



**Erasmus+ Strategic Partnership for Adult Education
CHEER - Cultural heritage entrepreneurs**

IO3

Trainer's guide



Co-funded by the
Erasmus+ Programme
of the European Union

October 2020

Attribution 4.0 International (CC BY 4.0)





Project Title:	CHEER - Cultural heritage entrepreneurs
Contract No:	2018-1-DE02-KA204-005102
EU Programme:	Erasmus Plus
Start of project:	1 October 2018
Duration:	26 months
Deliverable title	Trainer's guide
Deliverable number	Intellectual Output no. 3
Deliverable version	4 th version
Date of delivery	M25
Deliverable filename	CHEER O3 - Trainer's guide
Language	English
Dissemination level	External document
Number of pages	57
Partner responsible	Millenium Center Association
Authors	Cristina Anamaria Nistor, Florentina Simona Barbu, Ramona Baboş-Molnar
Languages available	DE, LV, GR, RO, BG - translations provided by CHEER project partners

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which exclusively reflect the views of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



CHEER TRAINER'S GUIDE by CHEER - Cultural heritage entrepreneurs is licensed under Attribution 4.0 International. To view a copy of this license, visit <http://creativecommons.org/licenses/by/4.0/>



Content

1. Introduction	6
1.1. Context in the CHEER project and its partners	6
1.2. Expected learning outcomes	8
2. Target groups characteristics	9
2.1. The initial target group	9
2.2. New target group among the direct beneficiaries of the project	9
3. Content and context	14
3.1. Trainer guide content:	14
3.2. The purpose of the guide within the project context	14
3.3. CHEER Training Programme Units	15
3.4. The 4 Learning Programme Units	16
4. Social entrepreneurship	21
4.1. Social entrepreneurship - concepts	21
4.2. Social entrepreneurship - benefits and challenges	22
4.3. The idea and the entrepreneur competencies	22
4.4. Social entrepreneurship - guiding principles	23
4.5. From the social business idea to the social business plan	24
5. Social entrepreneurship in cultural heritage - funding opportunities	26
5.1. Europe - Funding sources for social business idea in the field of cultural heritage	26
5.1.1. Creative Europe	26
5.1.2. ERASMUS+	27
5.1.3. European Territorial Cooperation Programmes	27
5.2. Project partner countries	27
5.2.1. Greece	27
5.2.2. Germany	28
5.2.3. Austria	29
5.2.4. Latvia	30
5.2.5. Bulgaria	30
5.2.6. Romania	31
6. Getting from a business idea to a business plan	33
6.1. Business idea - description, vision	33
6.2. Business plan - structure, basic elements	34
6.3. Components	34
6.4. Competencies needed for the social Cultural Heritage Entrepreneur	35



7. SOCIAL BUSINESS PLAN - MODEL	37
7.1. GENERAL IDENTIFICATION DATA	37
7.2. DESCRIPTION OF THE BUSINESS AND THE STRATEGY FOR IMPLEMENTING THE BUSINESS PLAN	37
7.3. BUSINESS SWOT ANALYSIS	38
7.4. ORGANIZATIONAL SCHEME AND HUMAN RESOURCES POLICY	38
7.4.1. The organizational system	38
7.4.2. Human resources policy	39
7.5. DESCRIPTION OF THE BUSINESS (OF THE MAIN PRODUCTS / SERVICES THAT ARE THE MAIN OBJECT OF THE ACTIVITY)	39
7.5.1. Description of the business plan:	39
7.5.2. Exact description of the product / service offered:	39
7.5.3. Present and argue the main advantages of the new products / services over the competition (for example: price, quality, new features, after-sales services)	39
7.6. ANALYSIS OF THE MARKET AND COMPETITION	40
7.7. MARKETING STRATEGY	40
7.7.1. Product policy:	40
7.7.2. Pricing policy:	40
7.7.3. Distribution policy:	40
7.7.4. Promotion policy:	41
7.8. BUSINESS FINANCIAL PROJECTIONS	41
7.9. NETWORKING AND SOCIAL IMPACT	41
7.10. CULTURAL HERITAGE IDEA	41
8. Tools, assessments and other useful methods to use with the participants	42
8.1. PESTEL Analysis	43
8.2. Brainstorming	43
8.3. Mind maps	44
8.4. Social Lean Canvas	45
9. Examples of social enterprises from CHEER project partner countries	47
9.1. Greece	47
9.1.1. Pindos	47
9.1.2. Geniseas	48
9.2. Germany	48
9.2.1. Lehr- und Lern-betriebe vom Verein zur Integration lang-zeitarbeitsloser Menschen	48
9.2.2. Archäologisches und Ökologisches Zentrum Albersdorf (AÖZA gGmbH)	49
9.2.3. Artefact e. V.	49
9.3. Austria	49
9.3.1. FELD	50



9.3.2. Ho&Ruck	50
9.3.3. WAMS	50
9.3.4. Community Based Social Entrepreneurship - KOMM!UNITY	51
9.4. Latvia	51
9.4.1. Visi Var	51
9.4.1. Čaklās Bites Bode	52
9.5. Bulgaria	52
9.5.1. Bookstore with mission "Hope"	52
9.5.2. Bread Houses	53
9.6. Romania	54
9.6.1. The Jamble	54
9.6.2. CONCORDIA - The bakery with Stories	54
10. Resources, further reading	55
10.1. Further reading	55
10.2. Recommended webography	55
11. Bibliography & Webography	56
11.1. Bibliography	56
11.2. Webography	56



1. INTRODUCTION

This document is the European **CHEER TRAINER'S GUIDE** - from the idea to practice a step by step guide in social entrepreneurship for all those who support the initiation of Cultural Heritage Entrepreneurs.

The operational objective: to develop a guide, addressed to adult trainers, so that these will be able to work with unemployed people and support them in exploiting cultural heritage for social entrepreneurship.

The CHEER project aims to tackle long term unemployment and social exclusion of disadvantaged groups with social entrepreneurship through cultural heritage. The project will develop and test methodologies and instruments to support long term unemployed people so that they can exploit the local cultural heritage of their region as the basis for the development of social enterprises, local capacity building and social inclusion.

The objectives of CHEER project are:

1. To develop a methodology for the identification of competences of unemployed people.
2. To develop a training programme with practical activities and tools, aiming at training the participants into social entrepreneurship and at being able to formulate their business ideas.
3. To develop a guide, addressed to adult trainers, so that they will be able to work with unemployed people and support them in exploiting cultural heritage for social entrepreneurship.
4. To develop an on-line learning platform with additional on-line learning resources, such as webinars, videos, information sharing space and social networking space.

The project main target group is adult trainers, business consultants, incubators and social business associations. Final beneficiaries of the project are long-term unemployed people and indirect beneficiaries – local communities.

1.1. Context in the CHEER project and its partners

This guide has been developed under CHEER project by Millenium Center Association from Romania as one of the 3 intellectual outputs interconnected with the purpose to serve as a fundamental base on how to use the training programme created and how to work with unemployed persons to help them define an idea about promoting their local cultural heritage to setting the social business.

This guide has been produced within the Erasmus+ Strategic Partnership “CHEER - Cultural heritage entrepreneurs” (2018-2020) financed by the Erasmus+ programme.



CHEER partnership includes Zentrum für interkulturelle Bildung und Arbeit (Germany), IDEC (Greece), Folklore Company of Varnava - Municipality of Marathon (Greece), Verein Multikulturell and Compass4You (Austria), Millennium Center (Romania) Sozopol Foundation (Bulgaria) and Creative Ideas (Latvia). The partners have contributed to the content of this guide.

The authors are Cristina Anamaria Nistor, Florentina Simona Barbu and Ramona Baboş-Molnar.

Cristina Anamaria Nistor is the president of Millennium Center Association, specialized as psychologist and economist, she has gained experience running a social business for over 5 years funded through European Structural Funds POSDRU; she is also a project writer, trainer for 9 years in ERASMUS+ and start-ups; has settled down her own business to provide consultancy business and management for over 7 years.

Ramona Baboş-Molnar is a social worker with expertise in working with disadvantaged groups especially long term unemployed adults, community development and social entrepreneurship.

Florentina Simona Barbu is a university lecturer holding a PhD in marketing field with over 13 years experience in teaching and mentoring in economics, tourism and cultural heritage and practical experience in business administration. Millennium Center Association is a youth NGO located in the west of Romania with expertise in social business and promotion of Romanian cultural heritage.

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which exclusively reflect the views of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Social economy and entrepreneurship - part of EU 2020 strategy, are the pillars for employment and social cohesion. 2018 has been the European Year of Cultural Heritage and it became a priority to promote our European but also national and local cultural heritage. The long term unemployment rate among the adults in the partner's countries is very high. The youth population can learn faster, achieve new competencies and find new job opportunities, travel, leave the rural areas.

But the main target group of our project are those adults who are socially and economically disadvantaged, who adapt harder to a new environment or have less skills to get a job or to create one that needs help in doing it, even if they have the talent to do something great.

The adult educators, who will work with them, need to find out more about the social business in the context of cultural heritage and how to help the unemployed persons to make an income based on setting a business and how to underline the social impact.



1.2. Expected learning outcomes

After the study of the guide, the trainer will:

- have the necessary information, guidance and tools to implement the CHEER Training Programme, without further assistance;
- acquire knowledge, skills and competences to use the CHEER Training programme;
- be able to guide the beneficiaries through their competencies to explore the business opportunities of the local cultural heritage of their region;
- be able to help them develop their business ideas formulating them into business plans;
- have knowledge in social entrepreneurship and cultural heritage;
- be able to develop social entrepreneurship qualities, experiences, attributes and skills to unemployed people;
- have knowledge about the target group;
- be able to adapt the methods used and focus on the needs of low-educated adult learners;
- have knowledge in using a social business plan in the field of cultural heritage.

After the workshops and coaching sessions delivered during the CHEER project, the trainer will:

- increase skills of teaching with vulnerable target group with low education background;
- have knowledge and skills in teaching social entrepreneurship and cultural heritage;
- increase ICT skills using the webinars, e-learning platform and their administration part in Moodle;
- gain competencies in realizing a social business plan in the field of cultural heritage.

2. TARGET GROUPS CHARACTERISTICS



2.1. The initial target group

The trainer's guide is addressed to be used by the **adult trainers, consultants, coaches** from adult education centres, incubators, and business support organisations.

The adult trainers role is to work with the project's main target group: final beneficiaries are **the long term unemployed people from disadvantaged social and economic backgrounds** and have fewer chances to further education, employment and entrepreneurship.

The trainers will support the beneficiaries in participating at the training programme, exploiting cultural heritage for social entrepreneurship and to formulate their business ideas into the business plan.

The guide is meant to be used together with the elements of CHEER Output 1 - methodology - identification of the beneficiaries competencies in order to get to know the participants initial competencies and the group level in terms of entrepreneurial competencies and cultural heritage.

The trainers has to consider all the needs of the **unemployed participants** related to CHEER objectives and fulfill the specific one of increasing their competencies to start a business among parts of the others:

- to raise awareness of social entrepreneurship and cultural heritage;
- increase their competencies in setting a business;
- use of ICT tools;
- enhance their cultural awareness;
- encouragement to put their creative social entrepreneurship ideas in practice

2.2. New target group among the direct beneficiaries of the project

We are adding a new target group to the target group of beneficiaries proposed in the project application, to the long-term unemployed participants, in order to respond to the needs occurred at the beginning of the global pandemic in 2020.

This new target group is composed from the people who lost their job during COVID-19 pandemic or are at the risk of losing their job, who may benefit or not from the technical unemployment income the unemployed persons during the pandemic of COVID-19 (starting worldwide in december 2019 and in Europe after February 2020) as a consequence of the restrictions imposed during the pandemic.



Due to the apparition of a new virus in the spring of 2020, the outbreak of coronavirus disease: COVID-19 had a fast spread and a direct impact among European economy. The partners of CHEER project decided that we have to take measures and to respond with possible measures in order not only to continue the project activities planned, but also to help those many people who remained so fast without a job. The economy on different sectors of activity had an direct impact on businesses, plenty of them failing and closing, or trying to survive through different support received and tried to keep as many employees as possible, due to the EU and national plan of emergency during the new pandemy.

What is COVID-19?

According to WHO - World Health Organisation¹, "COVID-19 is a disease caused by a new strain of coronavirus. "CO" stands for corona, "VI" for virus, and "D" for disease. Formerly, this disease was referred to as "2019 novel coronavirus" or "2019-nCoV"

What is coronavirus, its effects, ways of spreading, lockdown, current situation, continuous updates can be checked on WHO website at the page: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019> .

A guide to WHO's guidance and several technical guides can be found at <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance> .

Due to the crisis action at national/global level, lockdown and serious restrictions taken to avoid spreading the disease, for a period of time, in each CHEER partner country² has remained active only in vital sectors of activity, causing the businesses from the non-vital sectors to take a break and continue after a few months, to close themselves, to survive on their own, to change their activity, to struggle with a very low productivity/clients or to find funds to survive.

¹

https://www.who.int/docs/default-source/coronaviruse/key-messages-and-actions-for-covid-19-prevention-and-control-in-schools-march-2020.pdf?sfvrsn=baf81d52_4 (accessed on 20th of November, 2020)

² the pandemic situation for each country can be found at: https://www.worldometers.info/coronavirus/?utm_campaign=homeAdUOA?Si



Coronavirus responses of EU Commission is declaring that is using every euro available to protect lives and livelihoods, according to the publication³ has a priority in protecting our economies and people, with the approval of spending from the three Cohesion Policy Funds⁴ - the European Regional Development Fund, the European Social Fund and the Cohesion Fund, Member States were able to spend all available money to support the healthcare sector and short term work schemes and provide liquidity support to SME s.

According to the EUROSTAT, the unemployment rate at EU level, it is the highest in July 2020, 7,8%, when in february, when the pandemy has started to have a major impact in Europe, has reached a rate of 6.5%, the lowest from the entire 2020 year.



Source: EUROSTAT⁵

The most semnificative effect of the lockdown periods and the safety restrictions imposed in each country of the CHEER partners is felt on the economic sector: increased unemployability and apparition of technical unemployment.

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0143> page 2

⁴ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0143> - COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE EUROPEAN COUNCIL, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS

⁵ <https://ec.europa.eu/eurostat/cache/recovery-dashboard/>



What means technical unemployment?

To continue to be an employee, to be paid but to not work, meant a period of several weeks or several months, for many employees, for companies who tried to survive but were unable to do their activity at the same level or at all because of the pandemic restrictions. Each country have its own plan for responding by delivering this support, called technical unemployment benefits - an amount of around 75%⁶ for the salary of the employees could be received from the state, to the businesses who were affected by COVID-19.

Several plans of financial aid, different funds were available to support the businesses affected or to create businesses to respond to the health, safety measures imposed - as producing masks, disinfectants, vaccines etc.

In order to come with a plan to help those who remained unemployed, or in technical unemployment, we discovered the need to add it as a new target group imposed by coronavirus.

The impact of the pandemy of COVID-19 for CHEER project:

- needing an extended time to realize the physical activities, due to the strict limitations for organizing events, courses
- effects in the participants recruitment
- new ways - mostly online in recruiting, for some, in delivering the training instructions - O2 and the coaching to the online training participants
- multiple meetings, sessions for coaching as in some countries more than 6 or 10 people in the same space were forbidden
- multiple events for the 1 multiplier event, more events with less people, caused by the local health and safety reasons, to respect the local country legislation of emergency
- adapting the events/ meeting to online or hybrid ones

⁶ The rate per country is available at https://ec.europa.eu/info/files/policy-measures-against-spread-coronavirus_en



- physical activities and events - with a full list of safety measures to be respected by trainers - to be checked the national restrictions in the period of organising them
- extended target group - beneficiaries

The extended target group is composed also by:

1. The recent unemployed people - due to the pandemy of coronavirus, plenty of businesses have been closed and their employees in crucial need to find another job or to be self-employed - to have their own income, to open a business, to generate money in order to survive.
2. the employees being in technical unemployment income, receiving a percent of their salary not the full one, and limited to a maximum of the national salary - medium on economy or different country limitations, employees who live with the afraid, the risk of remaining soon without a job, if the business does not have a clear, realistic recovery plan or it is depending too much on the restrictions, as HORECA sectors, tourism, restaurants etc. who are totally closed, or opening as 30%/50% from the full capacity but with more employees to assure the safety measures and with less income.
3. the people who return home in their countries, after they had worked a while, months as season job, years, at the black market or as carers, different jobs in other countries where they lost the job or the responsibility of caring someone, because has died of COVID-19 or does not have an income anymore, and cannot pay another person to clean/take care of it anymore.

For this extended target group we have to consider, as trainers, that they can have manager, leader competencies very well developed, that they can have a huge expertise in certain domains of activity, a bag of good practices, tested ideas or innovative ones, not only basic competences. They may need more direction on how to find funds, or how to develop the business plan. Some of them, how to inform, make a market research, for the business idea to be very realistic and to generate very fast income, in order to survive, on the daily reality, when there are credits to be paid, general expenses at home for living, food, supplies, insurance, medical treatments etc.



3. CONTENT AND CONTEXT

3.1. Trainer guide content:

- Description of the characteristics of the target group (long term unemployed people), tips and tools to engage them and provide motivation, practical activities for their activation.
- Social entrepreneurship, what it is, what are the benefits for individuals and society, which are the opportunities and challenges
- Guiding people through their competences to explore the business opportunities of the local cultural heritage of their region and help them develop their business ideas.
- From the idea to practice, a step by step guide to social entrepreneurship, supporting beneficiaries to formulate their business ideas into business plans.

3.2. The purpose of the guide within the project context

The adult educators - trainers, consultants, coaches from adult education centres, incubators, and business support organisations followed the content of the guide, test it along with other 4 trainers in each country and gave feedback about its implementation.

The 4 trainers will follow the O2 Training Programme and Curriculum as learners as well as O1 Methodology for the identification of competences of unemployed people - its product tools or results. One selected trainer per partner country has attended the Capacity Building Workshop where has been presented the final guide and the training programme, after that has implemented the face-to-face workshops and coaching sessions with the unemployed participants and take part in webinars.



The guide it is designed as a self-study guide, with all the necessary information, guidance and tools to implement the CHEER Training Programme - O2: “Social entrepreneurship through cultural heritage”.

The CHEER Training Programme - O2 has 3 components: it uses a blended learning methodology that consists of an e-learning part through the e-learning platform and face-to-face workshops and coaching sessions.

The role of the trainer consists in delivering the face-to-face workshops to the same beneficiaries who attend the e-learning part, in the same time frame.

The workshops will have a duration of 16 hours in total, suggesting 1 workshop of 4 hours per week as the total duration of the e-learning training will be 4 weeks. Its purpose is to engage the learners in practical activities, group discussions and case studies related to the contents of the e-learning programme modules. As it has 4 modules to be followed in 4 weeks (8 hours/week, 32 hours in total), the proposed workshops division is also a number of 4, each face-to-face workshop lasting 4 hours/week.

At the end of the workshops, the trainer takes the hat of the coach, by supporting the participants through delivering coaching sessions (individual or in small groups depending on the group of learners). During these sessions, the learners will have the opportunity to ask the trainers for specific guidance for the progress of their individual business ideas.

In the end, the beneficiaries will follow a final assessment and will receive a certification according to the European framework.

3.3. CHEER Training Programme Units

Going through this guide, the adult educator need to follow the CHEER Training Programme⁷ units as it follows:

1. Basic social entrepreneurial skills
2. Business idea in the area of cultural heritage

⁷ For more description of all units and its content follow O2 - CHEER Training Curriculum at <http://www.cheertheproject.eu/>



3. Market research and framing the business idea
4. Local networks and partnerships

The Training Programme consists of the 3 components already described, having as target group the beneficiaries - unemployed persons as learners.

But its second target group are the trainers - to explore the same resources and content delivered to the learners but more than that, to be able to extract the acquired knowledge of the learners through the e-learning training and to engage them, to integrate into the practical part to use this knowledge, to gain the unit competencies in the end of the workshop. In the trainers side of the platform, these will be able to see the assessment results, as well as access the participants handouts, and trainers handouts - tools, resources, questionnaires, exercises described in the workshop learning content.

3.4. The 4 Learning Programme Units

Below is a scheme to explain how each unit is structured but the whole content can be found at O2 - Training Programme And available on the online platform, together with its tools, resources and further reading, bibliography.



<p>UNIT 1 Basic social entrepreneurial skills</p>		
<p>E-learning content Unit 1 - 8 hours</p>		
<ul style="list-style-type: none"> ● <i>Main facets of social entrepreneurship</i> ● <i>Landscape of social issues in entrepreneurship</i> ● <i>Possible ways to face social problems</i> ● <i>Conflict management in social enterprises</i> ● <i>Examples (interviews or case studies) of social entrepreneurs</i> 		
<p>Workshop content Unit 1 - 4 hours</p>		
<ul style="list-style-type: none"> ● <i>Motivation-Hygiene theory by Herzberg (questionnaire to answer with list of incentives)</i> ● <i>Theory of decision making. Democratic decision-making (exercise)</i> ● <i>Effective communication (the broken telephone exercise)</i> ● <i>Active participation in the activities</i> ● <i>Trials of public speaking</i> ● <i>Development of creativity for entrepreneurs(mind mapping exercise)</i> 		
<p>Unit 1 - Knowledge</p>	<p>Unit 1 - Skills</p>	<p>Unit 1 - Competences</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Main social issues for entrepreneurs; main adversities to face. <input type="checkbox"/> Importance of positive incentives to entrepreneurship <input type="checkbox"/> Motivation-Hygiene theory by Herzberg <input type="checkbox"/> Theory of decision making. Democratic decision-making <input type="checkbox"/> Human relations <input type="checkbox"/> Conflict management <input type="checkbox"/> Creativity 	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize business opportunities and turning social problems to business opportunities. <input type="checkbox"/> Raising creativity <input type="checkbox"/> Decision making skills <input type="checkbox"/> Communication skills <input type="checkbox"/> Conflict management skills <input type="checkbox"/> Speaking in public 	<ul style="list-style-type: none"> <input type="checkbox"/> Team-working <input type="checkbox"/> Setting individual, team and business targets <input type="checkbox"/> Increased creativity, increased involvement in business activities <input type="checkbox"/> Individual and collective responsibility.



UNIT 2		
Business idea through cultural heritage		
E-learning content Unit 2 - 8 hours		
<ul style="list-style-type: none"> • What is CHE and what are its main elements • What are the needs, threats and benefits of CHE • Split brain theory • Decision making theories 		
Workshop content Unit 2 - 4 hours		
<ul style="list-style-type: none"> • How to develop a business idea? Brainstorming exercise • Identification of possible business ideas based on Cultural Heritage • How to develop a CHE business, based on known elements • Team Building exercise The Desert survivor 		
Unit 2 - Knowledge	Unit 2 - Skills	Unit 2 - Competences
<ul style="list-style-type: none"> <input type="checkbox"/> Main elements of CHE <input type="checkbox"/> Main elements of evaluating a CHE <input type="checkbox"/> Split brain theory <input type="checkbox"/> Decision making theories 	<ul style="list-style-type: none"> <input type="checkbox"/> Ability to generate ideas <input type="checkbox"/> Brainstorming <input type="checkbox"/> Ability to identify threats and specific needs of CHE 	<ul style="list-style-type: none"> <input type="checkbox"/> Ability to develop business ideas in CHE <input type="checkbox"/> Decision making



<p>UNIT 3 Market research and framing the business idea</p>		
<p>E-learning content Unit 3 - 8 hours</p>		
<ul style="list-style-type: none"> • The 4 P's of marketing mix (product, price, promotion, place) • Methods of market research How to identify consumers' needs, competitors and possible stakeholders • Reading a simple balance sheet • Pricing- breakeven point • How to evaluate a business plan on Cultural Heritage entrepreneurship 		
<p>Workshop content Unit 3 - 4 hours</p>		
<ul style="list-style-type: none"> • Planning a market research for a specific product or service. What information you need, where you have to search to find this information (exercise) • Design of business identity (exercise of designing social business logo, and brochure) • Exercise of making a balance sheet (cards with different components of the balance sheet. Participants have to choose the right cards to have a balance sheet where assets equal liabilities) • Development of a short business plan 		
<p>Unit 3 - Knowledge</p>	<p>Unit 3 - Skills</p>	<p>Unit 3 - Competences</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Importance of consumers' needs and competitors' landscape <input type="checkbox"/> The 4 P's of marketing mix (product, price, promotion, place) <input type="checkbox"/> Reading a simple balance sheet <input type="checkbox"/> Pricing- breakeven point <input type="checkbox"/> Methods of market research 	<ul style="list-style-type: none"> <input type="checkbox"/> How to do market research <input type="checkbox"/> How to develop a short business plan <input type="checkbox"/> How to develop business identity <input type="checkbox"/> How will they communicate their product service to the public 	<ul style="list-style-type: none"> <input type="checkbox"/> Ability to assess a Cultural Heritage business idea <input type="checkbox"/> Ability to present the Cultural Heritage business idea



UNIT 4 Local networks and partnerships		
E-learning content Unit 4 - 8 hours		
<ul style="list-style-type: none"> ● What do we need cooperation with others for? ● Social and solidarity economy ● Community mapping ● Range of networking (local, regional, national, European, global) ● Case studies of community networks ● Description of a partnership and its work for a CH business ● New challenges put by technology. The sharing economy? 		
Workshop content Unit 4 - 4 hours		
<ul style="list-style-type: none"> ● What do we need cooperation with others for? Brainstorming exercise ● Community mapping exercise. Find organisations you need to cooperate in your community and draw the community map ● Exercise: Address organisations to ask for cooperation (how will you do that? Decide on the way (letter, brochure, social media, telephone etc.)and prepare it) ● Simulated partnership. Exercise: Preparation of a Meeting with other organisations to make a decision. ● Simulated community network and communication with locals. Role playing: Meeting with other organisations to make a decision. 		
Unit 4 - Knowledge	Unit 4 - Skills	Unit 4 - Competences
<input type="checkbox"/> Importance of partners and community <input type="checkbox"/> Community mapping (theory)	<input type="checkbox"/> How to select partners	<input type="checkbox"/> Ability to build community networks and successful partnerships



4. SOCIAL ENTREPRENEURSHIP

4.1. *Social entrepreneurship - concepts*

Our social entrepreneurs have to define their business idea, and to integrate it into the reality of the market, legislation, type of company upon the needs, resources and social impact aimed.

Types of Social Enterprises:

1. Collective enterprises of goods and services
 - What do they do? - Solve problem through mutual help or cooperation
2. Community businesses
 - What do they do? Protects or exploits a collective good, it provides utilities or provides a service
3. Entrepreneurial Non-Profit Organizations
 - What do they do? - solve the difficulty of financing the mission from traditional sources (grants, donations, sponsorships), by initiating economic activities
4. Business enterprises
 - What do they do? Social insertion / integration into work for some workers with difficulties in the labor market

Values of a social business - what our entrepreneurs has to consider:

- Integrity and honesty in everything they say or do;
- The fight for social inclusion and against social exclusion;
- Treating all people with fairness and respect;
- Caring for members, employees and clients;
- Caring for the environment;
- Helping the community;
- Quality of goods and services produced;
- Creating a friendly and safe environment for employees;



4.2. Social entrepreneurship - benefits and challenges

Benefits - what does the Social Enterprise?

- Make money from selling goods and services
- It covers its long-term costs (though, as any other business needs for help with initiation)
- Pay reasonable salaries to staff
- It directs a large part of the profit towards the accomplishment of the social mission

What does not do the Social Enterprise?

- It does NOT exist to produce shareholder profit
- It does NOT exist to make its owners very rich
- It does not rely solely on volunteering, grants or donations to survive long term

Challenges of establishing a social business

*"Social entrepreneurship has become an innovative way of addressing unmet social needs. The emergence of social entrepreneurship arises at the same as criticism of traditional sources of response of social challenges has intensified, due to its bureaucracy and resistance to change...since its main objective is to create social value, with the aim to build a sustainable response model."*⁸

4.3. The idea and the entrepreneur competencies

The future Cultural Heritage Entrepreneurs initial competencies are evaluated with the CHEER O1 Intellectual Output - methodology of identification of the competencies.

Their ideas can come from an *internal* source - for example they have a certain talent, or it arises from the interest, skills or competencies of the entrepreneur.

As an external source of ideas, it can result from seeing how others deal with solving problems, from research, from segments of society with needs uncovered.

The maturity of the idea

⁸ adapted from YOUTH MOVE ENGINE FOR EU SOCIAL ECONOMY TC Método Estudios Consultores SLU. pg.12



Once the entrepreneur has a clearly defined idea, it is needed to check the maturity⁹ of the idea to see if it worth developing it into a business. You can ask the following questions:

- What is your idea?
- What is it for?
- To whom are you addressing it?
- When could you start it?
- Where can you start it?
- Do you need a support team?

The market has to be analysed, because the business can fail even if it is a great idea.

4.4. Social entrepreneurship - guiding principles

Several Social Enterprises Law emphasizes several **principles¹⁰** as a **framework of the social entrepreneurship**:

- Priority given to the *individual* and the *social objectives* towards the increase of the profit.
- *Solidarity* and collective responsibility.
- Convergence between the interests of the entrepreneur and the general interest or *interests of a community*.
- Democratic control of the members of the board if any rather than the entrepreneur, exercised over the activities carried out.
- *Voluntary and free association* in organizational forms specific to the country and to the social economy.
- *Autonomy of management and independence* from public authorities.
- *Allocation of the largest part of the financial profit or surplus* to achieve the objectives of general interest, of a collectivist or non-patrimonial personal interest of the members.

From country to country, it can be defined as any legal person of private law who carries out economical activities but in social economy and has a certificate of a social enterprise. Each trainer and entrepreneur can search for social entrepreneurship law and professions dedicated to social business in his country for concrete details and documents. For example, Romania has 3 professions dedicated to this sector:

- Social Economy Entrepreneur
- Social Enterprise Manager

⁹ Adapted from **The Atlas of Social Economy** / Ștefan Constantinescu, Institute of Social Economy Romania, accessed in 02.08.19 <http://www.ies.org.ro>

¹⁰ Romanian Law 219/2016 regarding social enterprises



- Specialist in Social Entrepreneurship

The social economy entrepreneur has the ability to recognize opportunities in satisfying the social needs, when the classic one recognizes profit opportunities. It focuses on accomplishing the social mission, social benefits, and economical success. It is a way of sustaining the social mission accomplishment, when the classic one is focused on obtaining the profit. Moreover, he has to have as well the ability to understand what cultural heritage is and how to advertise it by its needs and its target group.

Circular Economy

The entrepreneurs can think of a social business using the concept of circular economy, as a market niche because we face so many social and environmental challenges - these principles¹¹ are: recycle, repair and reuse:

- durable resources,
- extend the shelf of products,
- reuse of resources and recycling
- services to consumers and companies
- ICT applications and collaborative platforms

4.5. From the social business idea to the social business plan

The main benefit of a social business is the aim of the **social impact**.

The idea of the business can start from the impact desired to achieve in the local community of the entrepreneur, the specific impact for a target group due to a life story occurred in his life, or from the market needs or his/ his surroundings talents.

The goal of creating value for society, to promote solidarity distinguish the commercial entrepreneurs by our social ones.

To help the entrepreneurs to create a functional business plan, in order to create a social business for a long term period, who can survive in the market, moreover, have profit and be sustainable, you need to be aware that the trainers are only one element of the entrepreneur ecosystem and that he needs all the other elements. But they can help in reaching them.

¹¹ details at YOUTH MOVE ENGINE FOR EU SOCIAL ECONOMY TC Método Estudios Consultores SLU. pg.15-17



Your role is to help the beneficiaries to formulate the business ideas, to monitor the gaining and usage of all the competencies described in training curriculum regarding the social entrepreneurship competencies as a trainer and as a coach, through coaching sessions and workshops as well as a part of mentoring - on how to write the specific business plan for funding or any usage of the tools to create the adapted business plan or to shape competencies of the entrepreneur, to help in implementing the tools described in O2.

Mentoring is needed in other fields where the entrepreneur does not have knowledge and the trainers can help with its expertise if any in accounting, financial management, human resources management and is even more difficult for an entrepreneur which comes from a disadvantaged background and has even less business competencies.

Another elements of the entrepreneur ecosystem¹², beside *mentoring*, is:

- Training and research: NGOs, training centres, business consultancy companies can help the social enterprises to reach the goal - to achieve social impact
- Financing - accessing social investment funds
- Innovation =empowerment
- Networking - a wide network of contacts can help obtaining specific advice, associates, investors or any kind of financing
- Dissemination/ communication - can attract talent to the social ecosystem and increase the social awareness through promoting the social activities

The need of social services into a local community which is the third target group of CHEER project, has created the growth of social businesses as health care, home care of elderly, cleaning,, training, insertion of migrants, refugees, NEETs and the long term unemployed people on the labour market as self-employment.

¹² adapted from YOUTH MOVE ENGINE FOR EU SOCIAL ECONOMY TC Método Estudios Consultores SLU. pg.13



5. SOCIAL ENTREPRENEURSHIP IN CULTURAL HERITAGE - FUNDING OPPORTUNITIES

5.1. Europe - Funding sources for social business idea in the field of cultural heritage

The European Commission - funding programmes managed by EACEA¹³ divided in different programmes which can support direct or complementary activities sustaining and promoting the social entrepreneurship or cultural heritage or both of them. The most relevant for CHEER project are the following:

5.1.1. Creative Europe

”Creative Europe is the European Union's programme to support the cultural, creative and audiovisual sectors. From 2014-2020, €1.46 billion is available to support European projects with the potential to travel, reach new audiences and encourage skill sharing and development.”¹⁴

In 2018 organisations from 42 countries were eligible to collaborate and compete for funding, but organisations from third countries also have the possibility to engage in both sub-programmes. Creative Europe consists of two sub-programmes: Culture sub-programme promoting the creative and cultural sectors, and MEDIA sub-programme supporting the development and distribution of audiovisual works.

¹³ more details about the programmes: https://eacea.ec.europa.eu/sites/eacea-site/_en

¹⁴ more details explained can be found at:
<https://www.culturepartnership.eu/en/publishing/creative-europe/about-creative-europe>



5.1.2. ERASMUS+¹⁵

Erasmus+ it is another huge programme with different funding opportunities in the cultural heritage activities where one can apply for funding the social business, or for a specific activity or event to support the cultural heritage. Divided as mobility, cooperation, policy key actions as well as Jean Monnet and Sport, are dedicated to individuals or organisations and funded by EACEA (centralized calls¹⁶) or National Agency in each CHEER project country.

5.1.3. European Territorial Cooperation Programmes

Coming up to the needs of our future social entrepreneurs to gain money, to put their idea into a project, then into reality, there are suitable programmes where to apply as the European Territorial Cooperation Programmes (2014-2020):

- Cross-border Cooperation Program INTERREG V-A Romania - Bulgaria
- Bulgaria-Turkey Cross-border Cooperation Program 2014-2020
- Greece - Bulgaria Cross Border Cooperation Program 2014-2020
- Cross-border Co-operation Program Bulgaria-Macedonia 2014-2020
- Cross-border Co-operation Program Bulgaria-Serbia 2014-2020
- Danube Transnational Cooperation Program 2014-2020 24
- Balkans - Mediterranean Transnational Cooperation Program 2014-2020
- INTERREG
- Joint Operational Program "Black Sea Basin 2014 - 2020"

5.2. Project partner countries

How do the trainers of the entrepreneurs get information about the funding programmes in their country? In the following lines, there are few funding opportunities related to SME - Social Entrepreneurship, Start-ups or/and CHE - Cultural Heritage entrepreneurship.

5.2.1. Greece

Projects funding social enterprises involved with cultural heritage:

- Action "Developing Entrepreneurship of Existing and Newly Established Social Cooperative Enterprises"¹⁷. It concerns the implementation of viable business plans by

¹⁵ more details about how to apply for funding:

<https://ec.europa.eu/programmes/erasmus-plus/opportunities/how-to-apply>

¹⁶ more details about funding calls details: https://eacea.ec.europa.eu/erasmus-plus/funding_en

¹⁷ more details:

<http://koinsep.org/%ce%b1%ce%bd%ce%b1%ce%bc%ce%b5%ce%bd%cf%8c%ce%bc%ce%b5%ce%bd%ce%b1-%cf%80%cf%81%ce%bf%ce%b3%cf%81%ce%ac%ce%bc%ce%bc%ce%b1%cf%84%ce%b1-%cf%83%cf%84%ce%ae%cf%81%ce%b9%ce%be%ce%b7%cf%82-%ce%b5%cf%80/>



Social Cooperative Enterprises that will be designed with their social impact in mind. The total budget for the action is EUR 31.2 million.

- Action " TEIIX II- Business Reboot"¹⁸, aimed at promoting entrepreneurship, facilitating business access to finance and enhancing investment through favourable lending.
- Action of OAEA¹⁹, self-employment promotion program through the financial support of entrepreneurship.

5.2.2. Germany

Financing for entrepreneurs:

<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Finanzierung/Foerderprogramme/inhalt.html>

Especially out of unemployment

- Gründungszuschuss:

Type and amount of funding

The start-up grant will be paid in two phases.

The founders first receive a monthly allowance of six months for the amount of their most recently received unemployment benefit. For social security purposes, an additional amount of EUR 300 per month will be paid during this period, which allows you to voluntarily secure yourselves in the statutory social insurance.

The start-up grant may be paid for a further nine months amounting to EUR 300 per month if the beneficiary demonstrates its business through appropriate documentation.

- Entry fee:

The funding will take the form of a grant for a maximum of 24 months.

The amount of support depends on the duration of the unemployment and the size of the jobseeker community.

In addition to the starting fee, loans and subsidies for the procurement of goods to the self-employed can be granted. Grants are possible up to an amount of 5,000 EUR, loans also beyond. In addition, suitable third parties may be assisted by providing advice or imparting knowledge and skills if this is necessary for the further pursuit of self-employment.

¹⁸ more details: <https://www.etean.com.gr/PublicPages/PastProgram2.aspx?ID=87>

¹⁹ more details:

http://www.oaed.gr/anoikta-programmata/-/asset_publisher/yZKVoEuwB4Rg/content/programma-protheses-sten-aut-oapascholese-meso-tes-oikonomikes-enischyses-epicheirematikon-protoboulion-10-000-anergon-elikias-18-66-eton?redirect=http%3A%2F%2Fwww.oaed.gr%2Fanoikta-programmata%3Fp_p_id%3D101_INSTANCE_yZKVoEuwB4Rg%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-1%26p_p_col_pos%3D2%26p_p_col_count%3D3



5.2.3. Austria

In Austria, the main players supplying finance to social enterprises are two foundations: ERSTE Foundation and Essl foundation. Foundations being providers of finance to social enterprises is however rather an exception in Austria. Two initiatives can however be mentioned here: HERMES- Österreich (an association which has been helping finance social and ecological projects for around 30 years) and the Bank für Gemeinwohl (a social bank currently being established in Austria). Last but not least, the introduction of social impact bonds is also being considered.

1. ERSTE Foundation²⁰, Erste Group and good.bee

ERSTE Foundation implements its own projects and supports projects implemented by others, within the framework of three programmes: Social Development, Culture and Europe.

2. Essl Foundation/ Zero Project

The Essl Foundation MGE gemeinnützige Privatstiftung²¹ is an Austrian foundation established in 2007 by Martin and Gerda Essl, and their children, for social purposes and scientific research. Its mission is to support social innovation, social entrepreneurship and persons with disabilities.

Currently the Essl Foundation is focusing its activities on:

- The Zero Project
- The support of social projects in Austria, with an emphasis on the inclusion of persons with disabilities in the open labor market, in accessibility and inclusive education.
- Activities to support the philanthropic community in Austria, like Sinnstifter (a joint effort of Austrian philanthropists to support social innovation and philanthropy in Austria), and the co-working office space House of Philanthropy in Vienna.

3. Genossenschaft für Gemeinwohl/ Bank für Gemeinwohl

The cooperative offers ethical financial services as for example "Crowdfunding für Gemeinwohl²² (crowdfunding for the common good)", which provides financial support for social projects.

4. HERMES-Österreich

HERMES-Austria is a not-for-profit association that strives for a new way of dealing with money. Since 1982 it has formed a platform for donors and recipients of funds in Austria to deal with money unselfishly and in solidarity.

- Assistance for carefully examined initiatives and projects by loan collateral or donations

²⁰ details at <http://www.erstestiftung.org/de/erste-stiftung/aktivitaeten/>

²¹ details at <https://zeroproject.org/uber-die-essl-foundation/>

²² details at <https://www.gemeinwohl.coop>



- Advising project applicants to anchor their projects in their social environment and to collect appropriate - own funds or development donations

Collateral for financing and pre-financing for donations and subsidies. Thus a multiplication effect can be achieved with small means.

5.2.4. Latvia

Support programmes:

- Grant programme “Support for Social Entrepreneurship²³” funded by the European Social Fund (grants from 5000 to 200 000 EUR)
- Grant programme of the Riga City²⁴ for social enterprises to facilitate the employment of groups at risk of socially exclusion (grants up to 11 000 euro)
- International social entrepreneurship accelerator NewDoor²⁵ in Latvia
- International social business incubator Reach for Change²⁶ for social entrepreneurship aimed at improving lives of children and youth in Latvia
- Magnetic Latvia Business incubators²⁷
- Latvian Development Financial Institution (ALTUM) funding programmes for young and experienced businesses

5.2.5. Bulgaria

European Structural and Investment Funds for Bulgarians 2014 - 2020:

- Operational Program "Innovation and Competitiveness" (OPIC) 2014-2020
- Operational Program "Regions for Growth" 2014-2020
- Good Governance Operational Program 2014-2020
- Operational Program “Human Resources Development” 2014-2020 8
- Operational Program Transport and Transport Infrastructure 2014-2020
- Operational Program "Science and Education for Smart Growth" 2014 - 2020
- Operational Program Environment 2014-2020
- Rural Development Program (RDP) 2014-2020

²³ details at

<https://www.altum.lv/lv/pakalpojumi/uznemejiem/socialas-uznemejdarbibas-programma/par-programmu/>

²⁴ details at

<http://www.ld.riga.lv/lv/par-departamentu/granta-programmas-socialas-atstumtibas-riska-grupu-nodarbinatibas-veicinasana-riga-projektu-konkurss.html>

²⁵ details at <https://newdoor.lv/about-lv>

²⁶ details at <https://reachforchange.org/en/>

²⁷ details at <http://inkubatori.magneticlatvia.lv/>



- Marine and Fisheries Program (MFF) 2014 - 2020

5.2.6. Romania

The main programmes:

Non-reimbursable financing (GRANTS)

1. Funding from funds allocated by the Government of Romania in the form of minimis aid granted through Government programs managed by the Ministry for the Business Environment, Trade:

- Start-up Nation,
- Trade and services,
- Female manager,
- Micro Industrialization,
- Supporting crafts and handicrafts.

2. Non-reimbursable financing from **external funds**: for the business environment European funds run through the National Operational Programs (Human Capital (POCU) with its 6 priority axes Competitiveness (POC), Regional Development (ROP).

3.. Funds allocated by the governments of some countries: European Economic Area and Norwegian Financial Instrument, Swiss Cooperation Programme etc.

Benefits

- the amount of the grant must not be refunded
- the proportion of financing between 35-100% of the amount of the expenses eligible
- High degree of certainty of the existence of the allocated funds through the financing contract

Disadvantages:

- Complex procedure for applying for financing and implementing a approved projects, according to precise and rigorous rules
- Relatively long duration of financing approval
- The strict eligibility criteria of the applicants, of the activities funded, of eligible expenditure
- Eligible expenses must be partially or fully paid by applicants and will be reimbursed later



NESsT²⁸ is an international network active in the development of social enterprises. It is a social business incubator that provides the right framework and support for materializing the best ideas of social entrepreneurship. In Central Europe, NESsT operates in five countries, including Croatia, the Czech Republic, Hungary, Romania and Slovakia. Starting in 2007 NESsT Romania provided assistance to more than 100 social enterprises, supporting their initiators in developing sustainable business plans and providing incubation services for their entrepreneurial development.

Impact Hub Bucharest²⁹ - is part of the Impact Hub Global Network with physical presence in more than 100 locations across 5 continents and a community with more than 15,000 members they give you access to a whole ecosystem of resources, inspiration and opportunities. Impact Hub Bucharest initiated a social entrepreneurship and innovation platform <https://www.startarium.ro> aiming to support initiation and to accelerate business with a clear social dimension.

²⁸ <https://www.nesst.org/romania/>

²⁹ <https://www.startarium.ro>



6. GETTING FROM A BUSINESS IDEA TO A BUSINESS PLAN

6.1. *Business idea - description, vision*

Before that the business becomes a real one, the business idea appears firstly in the entrepreneur's mind. To make it real, he has to follow the next steps³⁰:

- 1 - appears the business idea
- 2 - the entrepreneurs realize the business vision
- 3 - in order for the vision to become real, a business strategy is needed
- 4 - in the business plan is elaborated the strategy needed to be followed in order for the vision to become a reality, a real business

Who needs a plan if the entrepreneur has a clear image about his business idea? It is needed Not only for the entrepreneur, but also for the potential investor - who contributes only with financial resources and no administration, financier - who agrees the funding for the business plan - funding programmes or banks for credit as well as the persons or structures who need to decide, give permission or necessary autorisations.

Rigorous planning is fundamental in order to obtain success as well as establishing its purpose:

- starting a new social business
- establishing the objectives
- apply for funding resources
- check the business situation
- establishing the business value
- planning a promotional campaign
- market research, analyze

³⁰ pp. 38, V.C. Axinte, "Initierea unei afaceri - Realizarea unui plan de afaceri de la A la Z", 2015



6.2. *Business plan - structure, basic elements*

The business plan is a *tool*³¹ for:

- management - total control for entrepreneur's business
- monitoring - helps the entrepreneur to monitor and evaluate the business and if it is on the right path - as it is not rigid, it can be modified as soon as the entrepreneur has new ideas, knowledges
- communicating - can be used to be presented, as a whole or as a pitch plan of 1 page, to attract funding resources or new business partners, investors, credit, funds programmes - it helps to prove that the business is settled right, that it will bring profit
- promoting - shows the evolution, the proposed objectives and the obtained results as well as the next steps needed to be followed.

How to convince the long term unemployed adults about the necessity of having a clear plan for their business idea?

Present them the advantages of developing a business plan:

- it allows to avoid many mistakes, caused by the lack of information (insufficient knowledge of competitors or customers, insufficient knowledge of some economic or technical concepts, involved in the activity);
- detailed planning of revenues and expenses significantly reduces the risk of problems with cash flow, one of the main causes of failure, in the first stages of operation of new businesses;
- allows to select the most advantageous sources of financing;
- increases the credibility of the entrepreneur in front of a bank, investor or business partners;
- strengthens the entrepreneur's planning skills, as a result the entrepreneur will be better prepared and able to adapt more quickly to any changes.

Common mistakes:

- the entrepreneur is too optimistic; the planned revenues are too high in relation to reality and many risks are overlooked;
- the investment is oversized compared to the possibilities of the entrepreneur and / or the needs of the market;
- customer needs are not carefully considered, so no matter how innovative the new product or service is offered on the market, targeted customers may not even need to use it.

6.3. *Components*

³¹ pp.39, V.C. Axinte, "Inițierea unei afaceri - Realizarea unui plan de afaceri de la A la Z", 2015



Main general components to create step by step a model of a social business plan:

General identification data

1. Social business activity description and implementation strategy
2. Social business SWOT analysis - opportunities, risks, goal setting and goals.
3. Human resource management and organizing scheme
4. Social business description
5. Business Analysis - concurrence, addressed market
6. Marketing strategy
7. Financial plan - sales
8. Financial analysis, projections
9. Social impact, networking

6.4. Competencies needed for the social Cultural Heritage Entrepreneur

What knowledge, fields of expertise, entrepreneurial competencies are needed in order not only to write a business plan, but also to start and manage the business?

1. the legal basis and the legislative context for starting a business.
2. market analysis, opportunities, risks, goal setting and goals. financing a business, sources of financing.
3. establishing and developing products and services.
4. team management.
5. financial management.
6. risk management.
7. business management.
8. the policy of promoting and selling the products and / or services.
9. development strategy.
10. logistics and resources needed to run a business.
11. drawing up a business plan.
12. sensitivity towards social issues and sense of community impact
13. getting informed about cultural heritage tangible and intangible potential



Professional competencies needed for starting and running a social business³²:

- competences of knowing and using the concepts and processes specific to any business from the start up to the profit, consolidation and sustainability of the business;
- skills for starting, running and ceasing a business;
- skills of organization and management of resources, including human resources;
- competencies for drawing up a complete and efficient business plan;
- marketing and sales skills needed to run a business;
- competences of financial analysis and application of specific economic instruments.
- soft skills connected to motivation, vision and leadership
- networking and capacity to communicate
- legal framework
- capacity to mobilize resources
- emotional intelligence

³² Adapted from *Programme Guide for European Social Fund – SPECIFIC CONDITIONS Support for social economy structures AP 4/PI 9.v/OS 4.16*



7. SOCIAL BUSINESS PLAN - MODEL

7.1. GENERAL IDENTIFICATION DATA

7.1.1. Company name:

7.1.2. The main activity of the company and the country occupational code of the main activity:

7.1.3. Contact person:

7.1.4. Address:

7.1.5. Phone:

7.1.6. Email:

7.1.7. Associates or shareholders - for each fill:

Name and surname

Located in

Share in share capital

7.1.8.1. Jobs created during the implementation of the presented business plan

7.1.8.2. Jobs created for people from vulnerable groups

7.2. DESCRIPTION OF THE BUSINESS AND THE STRATEGY FOR IMPLEMENTING THE BUSINESS PLAN

7.2.1. Please briefly present your vision of the business.

7.2.2. How did your business idea come about?

Brief description of the business idea. From what started the business idea, if there is a relevant study on which this type of business was initiated, etc.

7.2.3. What are your company's strategic objectives for the next 3 years?

7.2.4. What are the main activities to be carried out in order to implement the business plan? Please also mention the estimated durations for their implementation.

7.2.5. What main activities will generate the company's profit and which are the main directions for development? Please present if and how the proposed business is scalable.



7.2.6. What are the main risks associated with the implementation of the business plan / business development? (market risks, legislative, etc.)

7.2.7. Please describe how the implementation of the business plan will lead to:

- promoting sustainable development: ...
- promoting the support of the transition towards a low carbon economy and resource efficiency:
- promoting social innovation: ...
- promoting research, technological development and / or innovation

7.3. BUSINESS SWOT ANALYSIS

7.3.1. The strengths associated with the business

7.3.2. The weaknesses associated with the business

7.3.3. Opportunities identified

7.3.4. Threats identified

7.4. ORGANIZATIONAL SCHEME AND HUMAN RESOURCES POLICY

7.4.1. The organizational system

Please briefly present the organizational structure of the company, referring to:

- the posts to be created: name, general objectives of the posts, main tasks;
- organizational relationships between positions: subordinate, functional, etc .;
- other relevant information from the perspective of labor force organization.

Please highlight how the knowledge / specializations / experience of each of the key persons (associates, managers and / or employees) within the company will positively influence the evolution of the company.

7.4.2. Human resources policy

- How will the recruitment, selection and integration of staff be carried out?
- How will the monitoring / control of the personnel be carried out?
- What will be the main characteristics of the motivation system within the company?



- What will be the mode of pay of the personnel (describe the mode of pay / payment, respectively other relevant details regarding the pay)?
- What will be the way in which the staff will be helped in its professional development (training, coaching, etc.)?
- What are the actions taken in the human resources management plan that contribute to respecting the principles of equal opportunities and non-discrimination

7.5. DESCRIPTION OF THE BUSINESS (OF THE MAIN PRODUCTS / SERVICES THAT ARE THE MAIN OBJECT OF THE ACTIVITY)

7.5.1. Description of the business plan:

Describe how your business will operate: processes, methods of production or service provision, equipment, suppliers, payment terms and methods, stock of goods, authorizations, licenses, patents, necessary spaces.

7.5.2. Exact description of the product / service offered:

In the case of the finished products: briefly present a physical description, technical characteristics, performances, utilities, to which you need to answer, etc.

in the case of services: describe their characteristic features, so that they understand what the services provided by you are.

7.5.3. Present and argue the main advantages of the new products / services over the competition (for example: price, quality, new features, after-sales services)

7.6. ANALYSIS OF THE MARKET AND COMPETITION

7.6.1. Define your market: present the specific characteristics of your market segment, which need to be addressed.

7.6.2. Identify the main competitors operating in the target market.

Please present: their name, turnover in the last fiscal year, the overlap of the offer of these companies with the offer of your company.



7.6.3. Location and size of your market: the location of the market - local, regional, national, international - and its size (from the perspective of the value in monetary units and the estimated number of potential customers) will be specified.

7.6.4. Potential Clients:

Please present a potential customer profile for your business. What will be the type of your customers (individuals, traders, wholesalers, retailers, companies, farmers, etc.)? What is their structure (% per group)?

7.7. MARKETING STRATEGY

7.7.1. Product policy:

Describe how the product / service is presented, weight / size presentation forms, packaging, type of warranties and services provided, if you have a single product / service or several types of products / services, etc.

7.7.2. Pricing policy:

Specify how the price of the product / service will be determined, if and when you offer price reductions, as you stand against your competitors, justify.

7.7.3. Distribution policy:

State what your distribution channels are - direct, wholesale, brokerage, through agents, to order, etc. The structure will be presented by types of distribution channels and the related costs will be quantified. In addition, specify what are your ways of selling the products / services: wholesale, retail, through your own shops, network of specialized stores, at the customer's home, if you will hire sellers or use independent traders, if you will export, etc. .).

7.7.4. Promotion policy:

Describe the methods of promotion that will be used (for example: advertising, official launch, leaflets, brochures, payment in installments).

Describe the promotion strategy for launching the products / services, estimate the annual costs of promotion and present the assumptions that were the basis of the estimates.



7.8. BUSINESS FINANCIAL PROJECTIONS

Sales forecast
Expenses budget
Profit and Loss Statement
Cash Flow Statement
Balance Sheet
Break-Even Projection

7.9. NETWORKING AND SOCIAL IMPACT

What social impact or purpose has the profit obtained from this business?

Do you plan to involve persons with disabilities, with disadvantaged backgrounds?

Will it give back to the community? Is there a community aim?

7.10. CULTURAL HERITAGE IDEA

7.10.1. The business idea belongs to tangible cultural heritage if it is one of the following:

- tangible culture property (building, books, monuments, works of art, artefacts, landscapes)
- intangible and digital culture heritage (language and knowledge, folklore, oral history, traditions customs, aesthetic and spiritual beliefs), which are more difficult to preserve in comparison with physical cultural goods;
- cultural natural heritage (countryside, natural environment, flora and fauna, bio and geo diversity, cultural landscape which is an important part of the tourist industry).

7.10.2. The business idea belongs to intangible cultural heritage if it is one of the following: oral traditions, traditional arts and crafts, rituals

7.10.3. The business idea belongs to natural cultural heritage if it is one of the following: natural sites with cultural aspects such as cultural landscapes, physical, biological or geological formations



8. TOOLS, ASSESSMENTS AND OTHER USEFUL METHODS TO USE WITH THE PARTICIPANTS

The most used methods in coaching sessions for defining a business idea into the concrete plan:

- PESTEL Analysis
- Brainstorming
- Mind map
- SWOT Analysis
- SMART Goals
- Social lean canvas.

8.1. PESTEL Analysis

The PESTEL³³ analysis is a strategic analysis consisting of describing the environment through political, economic, socio-cultural, technological, ecological and legal factors. The ultimate goal of this analysis is to identify those external factors

that can influence the project, if they will be correctly identified it will be possible to predict market movements in the short and medium term. See an explained video and a model about this method here: <https://www.business-to-you.com/scanning-the-environment-pestel-analysis/>

8.2. Brainstorming

Useful tool presented below, available at <https://www.entrepreneur.com/article/247574>
Participants will learn: – what a business plan is – the parts of a business plan – what is competitive edge

SESSION DESCRIPTION (step-by-step):

You divide the participants into groups of 3-4 persons and ask them to develop a draft business plan for a business that could be started with 5,000 EUR.

Ask them to answer in detail the following questions:

- How can you describe the business...in only one paragraph please?

³³ adapted from YOUTH MOVE ENGINE FOR EU SOCIAL ECONOMY TC Método Estudios Consultores SLU. pg. 27



- What is your product, or service?
- Who will buy it?
- Where should you locate the business?
- How can you attract customers?
- What is your competition?
- How much should you charge for the products or service?
- What advice do you need and who can provide it?
- How will you organize the managers and/or workers of the business?
- How will you split the profits? Who is responsible for the losses?
- What should you consider to be able to produce the product and get it to the customer?
- How much money is needed to get the business started?
- How many customers will you have per month and how much will they buy per month?
- How much does it cost to make the product or provide the service?
- What are your operating costs? (Include your own salary)
- How much money will your business earn each month by selling your product or service?
- How much investment will you need to keep the business going until you make a profit?
- What is your potential profit per year for Year I, Year II, and Year III?
- How much money do you need to have to start this business?
- How will you make the business grow in the future?

After the completion of the activity you analyze the basic parts of a business plan:

SUMMARY OF THE BUSINESS

DEFINING THE BUSINESS IDEA

THE BUSINESS ENVIRONMENT AND ITS DEVELOPMENT

COMPETITIVE EDGE

OBJECTIVES AND STRATEGY

BASIC ECONOMIC QUESTIONS

FIRM RISKS

Materials required: Papers, pencils, markers



8.3. *Mind maps*

Mind maps are very useful. More specific, we propose the **empathy map** tool.

Once the environment has been analysed, it is necessary to analyse the key factor to which any social entrepreneurship project is addressed: the people who are going to be users and customers of it. The empathy maps are closely linked to projects of social innovation and creativity. It is about answering questions such as: Who are going to be the users or clients? What value proposal do they expect? How do they spend their time? What really guides their behaviour?

The map canvas can be downloaded from here <https://x.xplane.com/empathymap>

SimpleMind - to integrate the use of ICT - applications, it allows users to create mind maps easily. It allows to add multimedia elements, and establish connections between ideas. It is a very useful tool to mature ideas.

Nominazer is an application that helps finding names for project ideas, and checks if the domain is available (.com .net .org).

Stratpad is a tool that in an integrated way allows users to create a business plan, in a simple way and explained step by step. It also allows creating financial projections and projections of cash flows.

8.4. *Social Lean Canvas*

You can use any social business model canvas to have a business plan into one paper more structured - you can see below a model proposed by Social Innovation Lab adapted from The Business Model Canvas website.

A model³⁴ proposed by Society profits you can see below:

Key partners

Who are your key partners/suppliers?

What are the motivations for the partnerships?

Key activities

³⁴ <http://www.societyprofits.eu/lessons/non-formal-tools-in-english/>



What key activities does your value proposition require?

What activities are important the most in distribution channels, customer relation, revenue stream?

Value Proposition

What core value do you deliver to the patient?

Which customer needs are you satisfying?

Customer Relationship

What relationship that the target customer expects you to establish?

How can you integrate that into your business in terms of cost and format?

Customer Segment

Which classes are you creating values for?

Who is your most important customer?

Key Resources

What key resources does your value proposition require?

What resources are most important in distribution channels, customer relationships, and revenue streams?

Distribution Channel

Through which channels that your customers/patients want to be reached?

Which channels work best? How much do they cost? How can they be integrated into your and your customers' routines?

Cost Structure

What is the most expensive thing in your business?

Which key resources/ activities are most expensive?

Revenue Stream

For what value are your customers willing to pay?

What and how do they recently pay? How would they prefer to pay?

Print the canvas model and give to the entrepreneur, and ask him step by step the questions mentioned.



9. EXAMPLES OF SOCIAL ENTERPRISES FROM CHEER PROJECT PARTNER COUNTRIES

9.1. Greece

9.1.1. Pindos

The social enterprise Pindos aims to pursue sustainable development by carrying out activities that:

- promote environmental sustainability,
- contribute to social and economic equality,
- promote gender equality,
- protect and develop common goods
- Promote intergenerational and multicultural reconciliation, emphasizing the peculiarities of local communities.

Specifically, the objectives of Pindos in terms of sustainable development are specified in the following activities:

- Protecting and restoring the natural environment and biodiversity.
- Sustainable agriculture, which emphasizes the preservation and spread of threatened local traditional varieties or "breeds" and the prevention of the penetration of genetically modified organisms.
- Local and regional supported farming, which contributes to the development of direct commercial relations between producers and consumers.

In order to achieve its objectives, Pindos³⁵ carries out many different forms of economic activities, such as:

1. Cultivation of Aromatic Medicinal Plants that thrive naturally in the local area.
2. Production and Certification of Local Agricultural Products.
3. Cultivation of seasonal Fruits and Vegetables from a local variety. The processing, the vertical integration of the produced milk from their own holding into Traditional Yoghurt, Cheese, and the disposal of fresh local milk. Giving added value to our products.
4. Organization of Cultural Events to promote the local products.

³⁵ More information:

<https://www.facebook.com/pages/category/Agricultural-Cooperative/panosaeto/posts/>



9.1.2. Geniseas

The social enterprise Geniseas³⁶ was established by five women and its main activities concern in the growing and further processing of sugar beets. The business is rather successful, and it proves that social entrepreneurship can have growth prospects.

The business now has seven employees, but in order to meet the requirements it is necessary to recruit additional staff. Their goal for the next few years is to re-open the regional sugar factory.

Geniseas owns the only sugar beet processing plant in Europe and allows study visits to schools and universities, in order to inform the young people about the techniques of sugar beet processing based on the techniques of older generations.

Geniseas produces and sells molasses, which is a very healthy Greek traditional product, and plans to produce a new innovative product and export it in Europe.

9.2. Germany

Some examples of successful start-ups (social enterprise) in Northern Germany

9.2.1. Lehr- und Lern-betriebe vom Verein zur Inte-gration lang-zeitarbeitsloser Menschen

Business: VILM e. V. since 2012 - Social department store (Sozialkaufhaus): Furniture, lamps, household goods; domestic appliances; garments; bicycles, toys; garden furniture.

Funding costs:

- Material Costs:
 - Business
 - Contribution
- Personnel costs:
 - Business
 - Honorary post
 - Volunteers (BFD)

Remarks: Non-profit-organisation (NGO) Ahrensburg/ Bad Oldesloe (Kreis Stormarn)
Cooperation with ZiBev

9.2.2. Archäologisches und Ökologisches Zentrum Albersdorf (AÖZA gGmbH)

Business: Archäologisches und Ökologisches Zentrum Albersdorf (AÖZA gGmbH) (since 1997) The Stone Age Park is an archaeological open-air museum that integrates the surrounding

³⁶ More information: <http://www.zaxarokalamo.gr/>



landscape (40 hectares). There are original, on-site monuments, as well as reconstructed Stone Age Settlements from mesolithic and neolithic times.

Funding costs:

- Material Costs:
 - Charges
 - Contribution
- Personnel costs:
 - Charges
 - Honorary post
 - Volunteers (FÖJ/BFD)

Remarks: NGO-cooperation of Museum Albersdorf and Steinzeitpark Dithmarschen; Part of Megalithic routes Europe Albersdorf (Kreis Dithmarschen)

9.2.3. Artefact e. V.

Business: Artefact e. V. - Artefact operates the Centre as:

- a meeting-place for educational programmes;
- as a place for practical training programmes in environmental technologies, environmental management and environmental pedagogics; and development;
- as a dissemination of innovative environmental technology

Funding costs :

- Material Costs:
 - Entrance fees
 - Membership dues
- Personnel costs:
 - Charges
 - Volunteers (FÖJ/BFD)

Remarks: NGO Glücksburg (Kreis Flensburg-Schleswig)



9.3. Austria

Social enterprises in Austria

9.3.1. FELD³⁷

(Innsbruck/Tyrol)

Type: Social Entrepreneurship/ (official appearance as association)

Initiative tapping on unused resources in order to avoid unnecessary production and consumption.

Unused resources - material and immaterial - are discovered, collected and transformed together. This results in a variety of new possibilities: products that tell stories and unique pieces that sensitize us to the Wa(h)ren value are created.

The FELD-Verein offers in and around Innsbruck an exchange opportunity for all interested parties and participants - in a consumer-free area.

Unused resources exist in many areas - food, raw materials, knowledge, etc. - but they are not always used. Unfortunately, for various reasons (practicability, ignorance, profitability, etc.), new production is often used instead of existing ones. However, these already produced resources offer a lot of means and possibilities so that they do not have to be declared as waste and disposed of.

Objectives: Reuse material to avoid unnecessary production and consumption.

Beneficiaries: Everyone who becomes a member of the association or takes part in projects or workshops.

9.3.2. Ho&Ruck³⁸

(Innsbruck/Tyrol)

Type: Social Enterprise/ (official appearance as public-benefit limited company)

HoRuck is an indoors flea market for second-hand furniture and items for the home. It was founded in 1984 and boasts both social and economic benefits.

They aim to help job seekers who are particularly disadvantaged in the labour market and encounter difficulties entering the working force. This is in an effort to prepare them for their new employment by providing them with temporary jobs, training and advice. With this support, job seekers employed for a limited period of time can better achieve their goal of regaining a foothold in the labour market.

Objectives: Reintegration and support for job seekers; supports the reuse of used goods.

Beneficiaries: Long-term unemployed, job seekers facing disadvantages on the labour market as former inmates.

³⁷ <http://feld-verein.at/>

³⁸ <https://horuck.at/>



9.3.3. WAMS³⁹

(Innsbruck/Tyrol)

Type: Social Enterprise/ (official appearance as association)

Shop for second -hand goods (clothes, boots, furniture, sports goods etc). With its network of four shops in Innsbruck WAMS focuses on creating jobs for disadvantaged people while promoting preservation of the environment by not throwing items rather reusing them.

The WAMS association offers a total of 127 jobs in socio-economic enterprises in Innsbruck, Hall, Schwaz, Jenbach and Kirchbichl with full social insurance and collective wage agreements.

- 127 jobs exist 83 with social and labour market policy objectives
- 59 transit jobs for long-term unemployed - as a stepping stone back to the labour market
- 22 jobs for jobseekers aged 55 and older - as a stepping stone back into the labour market or into retirement
- 2 protected jobs for people with disabilities - for integration into working life

Objectives: Job creation for particularly disadvantaged job seekers; Environmental thinking: reuse instead of throwing away.

Beneficiaries: Long-term unemployed; older employees.

9.3.4. Community Based Social Entrepreneurship - KOMM!UNITY⁴⁰

(Wörgl/Tyrol)

Type: Community based Social Enterprise/ (official appearance as association)

Komm!unity operates several facilities in Wörgl and the surrounding area. In addition, the association develops and implements numerous projects and events such as youth clubs, women's cafés, the dinner club and exhibitions. Komm!unity is active in several networking committees and contributes its experience there. The tasks of the association include advising politicians and administrators on issues relating to youth and integration.

Objectives: Promotion of youth, integration and community work.

Beneficiaries: Entire parts of the local society, i.e. young people, migrants, etc.

9.4. Latvia

9.4.1. Visi Var

Social enterprise “Visi Var” has opened a charity shop in Sigulda (a town 50 km from the capital city Riga), Vidzeme region. The shop sells hand-made products produced by people with disabilities. Products sold in the shop have been produced in candle, soap, ceramics, leather,

³⁹ <http://www.wams.at/>

⁴⁰ <http://web.kommunity.me/>



weaving, woodworking and sewing workshops. Some of the products include traditional heritage elements.⁴¹



9.4.1. Čaklās Bites Bode

Social enterprise “Čaklās Bites Bode” has opened a shop in Valmiera, one of the largest towns in the Vidzeme region. The shop sells hand-made products produced by people with disabilities seniors without family, multi-child parents, and parents of kids with special needs. The shop also sells products produced by the craftsmen of Vidzeme and Latgale. Some of the products include traditional heritage elements.⁴²

9.5. Bulgaria

9.5.1. Bookstore with mission "Hope"

In order to save ten young people with intellectual disabilities, the Parallel World Association from Plovdiv - Bulgaria created a social enterprise, which consists of a workshop for the production of souvenirs and a bookstore for the sale of books, souvenirs and gifts. The Parallel World Association was created by parents of children with intellectual disabilities. The members

⁴¹ Visi Var (2019), <http://www.visivar.lv>, <https://www.facebook.com/socialaisuznemumsVisiVar/>

⁴² Fonds “Iespēju tilts”(2019), <https://www.fondsiespejutilts.lv/lv/>,
<https://www.facebook.com/%C4%8Cakl%C4%81s-Bites-Bode-1838674329586290/>



of the association are led by the idea to show the public that their children can work and contribute to the development of services.

A workshop for hand-made cards and various kinds of souvenirs is organized. Four young people with disabilities work in this workshop. At the other site - the bookstore "Hope", their chance to work fully finds six more children. After the start of the social enterprise project, interest has been shown by many more young people. Parents successfully implement the idea of social inclusion and social integration of young people with intellectual disabilities as well as other disadvantaged people on the labor market, as their parents. The premises of the social enterprise are built and equipped. For the production of the souvenirs, a workshop for the premises currently used by the Parallel World Association, Plovdiv, is housed and equipped and a total of 7 persons are employed, four of them are persons with intellectual difficulties.

By implementing these activities a social enterprise has been operating for one year, whose main objective was to create access to employment and the possibility of social inclusion of persons from vulnerable groups on the labor market, persons with intellectual disabilities.

9.5.2. Bread Houses

The Network of Bread Houses was created by Dr. Nadezhda Savova-Grigorova, a cultural anthropologist from Princeton University, USA. In 2009, on the site of the old craft shop of Nadezhda's old-fashioned craft in Gabrovo, she experimented and created the first Bread House, which awakened the enthusiasm of a group of volunteers and quickly became one of the newest and most innovative in Bulgaria, "St. St. Damaskin and Onufry Gabrovski-2011 ". After the first Breadhouse established in Gabrovo in 2009, the second Bread House in Zlataritsa was opened in 2010, entirely on the initiative of local people and managed to unite around the furnace the different 5 ethnicities of the small town . In 2012, the association won funding from the prestigious American Foundation C.S.Mott with a project to develop a Bread House Network in 5 cities in Bulgaria - Sofia, Plovdiv, Stara Zagora, Varna and Gabrovo.

Bread Houses are 3 types:

- 1) Physical spaces (houses), some with a traditional wood furnace that function as cultural and social centers. Such are in Tarnovo, Gabrovo, Zlataritsa, Plovdiv, Stara Zagora, Koprivshtitsa, Svilengrad, Lobos village.
- 2) Physical spaces (houses) that function as oven-social enterprises that contribute to the sustainability of free social programs. Such are in Sofia and Gabrovo.
- 3) The Bread House Program partners with local institutions (day care centers for the disabled, schools, community centers, Orthodox churches, museums, etc.) by training them to hold regular events with kneading and baking bread with vulnerable groups. Such programs exist in Varna, Nova Zagora, Burgas, Vidin, Pleven and others.



All regular and extraordinary activities are organized by people who have believed in the mission of the Bakery Houses Network, to be connected with the bread, forming meeting places where, among the coziness of the fire and the aroma of warm bread, different people, acquaintances and strangers, small and big Bulgarians and foreigners, to come together and support each other by enriching and developing each other, to discover their unexpected artistic talents. The various creative methods that have developed around breadmaking have been proven by the years and observations of psychologists, art therapists and social workers as a successful and new kind of art therapy: "Bread therapy" (www.breadtherapy.net).

The business activity of these products and services in this social enterprise model, united in a network called the "Social Franchise", supports free social programs for bread therapy and the labor and social integration of children and adults with disabilities and from various vulnerable groups.

9.6. Romania

9.6.1. *The Jamble*

The Jamble helps to create collaborations between people eager to develop projects or to put into practice different ideas. The online community is useful to those who have startup ideas and need experienced collaborators who could help them develop their ideas.

9.6.2. *CONCORDIA - The bakery with Stories*⁴³

Is the place where you drink a coffee, eat a cake and help the young people in the placement centers without realizing it. The social business is of the humanitarian organization Concordia, which supports children without a second chance, offers them a place to sleep, train them professionally for finding a job, for life to go on.

The social business of the organization Concordia, Bakery with Stories, the place where you drink coffee and help the children from the placement centers

The bakery with stories is the social enterprise developed by the humanitarian organization Concordia, where clients can drink a coffee, eat a cake or a sandwich, thus joining a social cause, in the context in which the revenues generated by this business are directed to the projects. social networks developed by Concordia.

The house on the corner, shaded by some trees, was donated 28 years ago to the association by the Catholic Church. Previously she was hosting a children's home, but, over time, did not meet the standards of child care and it was necessary to find another utility. So it has been transformed into a hostel with 11 places, and the ground floor into a cafe with 25 places.

⁴³ details at

<https://www.wall-street.ro/articol/Companii/204153/5-exemple-antreprenoriat-social-din-care-te-poti-inspira.html#gref>



10. RESOURCES, FURTHER READING

10.1. Further reading

1. *Co-operative Business District: a guided journey to discover your own public service co-operative destination. Co-operatives UK. May 2011.*
2. *How to become and employee owned mutual – an action checklist for the public sector. Office of Public Management. March 2011. Legal Process “map”. Asset Transfer Unit. December 2010.*
3. *New models of public service ownership: a guide to commissioning, policy and practice. Office of Public Management. August 2010. Procurement guide for commissioners of NHS-funded services. Department of Health. July 2010.*
4. *Social Enterprise and the Public Sector; A practical guide to law and policy. Antony Collins Solicitors. 2007.*
5. *Social Enterprise - Making a Difference: a guide to the Right to Request. Department of Health. November 2008.*
6. *Special Report on Developing a Mutual for Local Authority Service Delivery. TPP Law. November 2010.*
7. *The Journey: Becoming a Mutual or Social Enterprise. Local Partnerships. October 2010.*
8. *The Right to Request; Making an expression of interest: Guidance and Template. Department of Health. November 2008.*
9. *Transitions: Social Enterprise public services. Social Enterprise London. August 2010.*

10.2. Recommended webography

1. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/Preparing_for_the_Social_Value_Act_Dec_12.pdf
2. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/What_makes_a_social_enterprise_a_social_enterprise_April_2012.pdf
3. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/Social_Franchising_manual-1.pdf
4. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/seuk_franchisees_guide.pdf
5. https://www.britishcouncil.org/sites/default/files/greece_social_and_solidarity_economy_report_greek_british_council.pdf
6. https://www.britishcouncil.org/sites/default/files/greece_social_and_solidarity_economy_report_english_british_council_0.pdf
7. <https://www.the-sse.org/resources/idea/researching-and-piloting-a-new-idea/>
8. <https://www.the-sse.org/resources/starting/finding-money-start-social-enterprise/>
9. <https://www.the-sse.org/resources/starting/start-social-enterprise-10-steps/>
10. <https://startups.co.uk/how-to-start-a-social-enterprise-3-simple-steps/>



11. BIBLIOGRAPHY & WEBOGRAPHY

11.1. Bibliography

1. *Romanian Law 219/2016 regarding social enterprises*
2. *YOUTH MOVE ENGINE FOR EU SOCIAL ECONOMY TC Método Estudios Consultores SLU.*
3. *V.C. Axinte, "Initierea unei afaceri - Realizarea unui plan de afaceri de la A la Z", 2015 (Starting a business - Creating a business plan from A to Z)"*
4. *Programme Guide for European Social Fund – SPECIFIC CONDITIONS Support for social economy structures AP 4/PI 9.v/OS 4.16*
5. *YOUTH MOVE ENGINE FOR EU SOCIAL ECONOMY TC Método Estudios Consultores SLU.*
6. *Social Enterprise and the Public Sector; A practical guide to law and policy. Antony Collins Solicitors. 2007.*

11.2. Webography

1. <http://www.cheertheproject.eu>
2. <http://www.ies.org.ro>
3. https://eacea.ec.europa.eu/sites/eacea-site/_en
4. <https://www.culturepartnership.eu/en/publishing/creative-europe/about-creative-europe>
5. <https://ec.europa.eu/programmes/erasmus-plus/opportunities/how-to-apply>
6. https://eacea.ec.europa.eu/erasmus-plus/funding_en
7. <http://koinsep.org/%ce%b1%ce%bd%ce%b1%ce%bc%ce%b5%ce%bd%cf%8c%ce%bc%ce%b5%ce%bd%ce%b1-%cf%80%cf%81%ce%bf%ce%b3%cf%81%ce%ac%ce%bc%ce%bc%ce%b1%cf%84%ce%b1-%cf%83%cf%84%ce%ae%cf%81%ce%b9%ce%be%ce%b7%cf%82-%ce%b5%cf%80/>
8. <https://www.etean.com.gr/PublicPages/PastProgram2.aspx?ID=87>
9. http://www.oaed.gr/anoikta-programmata/-/asset_publisher/yZKVoEuwB4Rg/content/programma-proothese-s-sten-autoapascholese-meso-tes-oikonomikes-enischyses-epicheirematikon-protoboulion-10-000-anergon-elikias-18-66-eton?redirect=http%3A%2F%2Fwww.oaed.gr%2Fanoikta-programmata%3Fp_p_id%3D101_I_NSTANCE_yZKVoEuwB4Rg%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-1%26p_p_col_pos%3D2%26p_p_col_count%3D3
10. <http://www.erstestiftung.org/de/erste-stiftung/aktivitaeten/>
11. <https://zeroproject.org/uber-die-essl-foundation/>
12. <https://www.gemeinwohl.coop>



13. <https://www.nesst.org/romania/>
14. <https://www.startarium.ro>
15. <https://www.business-to-you.com/scanning-the-environment-pestel-analysis/>
16. <https://www.entrepreneur.com/article/247574>
17. <https://x.xplane.com/empathymap>
18. <http://www.societyprofits.eu/lessons/non-formal-tools-in-english/>
19. <https://www.facebook.com/pages/category/Agricultural-Cooperative/panosaeto/posts/>
20. <http://feld-verein.at/>
21. <https://horuck.at/>
22. <http://www.wams.at/>
23. <http://web.kommunity.me/>
24. <http://www.visivar.lv>, <https://www.facebook.com/socialaisuznemumsVisiVar/>
25. <https://www.fondsiespejutilts.lv/lv/>,
26. <https://www.facebook.com/%C4%8Cakl%C4%81s-Bites-Bode-1838674329586290/>
27. <https://www.wall-street.ro/articol/Companii/204153/5-exemple-antreprenoriat-social-din-care-te-poti-inspira.html#gref>
28. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/Preparing_for_the_Social_Valu_e_Act_Dec_12.pdf
29. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/What_makes_a_social_enterpri_se_a_social_enterprise_April_2012.pdf
30. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/Social_Franchising_manual-1.pdf
31. https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/seuk_franchisees_guide.pdf
32. https://www.britishcouncil.org/sites/default/files/greece_social_and_solidarity_economy_report_greek_british_council.pdf
33. https://www.britishcouncil.org/sites/default/files/greece_social_and_solidarity_economy_report_english_british_council_0.pdf
34. <https://www.the-sse.org/resources/idea/researching-and-piloting-a-new-idea/>
35. <https://www.the-sse.org/resources/starting/finding-money-start-social-enterprise/>
36. <https://www.the-sse.org/resources/starting/start-social-enterprise-10-steps/>
37. <https://startups.co.uk/how-to-start-a-social-enterprise-3-simple-steps/>
38. <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
39. <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance>.
40. https://www.worldometers.info/coronavirus/?utm_campaign=homeAdUOA?Si
41. <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0143>
42. <https://ec.europa.eu/eurostat/cache/recovery-dashboard/>
43. https://ec.europa.eu/info/files/policy-measures-against-spread-coronavirus_en



This guide has been produced by Millenium Center Association within the Erasmus+ Strategic Partnership “CHEER - Cultural heritage entrepreneurs” (2018-2020) financed by the Erasmus+ programme.

CHEER partnership:

Zentrum für interkulturelle Bildung und Arbeit (Germany)

IDEC (Greece)

Folklore Company of Varnava - Municipality of Marathon (Greece)

Verein Multikulturell and Compass4You (Austria)

Millennium Center (Romania)

Sozopol Foundation (Bulgaria)

Creative Ideas (Latvia)

The partners have contributed to the content of this guide and has translated in their own language. The results of CHEER project and all the language versions can be found on the project website www.cheertheproject.eu.



Erasmus+ Strategic Partnership for Adult Education CHEER - Cultural heritage entrepreneurs

IO3 Trainer's guide

CHEER TRAINER'S GUIDE by *CHEER - Cultural heritage entrepreneurs* is licensed under
Attribution 4.0 International. To view a copy of this license, visit
<http://creativecommons.org/licenses/by/4.0/>



The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which exclusively reflect the views of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.