

Study on the social enterprises ecosystem in Catalonia

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ACCIÓ



**Generalitat
de Catalunya**



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Executive summary

Executive summary

STUDY ON THE SOCIAL ENTERPRISES ECOSYSTEM IN CATALONIA

- In this study we define a “social enterprise” as an enterprise that reinvests 100% of its profits, which mission is to achieve a positive impact on society and more than 50% of its income comes from the billing for sales (services or products)
- From a database of 519 potential social enterprises, 293 fulfilled the previous criteria. 80 of them answered a quantitative survey
- 74,7% of social enterprises are in Barcelona region
- 53,6% were created before 2007
- 52,6% identifies labour integration as its main social objective/field of impact and 26,3% services for people as their main sector
- 66,1% mainly commercialises in Catalonia area. 22,5% has started selling/providing services outside Spain
- It is a feminised sector, with 68,9% of female workers
- “Special Working Centres” and “Insertion Companies” are 46,3% of social enterprises*
- 51,52% of social enterprises are cooperatives, so this is the main legal form
- 45% identifies market and commercial problems as its main difficulty. 46,3% believes that marketing and business model are its main strategic needs

* These are special social enterprises. Definitions can be found on page 33.

Project background and objectives

Project background

The **European project RaiSE, led by ACCIÓ**, has been created to enhance the competitiveness of social enterprises.

RaiSE is an Interreg Europe project funded by European Regional Development Funds.

7 European partners with varied policy contexts have united their efforts to improve together the support that each region gives to social enterprises. For 2 years and a half (January 2017 to June 2019), the partnership will share experiences to enhance and influence governance and the business support policies to social enterprises in each region.

One of the activities of RaiSE project is the elaboration of 6 regional study reports and 1 interregional analysis to map the social enterprises ecosystem in each region and identify barriers and needs.

The studies, and a good practice guide that will be prepared subsequently, will be used to elaborate Action Plans, that project partners will present to their Governments and that will include proposals for actions to improve the business support policies to social enterprises.

The last 2 years of the project (July 2019 to June 2021) will be devoted to monitor the implementation of these Action Plans.

(You will find more information about RaiSE project in www.interregeurope.eu/raise)

Project objectives

The goal of this study is the elaboration of a **mapping** of social enterprises in Catalonia, as well as the detection of existing **gaps** between the enterprises needs and the facilities provided by the public sector. This will allow the further elaboration of public policies that will cover these shortcomings.

Social entrepreneurship is a relatively new phenomenon, with all the consequences that this implies. Even though the first attempt to define the “social enterprise” as a concept was made 50 years ago, actually there is not a clear consensus on a definition that could include every social enterprise.

The main objective of the first point is to propose a definition of this concept, so that the present study can be clearly delimited.

Definition of social enterprise

Two schools of thought

SOCIAL ENTREPRENEURSHIP VS SOCIAL ENTERPRISE



— Social entrepreneurship as the fundamental axis (School of thought 1)

It focuses on the social entrepreneur figure as the entrepreneurship's main axis. He or she is the leader, and there is an individuality around his/her figure.



— Social enterprise as the fundamental axis (School of thought 2)

The definition focuses on the social enterprise as the entrepreneurship's main axis. The social enterprise acts as a whole and collectively.

Common requirements: terms

THE FOLLOWING TERMS ARE COMMON TO BOTH SCHOOLS OF THOUGHT AND THEY ARE ESSENTIAL TO UNDERSTAND THE RESULTING DEFINITION

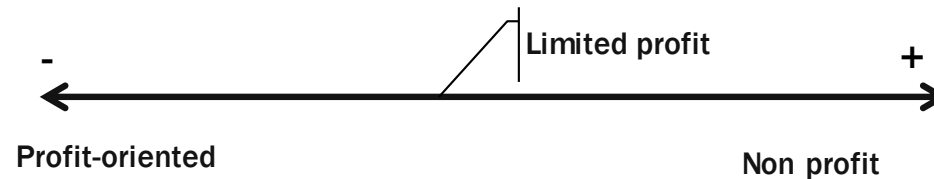
Social need: situation where a human community can be affected by the lack of access to a social field, by an environmental grievance in the ecosystem or by the defencelessness or the lack of access to a cultural field.

Entrepreneurial activity: process through which products, goods or services are obtained in order to cover human needs. Entrepreneurial activity must be sustainable and it must allow the social enterprise to compete on the market.

Positive impact: alterations, changes or transformations that intend to reverse the initial situation of social need and that are produced as a result of the action of the social enterprise.

Discussion topics

THERE IS NO CONSENSUS AMONG THE TWO SCHOOLS OF THOUGHT ON THE FOLLOWING ELEMENTS



Definition of social enterprise

A SOCIAL ENTERPRISE IS AN ORGANISATION THAT ARISES AS A CONSEQUENCE OF THE DETECTION OF A SOCIAL NEED AND, THROUGH AN ENTREPRENEURIAL ACTIVITY, INTENDS TO PRODUCE A POSITIVE IMPACT, TRANSFORMING THE INITIAL SITUATION

Minimum elements of the social enterprise

WITH THE GOAL OF ESTABLISHING THE CONCEPT OF “SOCIAL ENTERPRISE” TO BUILD THE DATABASE FOR THIS STUDY, WE PRESENT BELOW THE CHARACTERISTICS THAT WILL DEFINE THE ANALYSED ORGANISATIONS

Mission:
To achieve a positive impact on society

Profit reinvestment policy:
100%

>50% of its income comes from the billing for sales (products or services)

**SOCIAL
ENTERPRISE**

Qualitative improvement elements

BEYOND THE MINIMUM ESTABLISHED ELEMENTS, ON THEIR COMMITMENT TO TRANSFORM SOCIAL NEEDS, SOCIAL ENTERPRISES HAVE TO PROMOTE AND ENCOURAGE SOME VALUES ASSOCIATED WITH THE PRINCIPLES OF THE SOCIAL ECONOMY

Criteria to increase the positive impact and the transformation ability of social enterprises

The following criteria are not taken into consideration to elaborate the current Catalan social enterprises mapping, but they are compiled in this space with the aim of being gradually assumed by social enterprises. These organisational principles, that differentiate between the organisations focused on social transformation and those focused on traditional trade, are included in the European definition of social economy

1. Primacy of the individual and the social objective over capital
2. Voluntary and open membership
3. Democratic control by the membership
4. Combination of interests of members, users and general interest (society), reinforced by a strong territorial anchorage
5. Defence and application of the principle of solidarity and responsibility
6. Autonomous management and independence from public authorities

Study methodology

Study methodology

DATABASE, SURVEY AND QUALITY INTERVIEWS

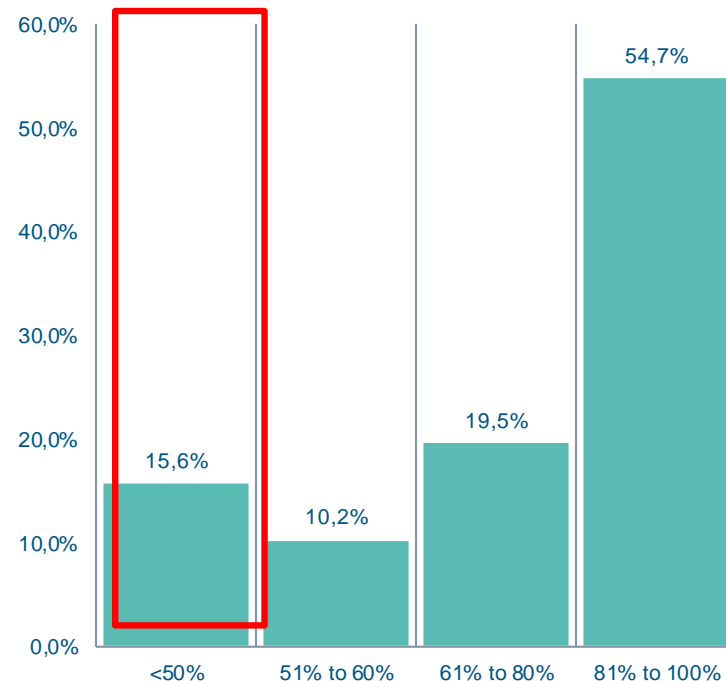
- An initial database was built, including **519 potential Catalan social enterprises**
- Data was extracted from primary and secondary sources, such as information available in the network of social economy in Catalonia or Tandem Social's own expertise
- The survey was sent to the 519 potential social enterprises identified in the previous phase
- From these 519 potential social enterprises, 128 answered the survey, which entails a **24,08%** of answers
- The questions raised sought to obtain **data and quantitative information**, to elaborate a characterisation of the social enterprise in Catalonia
- The survey sent is included in Annex 1.
- Afterwards **12 social enterprises** located in Catalonia were interviewed, with the aim of obtaining qualitative information about their needs
- The social enterprises interviewed came from different sectors, social impact, size and territory
- The diversity in the social enterprises interviewed enabled to obtain various information and a global and at the same time specific vision about the needs of the social enterprises in Catalonia

Variables that define social enterprises

Variables that define social enterprises

NUMBER OF ENTERPRISES ACCORDING TO THEIR PERCENTAGE OF BILLING FOR SALES (PRODUCTS OR SERVICES) OUT OF THE TOTAL INCOME OF THE ORGANISATION

- 84,4% of the survey respondents invoice for sales more than 50% of their total income, so they could be considered social enterprises
- On the basis of the 519 initial organisations, we could estimate around 437 social enterprises in Catalonia according to this criterion
- Most organisations (54,7%) invoice for sales from 81% to 100% of their total income

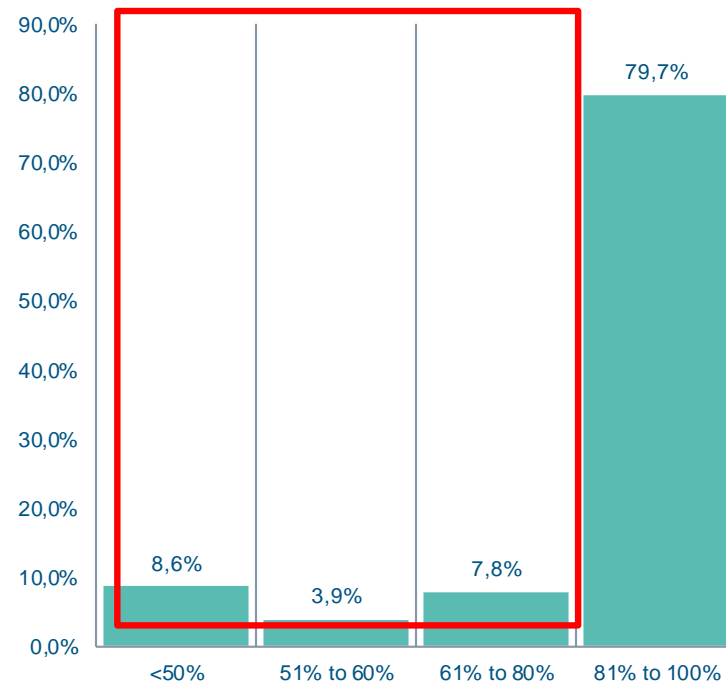


**Based on a sample of 128 organisations*

Variables that define social enterprises

NUMBER OF ENTERPRISES ACCORDING TO THEIR PROFIT REINVESTMENT POLICY

- 20,3% the survey respondents do not have a 100% profit reinvestment policy and are discarded as social enterprises
- On the basis of the 519 initial organisations, we could estimate around 412 social enterprises in Catalonia according to this criterion
- 79,7% completely reinvests its benefits

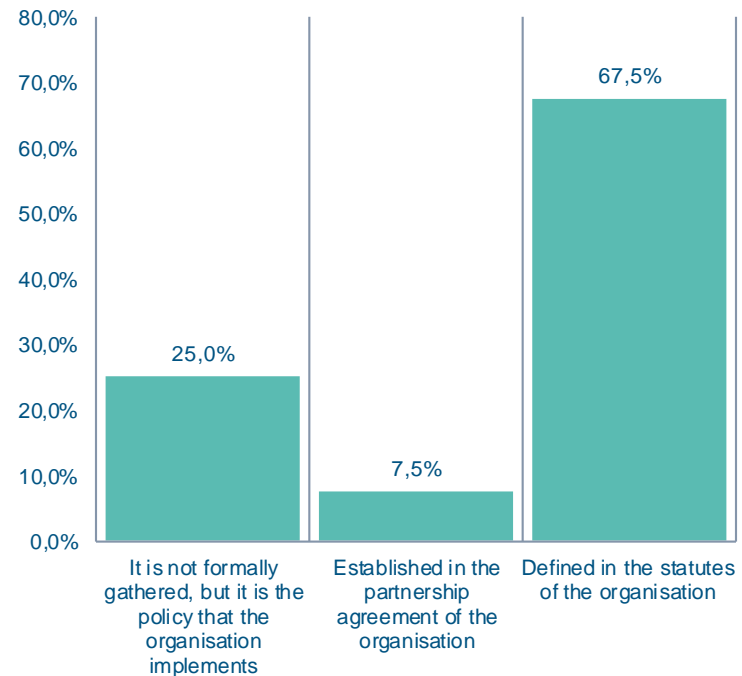


**Based on a sample of 128 organisations*

Variables that define social enterprises

NUMBER OF ENTERPRISES ACCORDING TO HOW THEY ESTABLISH THEIR REINVESTMENT POLICY

- Reinvestment policy is mainly established (67,5%) by the statutes of the organisation
- 25% of social enterprises do not formally gather their reinvestment policy, but it is the policy that the organisation implements in practice



**Based on a sample of 128 organisations*

Variables that define social enterprises

SELECTION OF SOCIAL ENTERPRISES AMONG THE SURVEY RESPONDENTS

After building a database of the potential social enterprises in Catalonia and sending the survey to the 519 organisations identified, 128 organisations answered the survey.

Following the criteria that define a social enterprise:

- More than 50% of its income comes from the billing for sales (products or services)
- Reinvests 100% of its profits in the same activity or in activities that seek to achieve the same social goals/social impact
- Identify, at least, one field of social impact

From the data base of 519 potential social enterprises, 293 fulfilled the three criteria mentioned earlier.

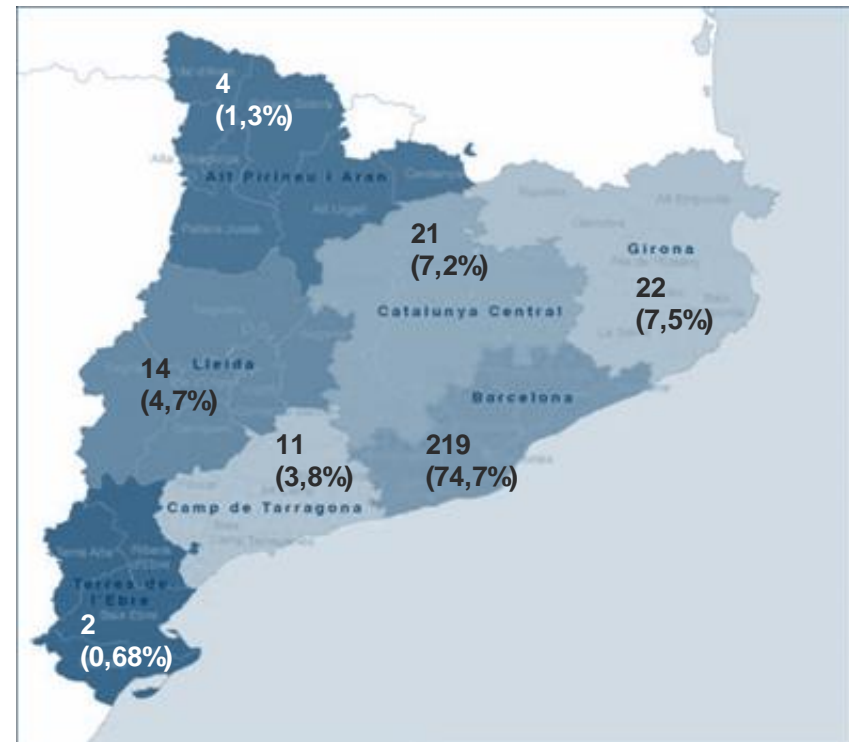
80 enterprises out of these 293 answered the survey.

These 80 enterprises are the ones that have been taken as a reference to elaborate the analysis that will be presented below.

Variables that define social enterprises

DISTRIBUTION OF THE SOCIAL ENTERPRISES IN CATALONIA BY REGIONS

Most of the Catalan social enterprises are located in Barcelona: 74,7% of them (219 out of 293)



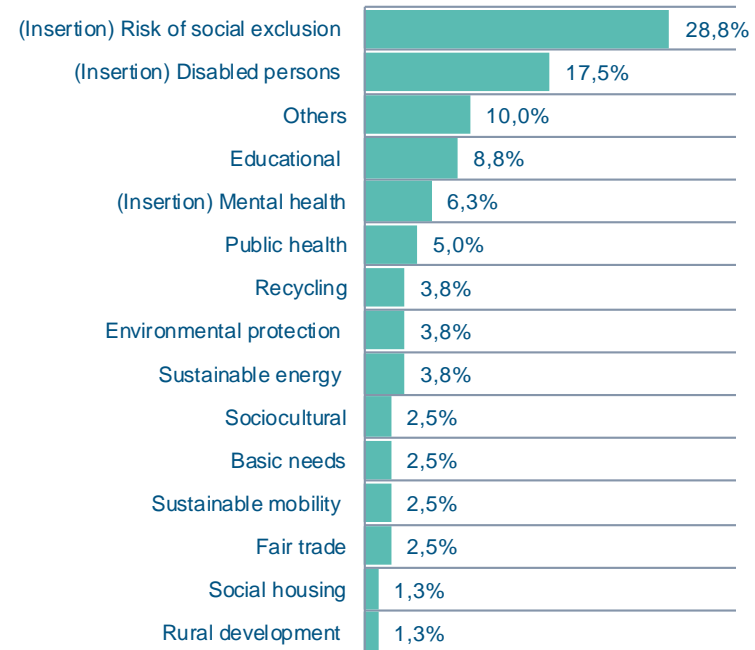
Characterisation of the Catalan social enterprise

Characterisation of the Catalan social enterprise

NUMBER OF ENTERPRISES ACCORDING TO THEIR MAIN FIELD OF IMPACT

—The main field of impact for the Catalan social enterprises is labour insertion, with 52,6% of enterprises. In particular, the insertion of persons at risk of social exclusion, with 28,8%.

—The fields with less impact are social housing and rural development, with 1,3% both.

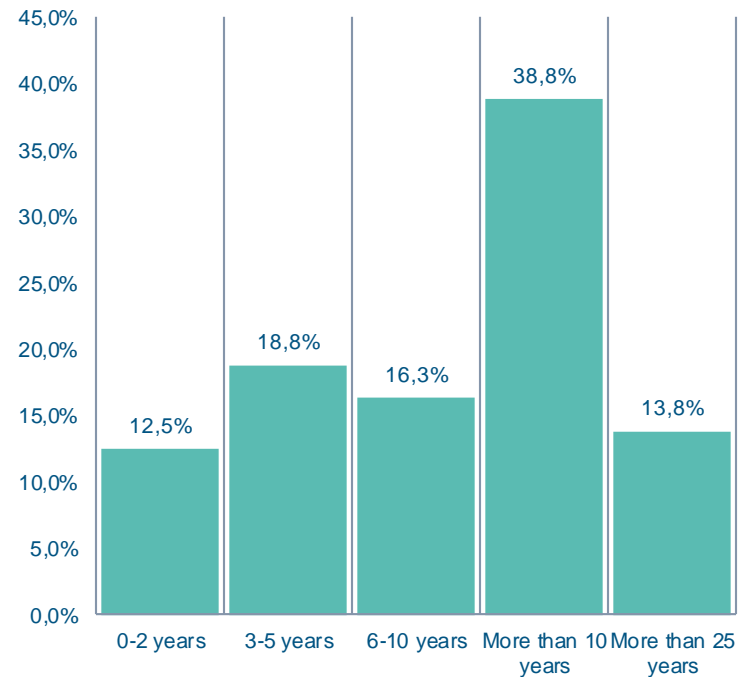


**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

NUMBER OF ENTERPRISES ACCORDING TO THEIR AGE

—Social enterprise sector in Catalonia consists mainly of organisations with more than 10 years of experience, so we can say it is an evolved sector
—Just 12,5% of social enterprises were created between 2015 and 2016, so we can identify a need to enhance this sector.

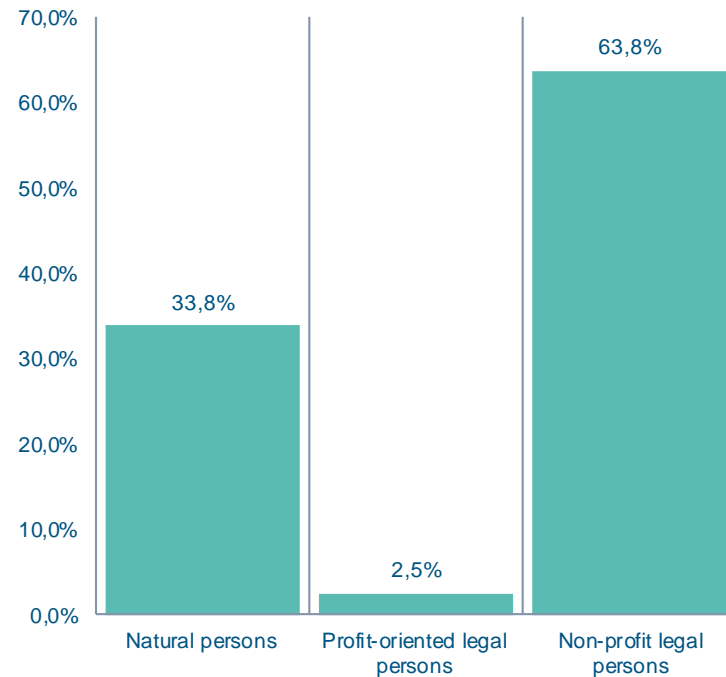


**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

NUMBER OF ENTERPRISES ACCORDING TO THE OWNERSHIP OF THE ORGANISATION

- Most of the social enterprises entrepreneurs (63,8%) are non-profit organisations
- 2,5% are owned by profit-oriented legal persons
- 33,8% are owned by natural persons, specially in a cooperative form

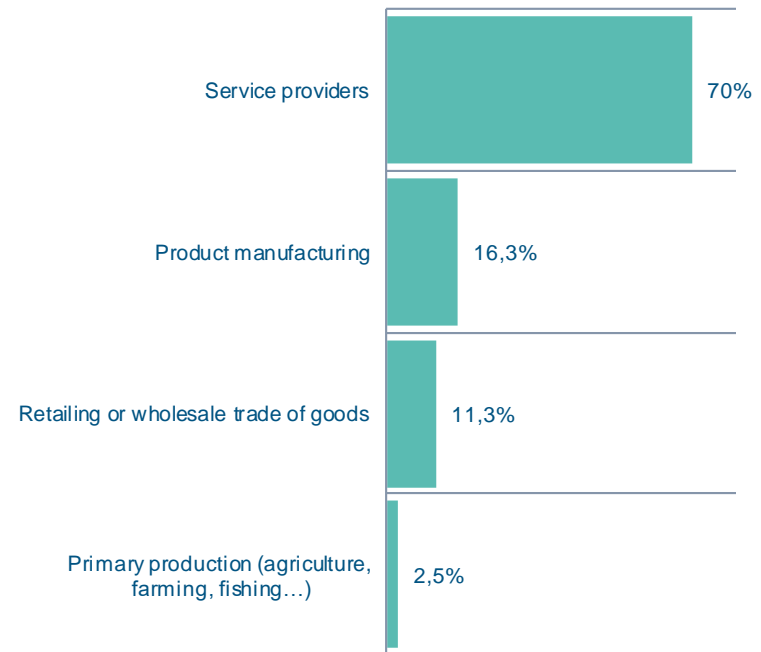


**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

NUMBER OF ENTERPRISES ACCORDING TO THE TYPE OF PRODUCTS/SERVICES OFFERED

- Most of the Catalan social enterprises are service providers (70%)
- 16,3% work on product manufacturing
- 11,3% are engaged in retailing or wholesale trade of goods
- The minority type of production is primary production, with 2,5%

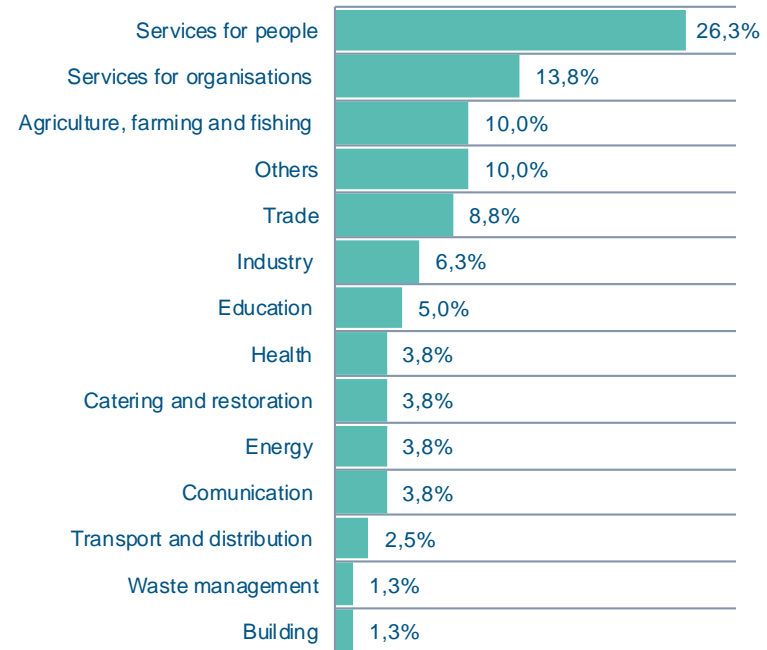


**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

NUMBER OF ENTERPRISES ACCORDING TO THEIR MAIN SECTOR OF ACTIVITY

Catalan social enterprises operate mainly in two sectors: services for people and services for organisations (26,3% and 13,8%)

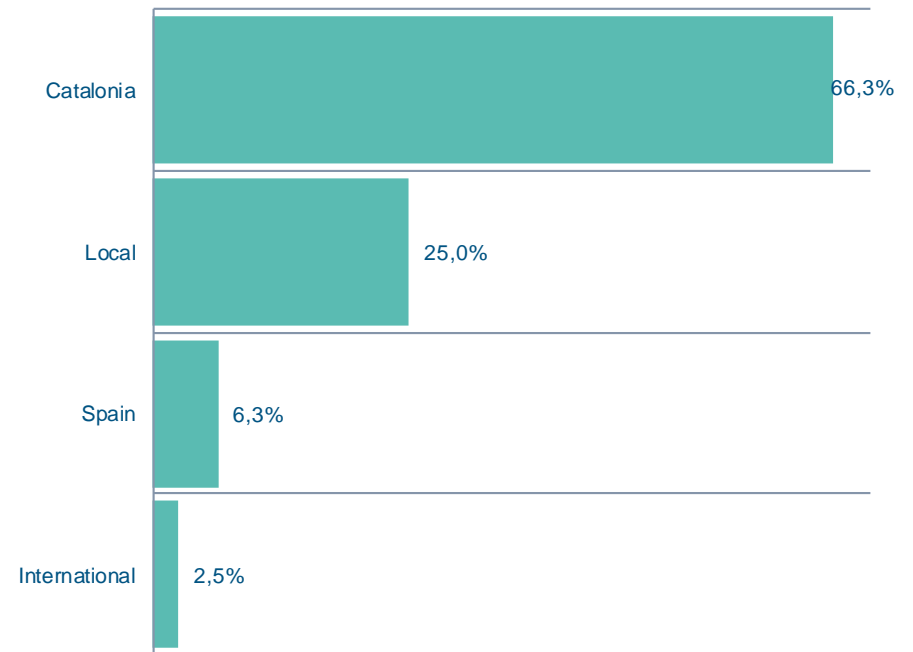


**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

NUMBER OF ENTERPRISES ACCORDING TO THEIR MAIN COMMERCIALISATION AREA

- 25% of Catalan social enterprises only commercialise locally
- Most enterprises (66,1%) have Catalonia as their main commercialisation area
- Just 2,5% of social enterprises have international markets as their main commercialisation area
- 22,5% of the Catalan social enterprises has begun selling abroad (outside Spain)



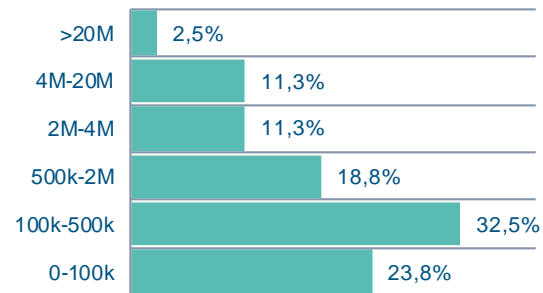
**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

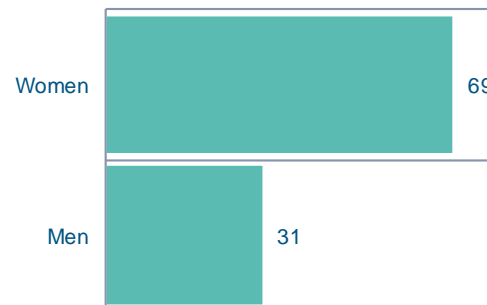
CATALAN SOCIAL ENTERPRISES AVERAGE INCOME DURING 2016 AND AVERAGE OF WORKERS

—The average income of 56,25% of the Catalan social enterprises is under 500.000€ per year
 —There are 69% men workers and 31% women workers

Annual average income



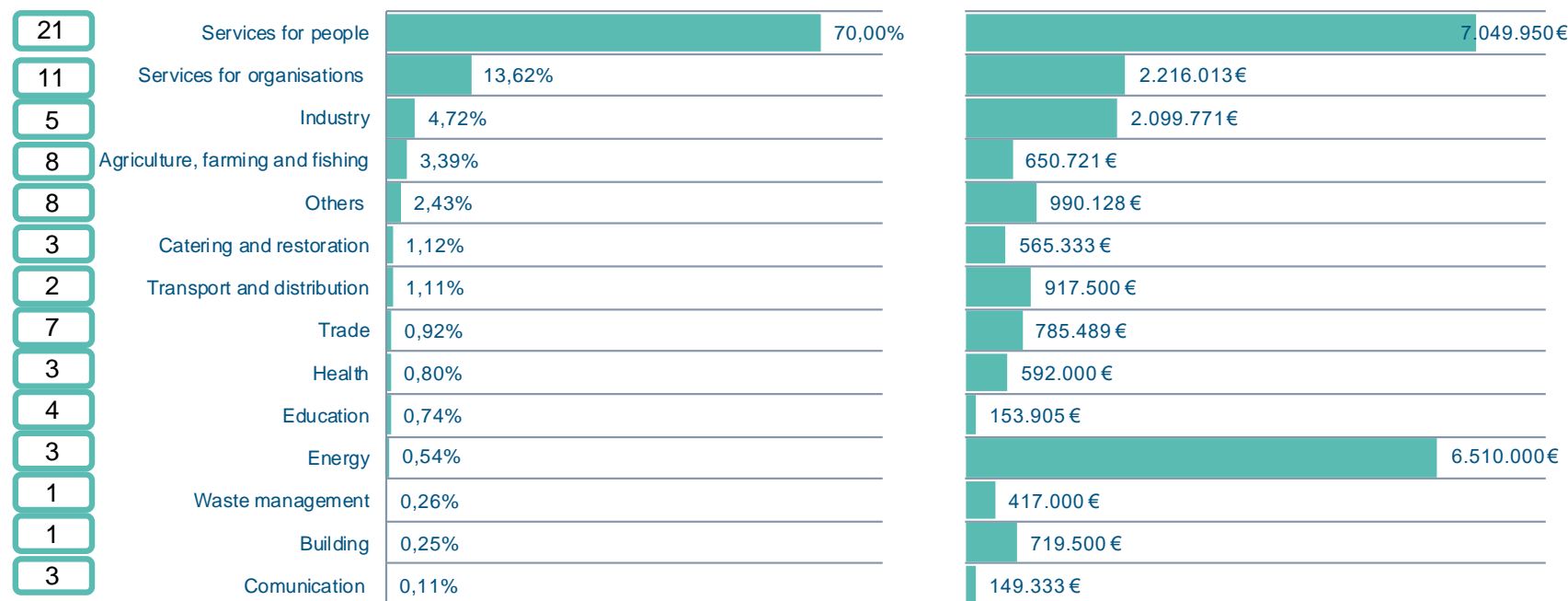
Average of workers



**Based on a sample of 80 enterprises*

Characterisation of the Catalan social enterprise

NUMBER OF WORKERS AND AVERAGE INCOME ACCORDING TO THEIR SECTOR OF ACTIVITY

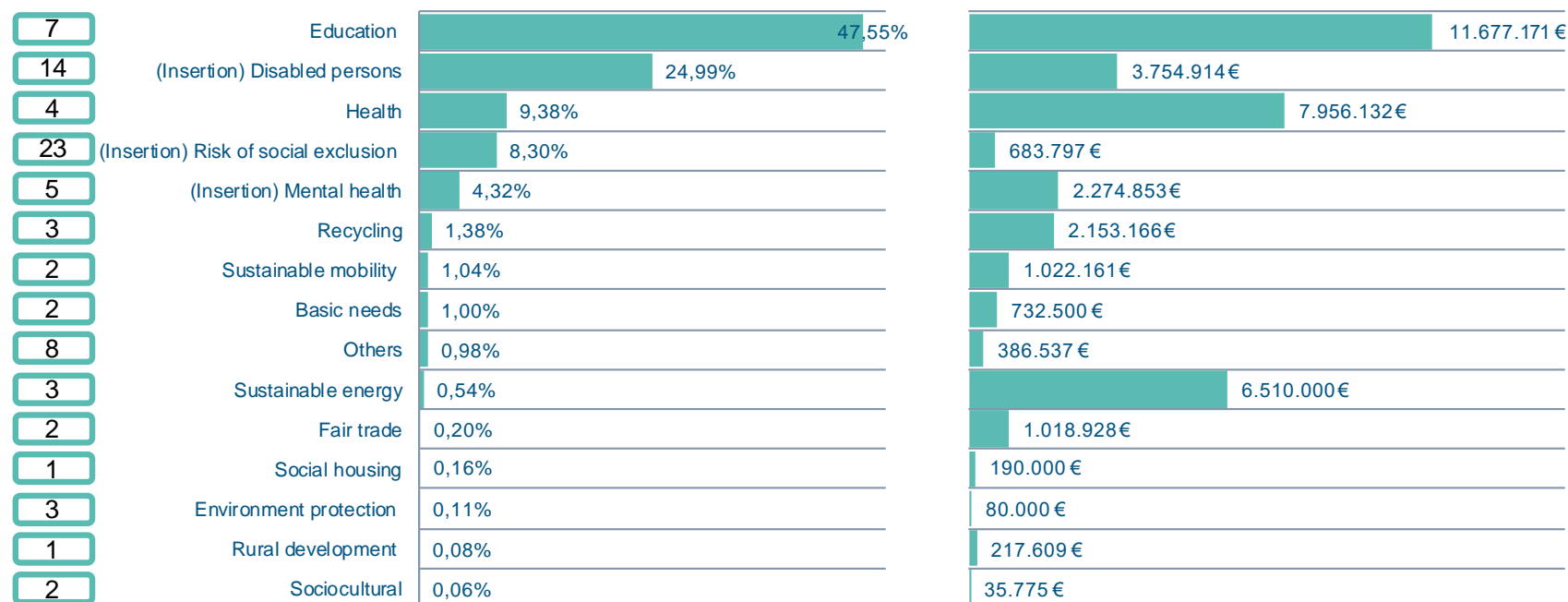


—The services for people sector accumulates the majority of workers (70%) and the majority of turnover (7 million euros)

—The energy sector, despite accumulating just 0,54% of workers, is the second sector with more turnover (6,5 million euros)

Characterisation of the Catalan social enterprise

NUMBER OF WORKERS AND AVERAGE INCOME ACCORDING TO THEIR MAIN FIELD OF IMPACT



The socio-educational field and the disabled people insertion field employ 72% of social enterprise workers. They are also the two sectors with the most revenue per enterprise

Characterisation of the Catalan social enterprise

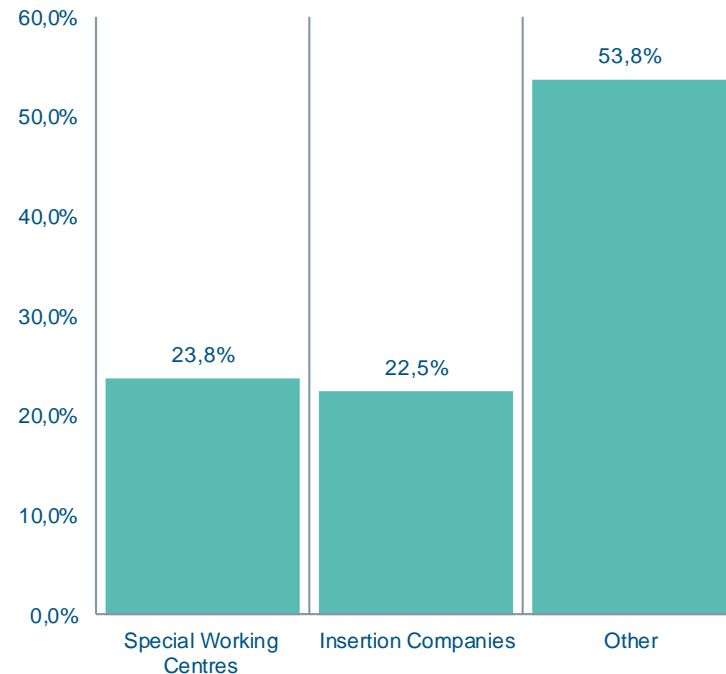
CLASSIFICATION ACCORDING TO SPECIAL WORKING CENTRES, INSERTION COMPANIES & OTHER

—Special Working Centres and Insertion Companies account for 46,3% of Catalan social enterprises

Definitions of these special social enterprises:

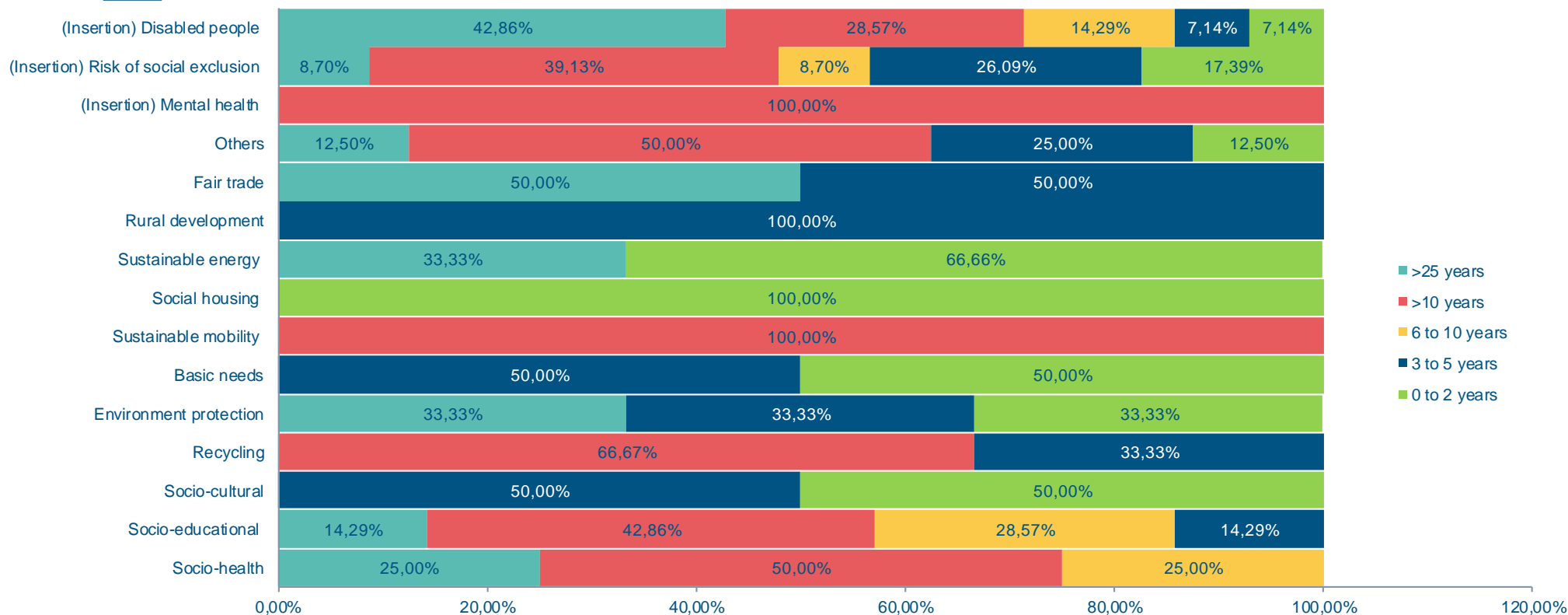
Special Working Centres are enterprises with a productive objective and a social function. They assure a paid job to disabled people and guarantee their social integration in an ordinary work regime.

Insertion Companies objective is socio-occupational integration for people at risk of social exclusion, promoted by public or non-profit organisations. They offer tailored social insertion processes, as well as training.



Characterisation of the Catalan social enterprise

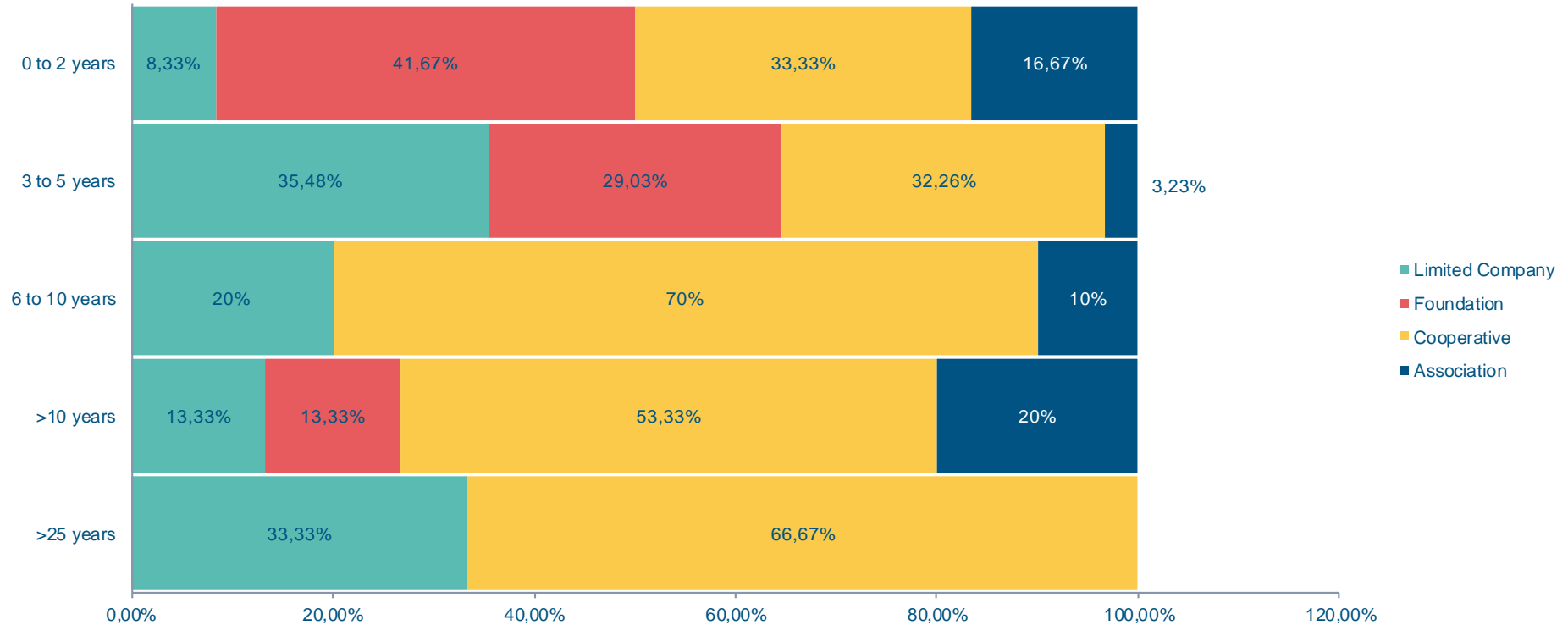
SOCIAL ENTERPRISES AGE ACCORDING TO THEIR MAIN FIELD OF IMPACT



Social insertion enterprises and recycling enterprises are the eldest, while fields such as social housing or sustainable energy are developed by young enterprises (under two years old)

Characterisation of the Catalan social enterprise

SOCIAL ENTERPRISES AGE ACCORDING TO THEIR LEGAL FORM



All the new social enterprises are business legal forms and cooperatives are predominant

Trends of the Catalan social enterprise

Trends of the Catalan social enterprise

CHARACTERISTICS OF THE ENTERPRISES CREATED IN THE LAST 3 YEARS

- The predominant legal form is still the cooperative form, with 70% of enterprises. The remaining 30% are constituted as Limited Companies
- The main field of social impact is labour insertion (40%). New fields are coming up, such as social housing (10%) or environmental protection (10%)
- New enterprises are mostly located in Barcelona region (90%), concentrating even more enterprises than before
- The property is divided equally between natural persons (50%) and non-profit legal entities (50%). Profit profit-oriented legal persons are disappearing
- 50% are service providers and 40% manufacture products. The remaining 10% is focused on primary production
- The main commercialisation area is Catalonia (60% of enterprises), and local level (30%). 10% have international markets as their main commercialisation area
- There is an equal division between their main sector of activity. The main sectors are agriculture, farming and fishing (20%), communication (20%) and services for people (20%). Other sectors are trading (10%) and education (10%)

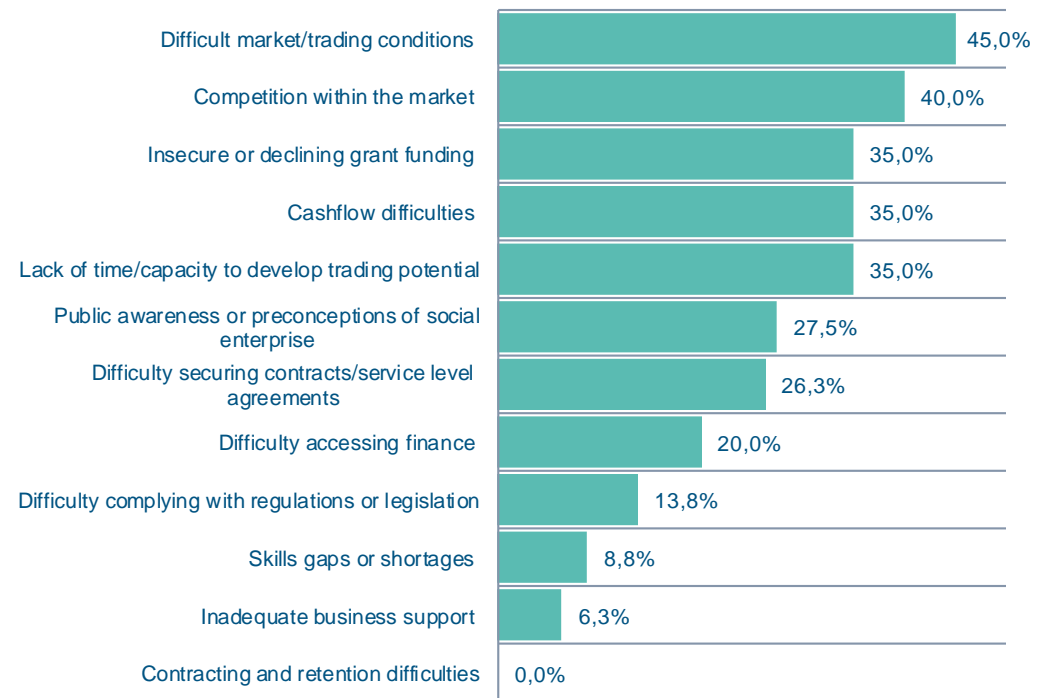
Difficulties, needs and challenges of the social enterprise

Difficulties, needs, and challenges of the social enterprise

MAIN DIFFICULTIES/BARRIERS OF THE SOCIAL ENTERPRISE

—The main problems for Catalan social enterprises are linked to market and trading aspects

—The other main difficulties are at an economic and financial level

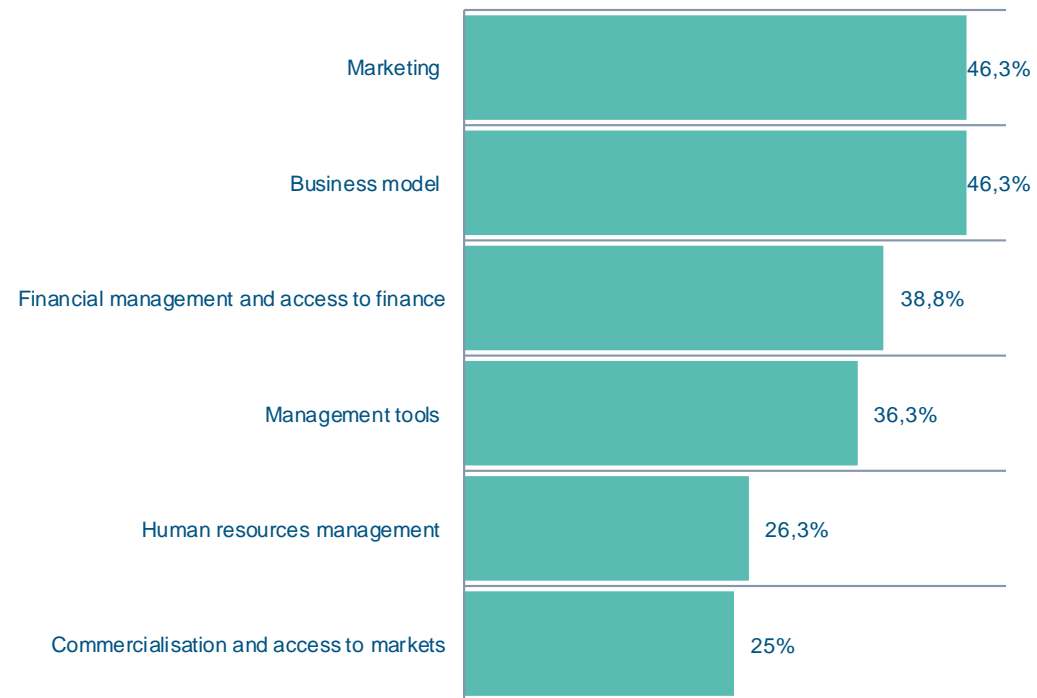


**Based on a sample of 80 enterprises*

Difficulties, needs, and challenges of the social enterprise

MAIN STRATEGIC NEEDS OF THE SOCIAL ENTERPRISE

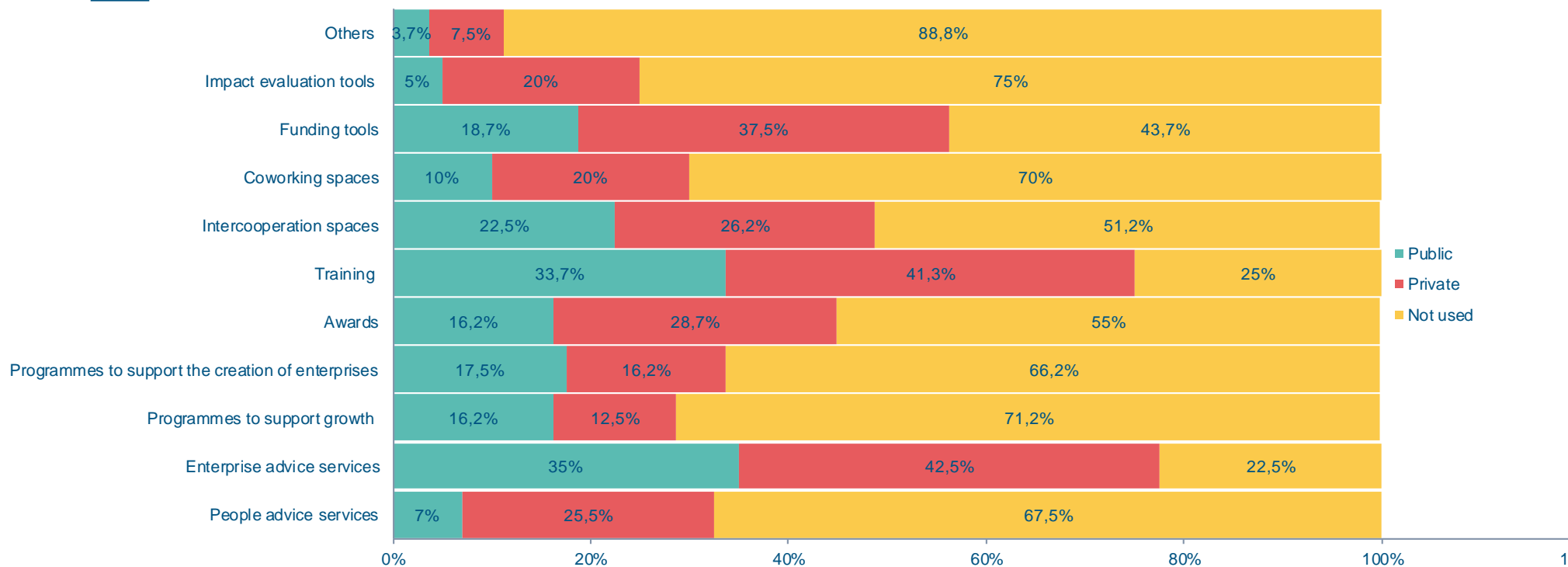
—The two main strategic needs identified by the survey respondents (46,3%) are business model (growth strategy...) and marketing (promotional tools and materials, digital marketing...)



**Based on a sample of 80 enterprises*

Difficulties, needs, and challenges of the social enterprise

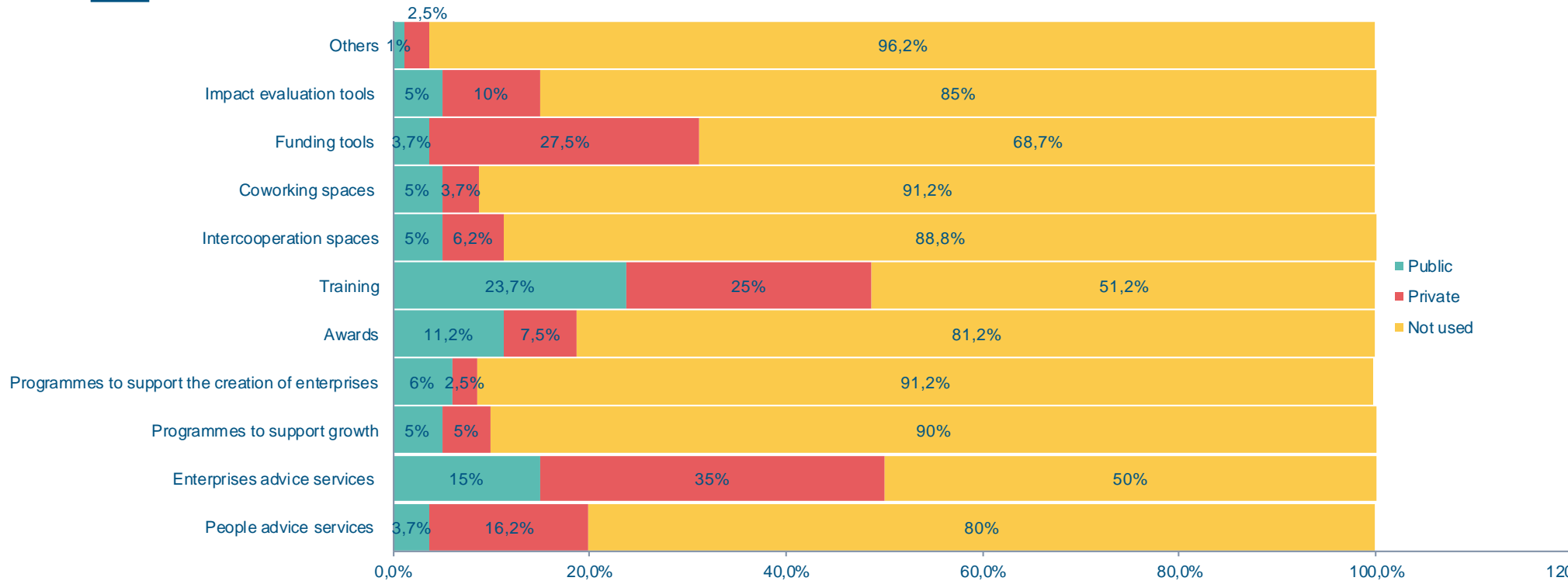
USE OF SUPPORT RESOURCES FOR THE SOCIAL ENTERPRISE



Most of the enterprises do not usually use specific support resources for the social enterprise. When they do, they tend to use private resources rather than public resources

Difficulties, needs, and challenges of the social enterprise

USE OF RESOURCES FOR THE ENTERPRISE IN GENERAL



Catalan social enterprises tend to use more frequently specific support resources for the social enterprise than support resources for the enterprise in general

Difficulties, needs, and challenges of the social enterprise

MAIN CATALAN SOCIAL ENTERPRISES: PARTICIPANTS OF THE QUALITATIVE INTERVIEWS



Difficulties, needs, and challenges of the social enterprise

ANALYSIS OF THE QUALITATIVE INTERVIEWS: NEEDS

In the qualitative interviews we have identified:

Accompaniment needs

- Advice at the very beginning (business plan and founding process)
- Legal advice
- Simple and agile bureaucracy
- Difficulties to carry out administrative tasks in small social enterprises
- Effective management services
- Committed accompaniment by experts in initial and growth stages

Funding needs

- Funding for treasury needs
- Capital investment

Trade needs

- Need to incorporate the commercial profile (salesman) to increase sales
- Difficulty to access public procurement

Knowledge needs

- Incorporation of talent to the organisations
- Renewal of the direction profiles and the structure of the social enterprise
- Specific training for newcomers to the sector
- Business and management knowledge
- Need to leave the day to day to think about new projects
- Need to incorporate financial profiles

Sustainability needs

- Early and clear support framework for Insertion Companies
- Bigger dimension to be able to absorb structure costs
- Differentiation of the social enterprise by the consumer
- Entrepreneur's economical sustainability

Difficulties, needs, and challenges of the social enterprise

ANALYSIS OF THE QUALITATIVE INTERVIEWS: CHALLENGES AND PUBLIC POLICIES PROPOSAL

The identified needs in the qualitative interviews are translated into a proposal of public policies to overcome the challenges of the social enterprise:

Challenges of the accompaniment needs

- Creation of an accompaniment programme for the foundation of the social enterprise
- Creation of an administrative sponsorship programme for large social enterprises to help new ones
- Creation of a long-term accompaniment programme for social enterprises on an initial or growing stage
- Promote the setting up of a social risk capital fund

Challenges of the funding needs

- Creation of a public guarantees programme for treasury loans

Challenges of the trade needs

- Promote effective social clauses in public procurement
- Creation of a programme to encourage the recruitment of a salesman shared among various social enterprises

Challenges of the knowledge needs

- Creation of an incubation programme for social entrepreneurs in existing social enterprises
- Support to specific training on social entrepreneurship and social enterprises management
- Creation of a programme to promote the recruitment of shared innovation or financial managers

Challenges of the sustainability needs

- Creation of a programme to promote the generation of groups or mergers of social enterprises
- Creation of a seal or a specific legal form for social enterprises
- Creation of a grants programme for new social entrepreneurs

Conclusions

Conclusions

VARIABLES THAT DEFINE SOCIAL ENTERPRISES

- 84,4% of the survey respondents invoice for sales more than 50% of their total income, so they could be considered social enterprises
- Most of the organisations (54,7%) invoice for sales from 81% to 100% of their total income
- 20,3% of the survey respondents do not have a 100% profit reinvestment policy and are discarded as social enterprises
- 79,7% completely reinvest their benefits
- Reinvestment policy is mainly established (67,5%) by the statutes of the organisation. 25% of social enterprises do not formally gather their reinvestment policy, but it is the policy that the organisation implements in practice
- We have identified **80 social enterprises** among those who answered the survey that fulfil our criteria to identify a “social enterprise”: more than 50% of its income comes from the billing for sales (products or services), reinvests 100% of its profits in the same activity or in activities that seek to achieve the same social goals/social impact and identifies, at least, one field of social impact

Conclusions

CHARACTERISATION OF THE CATALAN SOCIAL ENTERPRISE

- The main impact field of Catalan social enterprises is labour insertion, specially **insertion of people at risk of social exclusion**. The fields of impact with lower incidence are social housing and rural development
- Social enterprise sector in Catalonia is an evolved one: most of the organisations have a more than 10 years old. We have identified a need to promote this sector, since less than a sixth part of the enterprises were created between 2015 and 2017
- Most of social enterprises entrepreneurs are non-profit legal persons. The most extensive legal form is the cooperative form
- Most of the Catalan social enterprises are service providers. Their main sectors of activity are services for people and services for organisations
- The majority of enterprises have Catalonia as their main commercialisation area. Almost 25% of them have begun selling abroad
- The average income of most of the Catalan social enterprises is under 500.000€ per year
- It is a feminised sector: women workers double men workers

Conclusions

DIFFICULTIES, NEEDS AND CHALLENGES OF THE SOCIAL ENTERPRISE

- The main problems for Catalan social enterprises are linked to **market and trading aspects**. We can also identify difficulties at an economic and financial level
- The main strategic identified needs are business model and marketing
- Social enterprises tend to use specific support resources for social enterprises before using support resources for enterprises in general. Nevertheless, there is a tendency not to use them, and when they do, they usually prefer to use private resources rather than public resources
- The main needs and challenges of the social enterprises are the creation of an accompaniment programme for the foundation of social enterprises, the creation of a public guarantees programme for treasury loans, the promotion of the setting up of a social risk capital fund and the promotion of effective social clauses in public procurement to enhance the competitiveness of social enterprises. We can also highlight the creation of a programme to promote the recruitment of shared workers, the creation of an incubation programme for social entrepreneurs in existing social enterprises and the creation of a programme to promote the generation of groups or mergers of social enterprises
- These challenges intend to give an answer to the accompaniment, funding, trade, knowledge and sustainability needs, which are present in the social enterprises day to day

Annexes

Annex 1: Survey

SURVEY

RaiSE

Enquesta per a la identificació de les empreses socials a Catalunya

ACCIÓ

 **Generalitat de Catalunya**

RaiSE
Interreg Europe

 **European Union**
European Regional Development Fund

SIGUIENTE

Nunca envíes contraseñas a través de Formularios de Google

Dades jurídiques de l'organització

Nom entitat *

Tu respuesta

CIF *

Tu respuesta

Any de creació de l'empresa social *

Tu respuesta

Propietat de l'organització majoritària *

Elige

Política de reinversió de beneficis *

Elige

Font d'establiment de la política de reinversió *

Definida als estatuts de l'organització

Establida al pacte de persones sòcies de l'organització

No queda formalment recollida, però és la política aplicada per l'organització

ATRÁS **SIGUIENTE**

SURVEY

Dades relatives a la missió i a la cultura organitzativa

Àmbit principal d'impacte social *

- Socioeducatiu
- Sociocultural
- Sociosanitari
- Necessitats bàsiques
- Habitatge social
- Fracàs escolar
- Inserció laboral de persones amb discapacitat
- Inserció laboral de persones en risc d'exclusió social
- Inserció laboral de persones amb problemes de salut mental
- Producció ecològica
- Protecció ambiental
- Energia Sostenible
- Comerç just
- Reciclatge
- Mobilitat sostenible
- Desenvolupament rural
- Cultura i patrimoni
- Otro:

[ATRÁS](#)[SIGUIENTE](#)

SURVEY

Dades de l'activitat

Sector *

- Agricultura, Ramaderia i/o Pesca
- Comerç
- Construcció
- Indústria
- Distribució i transports
- Turisme
- Comunicació
- Educació i formació
- Energia
- Esports
- Hostaleria i restauració
- Mecànica i automoció
- Salut
- Serveis culturals
- Serveis a les persones
- Serveis a organitzacions
- Otro: _____

Tipologia de producte/servici *

Elige

Zona principal de comercialització *

Elige

Heu iniciat les vendes fora de l'Estat Espanyol? *

Elige

% facturació per venda de producte o servei sobre el total d'ingressos de l'organització (facturació + subvencions + donacions...) *

Elige

Ingressos totals de l'organització 2016 (facturació + subvencions + donacions...) *

Tu respuesta

Persones treballadores home total *

Tu respuesta

Persones treballadores dona total *

Tu respuesta

SURVEY

Principals necessitats identificades i recursos utilitzats

Principals dificultats/obstacles de l'empresa social

- Dures condicions comercials/del mercat
- Competència dins del mercat
- Dificultat de complir amb les regulacions o la legislació vigent
- Manca de temps/capacitat per desenvolupar el potencial comercial
- Suport en el negoci inadequat
- Dificultats per aconseguir contractes/acords comercials
- Consciència pública o idees preconcebudes de l'empresa social
- Les dificultats de contractació i retenció
- Baixada de subvencions i ajuts
- Problemes de tresoreria
- Dificultats per accedir a finançament
- Manca de determinades habilitats o capacitats
- Altres: _____

Principals necessitats estratègiques de l'empresa social

- Model de negoci (estratègia de creixement...)
- Gestió financera i accés a finançament (actius líquids, inversió, creixement...)
- Comercialització i accés als mercats (internacionalització, vendes, gestió de clients, servei al client, distribució...)
- Màrqueting (línies i materials de promoció, màrqueting digital...)
- Eines de gestió (avaluació, control, gestió de projectes...)
- Processos (producció, transport, distribució, atenció al client...)
- Altres: _____

Heu utilitzat algun recurs de suport específic a l'empresa social? Indiqueu si es tracta d'un recurs de caire públic o bé privat

	Públic	Privat
Servei d'assessorament a empreses	<input type="radio"/>	<input type="radio"/>
Servei d'assessorament a persones	<input type="radio"/>	<input type="radio"/>
Formació "àrbitra"	<input type="radio"/>	<input type="radio"/>
Premis o guardons	<input type="radio"/>	<input type="radio"/>
Eines de finançament	<input type="radio"/>	<input type="radio"/>
Programes de suport a la creació d'empreses	<input type="radio"/>	<input type="radio"/>
Programes de suport al creixement	<input type="radio"/>	<input type="radio"/>
Eines d'interconnexió	<input type="radio"/>	<input type="radio"/>
Eines d'avaluació d'impacte	<input type="radio"/>	<input type="radio"/>
Eines de co-finançament	<input type="radio"/>	<input type="radio"/>
Altres	<input type="radio"/>	<input type="radio"/>

En cas d'haver marcat "altres", si us plau especifiqueu quin:

Tu responges

Heu utilitzat algun recurs de suport a l'empresa en general? Indiqueu si es tracta d'un recurs de caire públic o bé privat

	Públic	Privat
Servei d'assessorament a empreses	<input type="radio"/>	<input type="radio"/>
Servei d'assessorament a persones	<input type="radio"/>	<input type="radio"/>
Formació "àrbitra"	<input type="radio"/>	<input type="radio"/>
Premis o guardons	<input type="radio"/>	<input type="radio"/>
Eines de finançament	<input type="radio"/>	<input type="radio"/>
Programes de suport a la creació d'empreses	<input type="radio"/>	<input type="radio"/>
Programes de suport al creixement	<input type="radio"/>	<input type="radio"/>
Eines d'interconnexió	<input type="radio"/>	<input type="radio"/>
Eines d'avaluació d'impacte	<input type="radio"/>	<input type="radio"/>
Eines de co-finançament	<input type="radio"/>	<input type="radio"/>
Altres	<input type="radio"/>	<input type="radio"/>

En cas d'haver marcat "altres", si us plau especifiqueu quin:

Tu responges

Annex 2: Benchmarking - definition of social enterprise

Definitions according to School of thought 1

ASHOKA

Country or region: International	Website: www.ashoka.org
Which relation does it have with Social Entrepreneurship? Ashoka is the main social entrepreneurs association in a global level. It has supported projects of 3.000 social entrepreneurs in more than 70 countries around the world.	
Definition: Social entrepreneurs are individuals with innovative solutions for urgent social problems . They are ambitious and persistent people, they try to solve the most important social issues and they offer new ideas to achieve a large-scale change. Rather than letting the general needs of society to be solved by governments or other business sectors, social entrepreneurs look for what does not work and try to solve the problem with a system change, spreading the solution and persuading other societies to do so . They are obsessed with their ideas. They are visionaries but at the same time they are fundamentally realistic, worried about the practical implementation of their vision beyond themselves. Their ideas are user-friendly, understandable, ethics, and pretend to attract the maximum support to implicate the largest number of people and inculcate the idea.	

ECHOING GREEN

<p>Country or region: United States</p>	<p>Website: http://www.echoinggreen.org/</p>
<p>Which relation does it have with Social Entrepreneurship? Echoing Green was created in 1987 by a General Atlantic, LLC. high position. Echoing Green's founder has had a great success in private sector and he had the idea to develop investment strategies with "venture capital" at social sector.</p>	
<p>Definition:</p> <p>Social entrepreneurship is the social entrepreneur's job.</p> <p>Social entrepreneurs are exceptional individuals that imagine and are responsible for innovative ideas to achieve a positive social change.</p> <p>They lead this idea from dream to reality. What allows social entrepreneurs to produce a long-lasting impact on the most complicated problems is a special combination of breaking creativity and vigorous execution.</p>	

SKOLL FOUNDATION

Country or region: International (headquarters in USA)	Website: www.skollfoundation.org/aboutsocialentrepreneurship/whatis.asp
Which relation does it have with Social Entrepreneurship? Skoll Foundation leads large scale changes through investment and social entrepreneurs interconnection and mentors that help to fight problems all over the world.	
Definition: For Skoll Foundation, social entrepreneurs “act as agents of the change of society, taking opportunities that others let happen and improving systems, inventing new approximation and creating sustainable solutions to change society towards better ” Unlike the profit-oriented business entrepreneurs, social entrepreneurs are motivated to improve society. So, “social entrepreneurs look for the value in the transforming change that benefits the least advantaged communities and, finally, the society as a whole. ” Despite talking about social entrepreneurs like Ashoka, this organisations emphasize the support to non-profit organisations over particulars.	

PAMELA HARTIGAN

<p>Country or region: United Kingdom</p>	<p>Title of the document or reference: “Social Entrepreneur: an overview” http://www.scribd.com/document_downloads/direct/8175397?extension=pdf&ft=1328441969&lt=1328445579&uahk=YDUZc1FAVh2T+jGKoi15E9XbkVQ</p>
<p>Institution: Skoll Foundation in United Kingdom</p>	
<p>Definition:</p> <p>A social entrepreneur identifies solutions to practical problems through a combination of innovation, available resources and the appearance of an opportunity. Committed with social production values, these businessmen identify processes, services and products, or unique ways of combining the practice demonstrated with innovation to existing social problems. Their working focus is the enterprise development, as well as health, education, environmental, working conditions and human rights development; social entrepreneurs are people who profit the problems created by change as societies' opportunities to transform themselves.</p> <p>These organisations created by social entrepreneurs can not be delimited as profit-oriented companies or non-profit oriented companies. Social entrepreneurs are increasingly creating profit-oriented organisations, even though traditionally they choose a non-profit oriented legal form.</p>	

BILL DRAYTON

Country or region: United States	Title of the document or reference: Ashoka, “Una nueva cultura de la sociedad civil”, Compromiso Cívico, Fundación Bertelsmann, Barcelona, 2006. www.emprendedoresociales.org/articulosocivil
Institution: Ashoka’s founder	
Definition: Social entrepreneur is “a particular kind of the entrepreneurial genre, which combines the tireless temperament, vision, determination and pragmatic and results-oriented methods of business entrepreneurs (...) with the goals and ethical quality of the great social reformers.” According to this vision, on the Third Sector context, entrepreneurs would have the mission to speed up the pace of social change acting as models.	

Definitions according to School of thought 2

AVINA

Country or region: Latin America	Website: http://www.avina.net/
<p>Which relation does it have with Social Entrepreneurship? Avina wants to contribute in Latin America's sustainable development promoting the construction of trust links and alliances that can fructify between social and business leaders articulating consensual agendas of action.</p>	
<p>Definition:</p> <p>Avina talks about social leaders, but also about inclusive business. These business are “economically profitable initiatives, and environmentally and socially responsible, which use market mechanisms to improve the life quality of people with low incomes by permitting:</p> <ul style="list-style-type: none"> • Their participation in the value chain as raw material providers, agents who add value to goods or services, or seller / distributors of goods and services • Their access to essential basic services of a better quality or at a lower price, • Their access to products or services which allows them to get into a “virtuous circle” of opportunities to make business or improve their socio-economical situation” 	

EUROPEAN COMMISSION

<p>Country or region: European Union</p>	<p>Website: http://ec.europa.eu/growth/sectors/social-economy/enterprises_es</p>
<p>Which relation does it have with Social Entrepreneurship? European Commission wants to contribute in the creation of a favourable environment for the development of social entrepreneurship in Europe, as long as social economy, ultimately.</p>	
<p>Definition:</p> <p>A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.</p>	

MOUVES

Country or region: France	Website: http://www.mouves.org/ ; «Livre Blanc: Développer l'Entrepreneuriat Social» www.avise.org/IMG/pdf/Livre_Blanc_BAT_def-2.pdf .
<p>Which relation does it have with Social Entrepreneurship?</p> <p>Social entrepreneurs movement (Mouves) is a movement of people who share values, practices, and the will to build a human economy which responds in an effective manner to the society needs: work, Health, education, dependence, housing, food, etc.</p>	
<p>Definition:</p> <p>Social enterprises pursue the same vision: put their entrepreneur project at the service of humanity. This way, they combine their economical project with a social and/or participative purpose. For social enterprises, benefit generation is not an end in itself but a way to serve their communitarian project.</p> <p>As diverse as they are, social enterprises usually combine, in variable proportion, three fundamental dimensions:</p> <ul style="list-style-type: none"> • An economical project, which is part of the market: assumption of risks, production of goods and services, sustainable business model, the answer to a request, creation of wealth and employment, government's independence, etc. • A social purpose: to fight against exclusion (unemployment, poverty, disability...), to create or maintain sustainable and quality work places, to develop territory, heritage and environment, assuring a fair compensation to producers, develop social links, etc. • Participatory governance: the participation of the interested parties, the decision making not based on capital ownership, a limited compensation of capital surplus invested in the project, etc. 	

MUHAMMAD YUNUS

Country or region: Bangladesh	Title of the document or reference: http://www.muhammadyunus.org/Social-Business/social-business/
Institution: Founder of microcredit and Grammen Bank.	
<p>Definition:</p> <p>Social enterprise is an enterprise guided by a cause.</p> <p>In a social enterprise, investors / owners can, gradually, recuperate the invested money, but they can not obtain more dividends beyond that amount. The intention of investment is to achieve one or more social objectives through enterprise's activity; investors do not look for any personal benefit.</p> <p>The enterprise has to cover costs and generate benefits and, at the same time, achieve their social objective. For example, to offer health assistance, worthy housing or financial services for those with less resources; food for children with malnutrition, provision of potable water or introduction of renewal energies with a business vision.</p> <p>The impact of economic activity on individuals or the environment, rather than the economic result achieved during a specific period, measures the enterprise's social success.</p> <p>The enterprise's sustainability indicates that it runs as a business. The enterprise's objective is to achieve the social purposes.</p>	

MICHEL DUPOIRIEUX

Country or region: France	Title of document or reference: http://www.nexe.coop/nexe/index.php?option=com_content&view=article&id=33
Institution: Director of Union Regionale des Scop du Languedoc-Roussillon and one of the impellers of Mouvement des Entrepreneurs Sociaux (MOUVES)	
Definition: This is an international dynamic which appeared in the 80's, in parallel to the increase of social and environmental crisis. Under very different ways, they are private non-profit initiatives addressed to social and environmental problems. There is no single definition for social entrepreneurship or what should be the legal form they have to adopt (...). An approximation to social enterprise could be to say that social enterprises are those business that have a social or environmental purpose, that limit profit or do not have it, and try to involve different interest groups on their initiatives management. Social entrepreneurship is distinguished by the way economic activity is carried out (participation of interest groups, limitation or absence of profit, limited remuneration to capital, limited salary band...) and because it pursues a social, societal, environmental or local development purpose, as well as creating employment. Besides, social entrepreneurship uses to be rooted locally, promote social innovation, have a significant commercial activity, integrate sustainable development criteria, belong to a network of social and solidarity economy and adopt a legal form of social economy (cooperative, association, foundation or mutuality). The social innovation is one of the characteristics of social entrepreneurship.	

ACCIÓ – Catalan Agency for Business Competitiveness (Catalonia)

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