industry. This revolution indicated the delocalisation of industry.

Now we are living in “The Fourth Revolution”. The concept of the Fourth Revolution was born in 2015 and was invented by Klaus Schwab, the World Economic Forum founder. The Fourth Revolution is slightly different from the other revolutions because the most important factor is how quickly the changes are and the repercussions that they have. Research conducted by The World Economic Forum concluded that there are two differentiating factors in the current revolution:

1. Speed: The world is more connected, and transformations are faster.
2. The borders between different subjects are less clear. There is an overlap between technological, physical and biological spheres. This fact has repercussions in the way how people live, how work is organised and how our societies are organised.

The European Commission and OECD, are also interested in digital transformation. The European Commission has highlighted the fusion of technologies and the integration of physical and digital systems to drive innovation. The OECD notes the interconnection between data and technologies.

Nothing demonstrates the importance of business digitalization better than the “Recovery Plan for Europe” developed by the European Commission. This is a programme created with the intention of repairing the economic and social damage caused by the COVID-19 pandemic. One of the strategies they want to focus on is aimed at “Fair climate and digital transition, via the Just Transition Fund and the Digital Europe Programme”.

How important is digitalization in the business world?

The economic and business world is evolving from offline to online business models. Digital technologies come with challenges but also opportunities. It is important for the entrepreneur to be aware of the opportunities that digitalization offers. If an entrepreneur wants to undertake a project that is long term and sustainable, digital technologies are an essential element to consider. (Kraus, Roig Tierno and Bouncken, 2019) Digital tools are evolving rapidly from e-commerce and social media towards the continuous development of robots and artificial intelligence (Kaplan & Haenlein, 2019; Wirtz et al., 2018).

There are three main elements to consider when thinking about business digitalization (See Table 1 for more details):

1. Technologies. This would involve aspects such as the use of data (big data), data analysis, the consideration of social media and the internet of things.
2. Processes and management. Integrating technologies into certain processes within a business, procedure, business activities, organizational structure, and new product creation.
3. People: interaction and collaboration between different parties.

Table 1. Categories of the concept “Digital transformation” and the elements within.

Source: Verina, N and Titko, J.(2019).

Technologies	Management / Processes	People
<ul style="list-style-type: none"> • Data • Big data • Cloud • Mobile devices • Social media • Blockchain • Analytics • Artificial intelligence • The Internet of Things • Cybersecurity • App marketplaces 	<ul style="list-style-type: none"> • Strategies • Operational processes • Business activities • Organizational structure • Organizational culture • Coordination mechanism • Products • New services 	<ul style="list-style-type: none"> • Customers • Employees / workforce / people • Managers/ Owners • Suppliers • Partners • Stakeholders

A common misconception is that digitalization essentially means the usage of more IT; but digitalization is not limited to creating websites, mobile apps, or online sales channels. Digital transformation involves taking advantage of digital technology and data. It is necessary to work with, and interpret this data.

“Digital entrepreneurs must be at once content creators, producers, programmers and marketers, trained to move through the different phases of the digital product life cycle” (Dvorkin, 2011). Table 2 summarises the skill set digital entrepreneurs need (Guthrie, 2014).

Table 2. Digital entrepreneurs skill set.

Source: Adapted from Guthrie (2014).

DIGITAL ENTREPRENEURSHIP SKILL SET		
Production	Distribution	Promotion
<ul style="list-style-type: none"> • Identify a niche • Design a product that fits the niche and is adapted to online consumption • Use creation software and techniques • Edit and structure content to keep the reader's attention • Interact with digital consumers to improve the product 	<ul style="list-style-type: none"> • Manage content through a distribution platform • Use statistics software for traffic management • Share content and promote it • Re-use third party content 	<ul style="list-style-type: none"> • Build an online brand • Employ search engine optimization (SEO) and marketing techniques • Communicate through parallel channels (e.g. twitter, Facebook...) to raise product awareness and generate traffic • Participate in community spaces (e.g. social networks, forums, online groups and communities, blogs) to raise product awareness and generate traffic

It is clear from the table above that establishing a website is an important factor for businesses today. This is linked to digitalization as in doing so, businesses can take advantage of digital tools such as Google Analytics, which can be linked to their website. This feature helps the user gain insight into their audience and is used to track consumer behaviour when they enter the website.

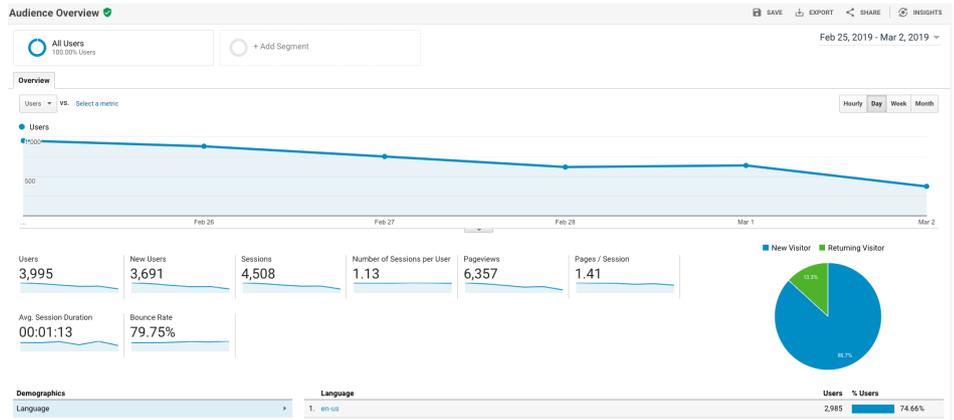
Here Graphic 1 gives an example of website activity generated by Google Analytics. It lists the different types of traffic that has visited the website, whether this be direct, organic, or traffic that has been directly targeted through advertisement.

Graph 1. Google analytics, audience and traffic.

Source: https://infotrust.com/articles/google-analytics-rolls-out-changes-to-interface-navigation/?doing_wp_cron=1614377682.9493670463562011718750

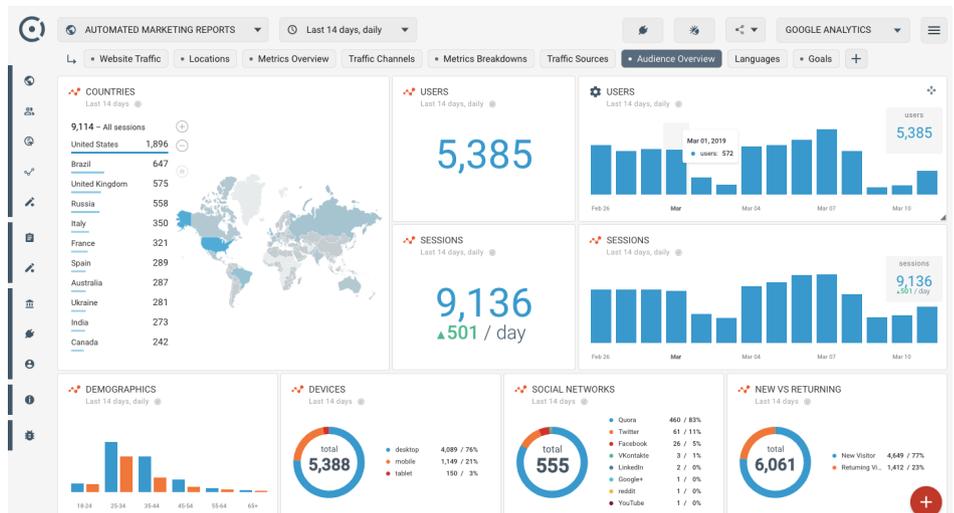
<https://www.digitalauthority.me/resources/google-analytics-for-beginners/>

image for approval



Graph 2. Google analytics, website traffic and users.

Source: <https://www.octoboard.com/es/reports/google-analytics-seo-dashboard-audience-web-traffic>



Many companies use Wordpress to develop their website. This server has many features, including SEO (search engine optimization). SEO helps to improve the quality and quantity of the website's traffic from search engines, making it appear higher up in the list of results via google or any other search engine. It also allows the website to be synchronised with google analytics.

These last examples show that in the global digital economy, new businesses have

to consider digital technologies in order establish themselves as a relevant, top competitor in today's market.

Conclusions

Nowadays digitalization can be regarded as one of the core topics that companies and the world economy have to cope with. The inclusion of digital technologies into a business context brings with it challenges but also opportunities. Considering digital technologies is important to undertake because:

- New opportunities for entrepreneurs and competitive advantage will arise as a result.
- It is an additional pathway to access the market and it allows for exposure to the global market.
- It helps with improving services, accelerating processes and reducing costs.
- It is a key factor in sustainable growth

Question: “With the health emergency and the Covid-19 pandemic, have you implemented the use of digital tools to replace face-to-face meetings and, if so, what was your experience and what are your overall opinions on this?”

“The Pandemic has required and enabled us to accelerate our existing strategic plan for 2019/2022 called ‘Enterprise for All’ which had a key aim of enabling and growing our digital capacity. This new way of digital working is working well and has enabled to grow our geographical reach both with the young people and educators we serve. Whilst it is an extra route to our audience it will never, in my opinion, replace the value of our offering at Young Enterprise Scotland which comes from face-to-face engagement both with our staff and volunteers. Our future will be a blended model where we harness digital where it will be a value add to our service offering.”

Geoff Leask, Chief Executive at Young Enterprise Scotland.

Question from: Breakfast event “Engaging marginalized young people”, 18.03.2021

About Young Enterprise Scotland: “Young Enterprise Scotland has been inspiring & equipping young people to learn, develop and reach their full potential through enterprise since 1992. Every year we support around 16,000 young people, from all backgrounds, to develop business knowledge, entrepreneurial skills & ultimately become more employable. We aim to:

- Enhance entrepreneurial attitudes of young people in Scotland
- Improve the enterprise skills of young people in Scotland
- Strengthen the work readiness of Scotland's young people.”



remote working tools

The tools can be divided into:

- Tools for General Collaboration
- Tools for Task and Project Management
- Tools for Scheduling and Hosting Virtual Meetings
- Tools for Quick chats with colleagues
- Tools for Asset Management
- Tools for Announcements and Internal Documentation
- Tools for Tracking Team Progress
- Tools for Team Decision-Making
- Tools for Creating Graphic and Audiovisual Material

Here are some of the tools available:

Tool	Link	Use	Description
Google Drive	https://drive.google.com	Asset Management	Google Drive allows to store and organize all your content and information. Is possible to work on the same document with multiple people at the same time.
Dropbox	https://dropbox.com	Asset Management	Dropbox is a file hosting service that offers cloud storage, file synchronization, personal cloud, and client software.
Milanote	https://milanote.com	Asset Management	Milanote is an easy-to-use tool to organize your ideas and projects into visual boards.
Genially	https://dropbox.com	Creating Graphic and Audiovisual Material	Genially is a media creation platform focused on designing and sharing media creations and presentations of all kinds.
Vimeo	https://vimeo.com	Creating Graphic and Audiovisual Material	Vimeo is a video-sharing platform that allows you to create high-quality videos to share with your audience with ease, including live streaming.
Screencast-O-matic	https://screencast-o-matic.com	Creating Graphic and Audiovisual Material	Screencast-O-matic is a software that records what the user is doing on the screen. This allows to create educational videos and video tutorials.
Tellagami	http://tellagami.com/apps.html	Creating Graphic and Audiovisual Material	Tellagami is a mobile app that lets you create and share a quick animated video called a Gami. A Gami can be an exciting tweet or status update. It can be a fun way to tell a story.
Loom	https://loom.com	Creating Graphic and Audiovisual Material	Loom is a video messaging tool that helps you get your message across through instantly shareable videos. With Loom, you can record your camera, microphone, and desktop simultaneously.
Powtoon	https://powtoon.com	Creating Graphic and Audiovisual Material	Powtoon is an animation software that allows to create engaging, animated videos.

Tool	Link	Use	Description
Canva	https://canva.com	Creating Graphic and Audiovisual Material	Canva allows you to create team accounts where you can share design templates and assets with your colleagues remotely. This ensures you're able to access and edit any design files or brand imagery you might need while working from home.
Google Suite	https://workspace.google.com	General Collaboration	Google Suite allows the team to collaborate on Google Docs, Google Sheets, and Google Slide, among other easy-to-use Google Drive tools.
Padlet	https://padlet.com	General Collaboration	Padlet is a web app that lets users post notes on a digital wall. It allows to invite collaborators to add content, comment, like and make edits in real-time. The user can add photos, documents, web links, video and music to make the text interactive.
Whaller	https://whaller.com	General Collaboration	Whaller is a platform that allows users to create their own secure social and collaborative networks.
Miro	https://miro.com	General Collaboration	Miro is a cloud-based collaboration tool for small to midsize businesses. The solution features a digital whiteboard that can be used for research, ideation, building customer journeys and user story maps, wireframing and a range of other collaborative activities.
Igloo	https://igloosoftware.com	General Collaboration	Igloo is a general, easy-to-install intranet facility where it is possible to create an online work environment where you can write messages and share files, deadlines and objectives.
Notion	https://notion.so	General Collaboration	Notion is an application that provides components such as databases, kanban boards, wikis, calendars and reminders. Users can connect these components to create their own systems for knowledge management, note taking, data management, project management, among others. These components and systems can be used individually, or in collaboration with others.
Jamboard	https://jamboard.google.com	General Collaboration	Jamboard is an interactive whiteboard system developed by Google. It allows mapping of ideas and brainstorming.
Slido	https://sli.do	General Collaboration	Slido is a Q&A and polling platform for live and virtual meetings and events. It offers interactive Q&A, live polls and insights about your audience.
Discord	https://discord.com	Quick chats with colleagues	Discord is a group-chatting platform. Is divided into servers, each of which has its own members, topics, rules, and channels. Discord also allows users to voice- and video-chat, as well as livestream games and other programs from their computers.
Telegram	https://telegram.org	Quick Chats with Colleagues	Telegram is a cross-platform cloud-based instant messaging, video calling and VoIP service. Users can send messages and exchange photos, videos, stickers, audio and files of any type up to 2 GB each, and optionally use end-to-end encrypted Secret Chats.

Tool	Link	Use	Description
Zoom	https://zoom.us	Scheduling and Hosting Virtual Meetings	Zoom is an easy-to-use desktop platform and app that allows to schedule, launch, and record virtual meetings with the team. These meetings can be entered remotely from a computer, smartphone, or voice via a dial in phone. During Zoom meetings, you can also share your screen with teammates so they can see your work or presentations.
Microsoft Teams	https://microsoft.com/microsoft-teams	Scheduling and Hosting Virtual Meetings	Microsoft Teams is a persistent chat-based collaboration platform complete with document sharing, online meeting, and many more useful features for business communications.
BigBlueButton	https://bigbluebutton.org	Scheduling and Hosting Virtual Meetings	BigBlueButton is an open-source web conferencing system for online learning. It offers different possibilities to interact for participants.
Cisco Webex	https://webex.com	Scheduling and Hosting Virtual Meetings	Cisco Webex is a cloud-based suite of productivity tools that keeps teams connected. Including WebEx Teams, WebEx Meetings, and WebEx Devices, this suite merges the web conferencing platform and the Spark team collaboration tool from Cisco.
Beekast	https://beekast.com	Scheduling and Hosting Virtual Meetings	Beekast is an online platform that helps you create, lead and track your meetings and training sessions, whether they're remote or in-person. It allows facilitating collaboration, getting feedback, and engaging your participants.
Klaxoon	https://klaxoon.com	Scheduling and Hosting Virtual Meetings	Klaxoon is a meeting management and team collaboration software designed to help businesses handle employee engagement, feedback collection, and brainstorming processes on a centralized platform.
Hopin	https://hopin.com	Scheduling and Hosting Virtual Meetings	Hopin is an online platform that can be used for virtual conferences for large number of people. It allows a main stage, smaller breakout sessions, multiple in use at once. Houses agenda and profiles of speakers has the ability to support networking and exhibition space virtually.
Skype	https://skype.com	Scheduling and Hosting Virtual Meetings	Skype is a free program that allows you to talk to other people on your computer or mobile device. If you want to use the paid version of Skype, you can also have meetings with groups or make international voice calls.
Trello	https://trello.com	Task and Project Management	Trello is a collaboration tool that organizes your projects into boards. It allows to create a dashboard that highlights large projects or categories and tasks related to them. Each small task, called a "card" can be labeled with a colored tag and text.
Mindmeister	https://mindmeister.com	Task and Project Management	MindMeister is an online mind mapping application that allows its users to visualize, share and present their thoughts via the cloud.

Tool	Link	Use	Description
Microsoft Whiteboard	https://microsoft.com/microsoft-365/microsoft-whiteboard	Task and Project Management	Microsoft Whiteboard is a freeform, digital canvas where people, content, and ideas come together. You can use Whiteboard for collaborating with your team to accomplish many activities — whether your team is in the same place or in multiple locations.
Flowdock	https://flowdock.com	Task and Project Management	Flowdock is a hub for social team collaboration that enables a variety of inbox and chatting features for business teams or development groups.
ProofHub	https://proofhub.com	Task and Project Management	ProofHub is a cloud project management system that helps you easily manage your deadlines and deliverables. It offers scalable features and pricing packages to suit the requirements of businesses of all sizes.
Slack	https://slack.com/	Task and Project Management	Slack is a messaging program designed for use in the workplace, as it can help colleagues keep in touch, plan schedules, share documents and files, and stay connected.
Basecamp	https://basecamp.com	Task and Project Management	Basecamp is a simple and easy-to-use project management software that helps you arrange your calendars, set meeting schedules, track assignments, and store documents. All of your project management occurs on one organized dashboard to give you a digestible birds-eye-view of everything that's happening.
Kahoot	https://kahoot.com	Team Decision-Making	Kahoot! is a game-based learning platform that makes it easy to create, share and play learning games or trivia quizzes in minutes.
Mural	https://mural.co	Team Decision-Making	Mural is a digital workspace for visual collaboration. It enables innovative teams to think and collaborate visually to solve important problems.
Doodle	https://doodle.com	Team Decision-Making	Doodle is a polling platform that allows you to ask quick questions to your team and see how they vote. You can also create a meeting-time poll which enables your team to vote on a meeting time that works best for them so you're able to accommodate schedules.
Wooclap	https://wooclap.com	Tracking Team Progress	Wooclap is an interactive platform that transforms smartphones into exceptional learning tools to make learning awesome and effective.

Annex 1

**Learning
activities**
SUGGESTED
ANSWERS

Questions - Formació i Treball

1. Why are alliances and networking important for entrepreneurship? In the case of Formació i Treball what advantages, do you think that this organization has because of its alliances?

We can answer this question in an informal way, saying that: “doing it alone is faster, but doing it together we are going to have greater impact”. In the case that we are analyzing, Formació i Treball, they work together with other organizations. When they started there was one person that was working on a specific social need. This person created a network with Caritas Barcelona. At this moment the organization is in the **Response phase**. The aim of this phase is to:

- Ensuring support for businesses.
- Impact continuity.

They networked with Caritas Rome because it is necessary to define a model of organization. The organization is looking for institutions that are carrying out similar activities and that have more experience and where this model is working. At the moment, alliances help by enabling the organisation to adapt their business model.

The **Recover phase** began in 1992 when Caritas set up Formació i Treball. During this phase, Formació i Treball reinforced their aims:

- Train and employ people in vulnerable situations.
- Manage, promote and dignify the social delivery of basic needs.

During this phase the organization works with the Administration, intermediaries and corporations. At this point of the business life cycle it is important to focus on strengthening operations and financial activities.

When a company is in the **Rebuild phase** the organization is focused on increasing their market participation and gaining access to new markets. We can identify this phase in Formació i Treball with the period when the organization established an alliance with “Roba amiga” and with distribution chains and supermarkets. The alliance with “Roba amiga” has made it possible to achieve technological improvements and economies of scale in the selection of clothes. The alliances with distribution chains

and supermarkets help to develop the D'ins activity. D'ins is a hospitality, restaurant and catering school which was established in 2013. Its aim is to boost employment by minimizing the generation of food waste through cooking unwanted food which is in good condition. The alliance, through their distribution chains and supermarkets, avoid wasted food, and at the same time promote a healthy alimentation between people with risk of social exclusion.

As we can see in table 1, currently, Formació i Treball is working with a lot of public and private organizations. Without those alliances and networks, that increase the influence in the market and diversify the organisation activities, the mission of the organisation would have been more difficult.

2. From our point of view, what are the most important Sustainable Development Goals that Formació i Treball aims to achieve?

- No poverty
- Zero hunger
- Good health and well-being
- Decent work and economic growth
- Reduce inequalities
- Responsible consumption and production

All these goals add up to formació i treball facilitating access to the labor market for people at risk of social exclusion, while also managing and dignifying the delivery of basic necessities to families with limited financial resources. They also run several projects which encourage people to donate their clothes and furniture they don't use any more, by giving it another life this helps to create a more sustainable consumption. Here you can see a video of how they do this <https://www.formacioitreball.org/col-labora/producte/>.

Questions: Espigoladors

1. What are the different steps to follow in order to create a new business?

There are a lot of resources that focus on the steps to follow to undertake an enterprise. In the case of Espigoladors we can identify the following phases:

1. Identify a social need and diagnosis/testing phase (2014-2015). Before 2014 Mireia Barba and her partners: Jordi Bruna and Marina Pons identified a social need. Where she lived, 23% of the population lived in poverty. These people had problems accessing healthy food. At the same time there was a lot of food being wasted.

To fight against this situation, in 2014 Espigoladors was created as an association. From an administrative point of view, creating an association is easier than creating a business organization. To begin as associations involve less bureaucracy and documentation that starting out as a business. At the same time it is less risky. To develop the project Espigoladors received funds from Social work La Caixa. They also created a strategic committee. During this period they analysed the necessary steps in order to have a successful project. They detected the obstacles that needed to be overcome and developed their ideas. They created indicators to evaluate the projects.

During this phase it is important to:

- Create an elaborate business plan. To develop the business plan sometimes it is important to get help from other organizations.
- Research & secure the right funding.
- Figure out the legal requirements.

2. Beginning to develop (2016-2017). They know their project; and what their strengths and weaknesses are. At this stage, Espigoladors went ahead with project development.

- They decided to locate themselves in Prat de Llobregat. This location matched with Espigoladors' aims very well.
- They secured new sources of finance (individual and particular funds).
- They hired a trusted person who had knowledge of business activity.
- Marketing activity was very important at this stage.

During this step Espigoladors changed their legal form from association to foundation. At this stage it is important to:

- Surround yourself with the right people.
- Network and participate in exhibitions.
- Focus on marketing.

3. Consolidation: This is the stage they are at now and this is working well. They have decided to increase their activities and are committed to innovation.

At this point it is important to:

- Evaluate the actions developed
- Increase the investment in innovation.

Questions: Réalis

1. What is the difference between accelerators and incubators?

An **incubator** can assist a company that is in the initial start-up stages. The costs are generally quite low, resources are shared and most importantly, there are experienced staff on hand who can provide advice and services to help the companies move to the next level. Most incubators are set up as not for profit, established by University, municipal authorities etc. They may accept companies from all backgrounds or specialise in a specific industry like health or social entrepreneurship.

Main features of incubators:

- No specific time frame; loose structure
- Generally, provide access to: counselling, services, space, networks, close mentorship, & likely investors
- Extremely selective application process for the top programs
- Generally, ask for a stake in the company, 2-10%
- Depending on the program, one or more team members will relocate to attend the program
- A potential Demo Day where start-ups pitch ideas to investors and media

Besides incubators, there are accelerators which are very similar to incubators, except that instead of being run as non-profit, they take an equity stake in each company that they host.

Main features of accelerators:

- A set time frame; rigid structure
- Provide access to: top mentors, services, space, networks, close mentorship, and likely investors
- Extremely selective application process for the top programs
- Seed investment, minimum \$20,000. Generally, investment is in exchange for equity of 6-8%
- Depending on the program, one or more team members will relocate to attend the program
- A Demo Day where start-ups pitch ideas to investors and media

2. What is the role of incubators in the dissemination of social entrepreneurship?

Incubators can be seen as institutional entrepreneurs acting at the boundaries of fields. They enact a multi-level institutionalisation process that follows three phases:

1. articulating alternative entrepreneurial visions of change,
2. materialising these visions through bridging diverse interests and creating new organisations in the form of social enterprises, and finally,
3. anchoring the emerging social entrepreneurship field to broader local socio-economic contexts.

Throughout these phases, social incubators create bridges between actors, models of thinking and acting belonging to the public, corporate and non-profit fields by engaging in a dynamic interplay of entrepreneurial action and boundary work. These organisations entrepreneurially bridge different forms of boundaries in order to raise interest and instigate cross-field collaborations that legitimise social entrepreneurship in different institutional configurations.

Questions: Focus Santé

1. *What does Just In Time mean?*

Just in time (JIT) manufacturing is a Japanese management philosophy applied in manufacturing which involves having the right items of the right quality and quantity in the right place and at the right time. It has been widely reported that the proper use of JIT manufacturing has resulted in increases in quality, productivity and efficiency, improved communication and decreases in costs and wastes. The potential of gaining these benefits has made many organisations question and consider this approach to manufacturing. For these reasons, JIT has become a very popular subject currently being investigated by many worldwide organizations.

2. *Why are ER services so busy?*

Who has not heard of the “problem of medical emergencies” in France? The long and sometimes dangerous wait that patients face, the high pressure environment in which hospital staff find themselves, the anxiety of relatives, the cost for the country... The number of emergency visits in France has doubled in the space of 20 years, from 10 to 20 million visits (!), according to a report by Drees (Directorate of research, studies, evaluation and statistics), which notes an increase of 3.5 % per year.

Emergency professionals tell us that many of the people they see in the emergency room do not need to be seen in the hospital. It is thought that a lack of awareness amongst families of the alternatives to public hospitals that are available is what is massive factor in the overcrowding of ER services. Depending on the location, there are on-call medical homes and pharmacies, on-call doctors, walk-in first aid centers, and/or private emergency services.

If all of these alternative as well as their opening hours were known in real time, this would help better distribute the people amongst the appropriate services. That's the bottom line of the Focus Santé business model.

Questions: South Working

1. How can we exploit digital platforms to overcome the physical distance imposed by Covid-19?

The COVID-19 pandemic has confronted everyone with the need to reorganise their lives, both professional and private. In many cases, in fact, companies have completely closed their offices and introduced the practice of smart working which, until the pandemic hit, was not widely recognised in Italy. Smart working has its limits of course, but it also provides many opportunities. These opportunities were seized by the association South Working: in March 2020, during the outbreak of the pandemic, many people who lived and worked in the North of Italy returned to their hometowns and started working remotely. This sparked the founders of South Working with the idea to promote a new kind of work and to build a network of professionals in areas that often suffer from depopulation (such is the case many areas of Southern Italy). Digital tools therefore become fundamental both for workers to continue working remotely and for all the people who joined as part of the association to work together and make the project known to as many people as possible. Through a mapping exercise of the territory, South Working identified community spaces (co-working, rural hub, impact hub, private and public spaces, schools, libraries ...) where southern workers could work or meet. By doing this, both the development of the territories and the economy is boosted. Digital tools allow us to reduce the physical distance between people and facilitate the creation of collaborative networks between professionals and between different territories.

2. How important is it to create a network in your locality to promote social innovation?

The creation of a network in your local area (neighbourhood, city) is particularly important because it facilitates the connection between professionals, students, and all the people interested in improving the situation of the territory in which they live. Thanks to the creation of a network, it is possible, to activate a dialogue between the skills of those who live in the area and the skills of those who come from outside, in the belief that it is thanks to the exchange of knowledge and experience that it is possible to promote social innovation. It is necessary to reverse traditional policies

for the South, putting workers at the center to create a creative ecosystem. Thanks to the opportunities offered by remote working, South Working wants to promote mobility by allowing people to choose where they want to work. The association South Working wants to encourage exchanges and give people the opportunity to have experiences, abroad or in Italy, and then bring newly acquired skills to the network.

Questions: Start2impact

1. How do you overcome the difficulties that may arise in the initial phase of the project?

Start2impact was born at the end of 2017, and in the first part of its existence their business model was to provide free training for high school students to train them in the digital professions and to find jobs. Initially it was the companies that paid start2impact to hire the trained people. However, this was a problem because the students did not want to find work immediately, but first wanted to train and then think about work once they finished their studies. The founders therefore decided to overturn the business model, making training for a fee. On April 2nd, 2019, the second phase of start2impact began and the contents of the platform became paid: the students had to sign up for a subscription to use the courses. On April 2nd, 2019, however, start2impact went from having over 17,000 people registered on the platform to having just over 50. This moment, however complex, represented a turning point for start2impact, which from here began its constant growth. The experience has led the start2impact team to formulate the philosophy that guides the company and their work: first the people, then the product and then the profit. In fact, people are at the center of the whole experience and it is around them that work is organized, and changes and improvements are thought out.

2. How important are digital tools to promote social innovation?

At start2impact they inspire and train young people to improve people's lives. Thanks to digital technology they help to create a new generation of leaders who put people ahead of profit in companies and institutions. The problem identified by start2impact concerns the fact that new digital professions are emerging, but young people lack the opportunity to practice on the jobs of the future to find out what their passions

and talents are. Thanks to the platform created by start2impact, students can practice on learn about six different jobs of the future, receiving personalised feedback on each project from professionals that allow them to check their skills and improve faster. Furthermore, through digital tools, relationships are cultivated between people with different interests, who meet virtually, exchange opinions and ideas and enrich their knowledge. Digital tools are therefore fundamental in building relationships and improving people's lives. The start2impact team promotes projects with high social impact, letting young people know the contribution they can make with their skills. For example, in one of the Web Development Projects, learners are tasked with it developing a web platform where users can report areas with open waste in their city. In one of the Digital Marketing Projects, on the other hand, young people must develop a digital strategy for the e-commerce aspect of sustainable clothing produced with recycled fabrics.

Questions: Giraffe

1. What considerations are important when expanding activities into other countries?

When expanding activities into other countries you must consider the markets in those areas and whether your activities or product is applicable or there is a need. You must also think about whether you need to adapt the product to the local context. Lastly you must think about adapting your marketing or visual elements to the new local context. For example in Giraffe when branching into Africa, it became apparent that usage was lower of the video resources because there was little ethnic diversity in the demonstrations and we ended updating our videos with more diversity.

2. How important is impact in your work, and how do you capture this?

Impact is really important for social enterprises, much of the funding available relies on demonstrated impact. Any ability to grow the business will also rely on impact, as there is not much point in scaling up if impact is low. Sometimes activities have unintended outcomes that are negative or positive and it is important to understand this. If certain unintended consequences occur, you might want to capitalize on this, or change your

business model. We measure impact through feedback on our videos, and we capture this information with sign ups also. By measuring broadly we are able to look at the users, demographics, usage, outcomes and use these to grow and to market our brand.

3. Where did you access funding and support to start up a Social Enterprise?

When starting up, we accessed support through our business incubator at GCU. Through this incubator we were able to access start up funding from Santander bank to grow our business. We have had support from the university as well, in terms of time back, as the CEO is also a Professor. We have had support from First Port and from Challenges Worldwide, who helped us branch out into African markets.

Questions: Invisible Cities

1. What are the main difficulties that you have faced during Covid?

The main difficulties during Covid have been the lack of certainty, and of course not being able to engage in activities that are non-essential. Invisible Cities is a tour company and relies on in person tour packages. The lack of certainty has also meant that future planning is impossible as well. Additionally, engaging people to take virtual tours is difficult and relies on lots of marketing, and there is also the consideration that many people have less money to spend due to loss of work. Lastly, a big difficulty has been for the guides who do our tours, the tours provide them with stability, money, a purpose, confidence and many other things. While they are unable to do tours, and have the certainty and stability this provides; and because they are often in vulnerable circumstances, their wellbeing and security has been at risk and we have spent much of the pandemic trying to support them.

2. What support did you have in getting Invisible Cities off the ground in the beginning?

In the beginning of Invisible Cities, we accessed many different levels of support. We undertook the Good Ideas programme, as well as the First Port support and training. We entered lots of different competitions and grants for funding, and tried to gain

as much understanding from these as possible. Our model has been to scale up with local partners in cities as we grow, so we started small and scaled up as we could. We started with a background in homelessness support, so we had already a lot of the base network we needed to start the work we do and gain the trust of people who have experienced homelessness.

3. Why are networks important when setting up a Social Enterprise?

Networks are so important when running a social enterprise. Small enterprises, particularly in the early days thrive when feeling connected. Starting a social enterprise can be a very lonely place, and when you are working alone to begin something, networks help keep you accountable, connected and with others to share and learn from. Networks are also essential for collaboration and sharing resources. Doing things in partnership with other organisations can help when you have to market, run events, launch new ideas or products, especially when resources are limited and put back into the running of the business or support of beneficiaries.

Questions: FoodCloud

1. How does technology enable the operation of FoodCloud?

There are a few different technological advancements that have enabled the operation of FoodCloud, such as a smartphone app, a website and retail stock and control systems. Each of these technologies help FoodCloud's operations in different ways, Such as;

- The Smartphone app enables the donor and recipient to communicate regarding the available food so that a delivery or collection can be arranged. This allows engagement and donation management for stores and charities and makes the process simple and efficient.
- The admin backend website shows all donations, donors and recipients and this enables FoodCloud to manage donations of surplus food to the 9000 charitable recipients on the platform.
- Where further product data traceability is needed, there are retail stock control systems to receive data from external sources, also enabling efficient FoodCloud operations.

In addition to these, FoodCloud's food distribution is managed through their administration and reporting facilities with an inbuilt call centre. Their system enables them to manage donor and charity profiles along with the history of donations they have received, food traceability and their call centre enables effective live and follow up support by admin teams.

Question: Access Earth

1. How can a service like this scale to be a truly global idea?

For **Access Earth** to be able to supply accurate information on all the hospitality venues in every city in the world - that's a very tall order. But there are some shortcuts they can take to get there. First, they can use the Facebook world map - the one that you can use when you 'check in' somewhere, or tag your location on Facebook. They can then overlay that with TripAdvisor and other ratings databases - so that, not only would they just have a map of the locations, they would also have some qualitative descriptions of what they're like. Some of the ratings would relate to the access to facilities these venues have - and these can be highlighted in the Access Earth database. After this, Access Earth need to mobilise people to do mapping events and, just as Google did with Google Maps, gradually grow and build the dataset to something substantial and useable. Access Earth has hosted and organised mapping events all over the world.

Question: IRIS

1. What is the role of an incubator in the development of social enterprise ideas?

Incubators can be seen as institutional entrepreneurs acting at the boundaries of fields. Believing that social innovation is fundamental to boost a strong global economy and a better world, their mission is to create the ideal ecosystem for the development of impact initiatives.

Thus, Social incubators develop bridges between actors, models of thinking and acting among fields such as the public, corporate and non-profit by engaging in a dynamic interplay of entrepreneurial action and boundary work.

Social incubators raise interest and instigate cross-field collaborations that legitimize social entrepreneurship in different institutional configurations.

With the mission of creating an ecosystem for the development of social innovation initiatives that promote the growth of the community, and aware of the great lack of knowledge around this concept, Social incubators develop programs to promote social innovation aimed at the wider community.

2. How important is it to create a strong and interconnected network to foster the development of social enterprises?

To foster the creation of a social innovation ecosystem based on community awareness, training on the subjects of social innovation and entrepreneurship are fundamental steps for the development of future social enterprises.

This ecosystem must involve all community agents - professionals, children and young people, through as educational program to promote social innovation.

Question: Vizinhos de Aveiro

1. How was the business idea born?

How important is it to create an interconnected community to facilitate the exchange of information?

It was born out of necessity during the first confinement of the COVID-19 pandemic. It was considered to be crucial to create an interconnected community to facilitate the exchange of information during a period of time where it was not possible to communicate in normal ways, and also to protect those more vulnerable of isolation and false informations.

2. How have new technologies been exploited to achieve the purpose of social enterprise?

Given the pandemic situation, the use of social networks and new technologies available became the most obvious and resourceful solution to engage within this specific community and create social support during this period of time. The active engagement allowed not only for new technologies and social media channels to be used, but also more traditional resources were born after that, such as the support phone line.

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