

# POLICY RECOMMENDATIONS

HOW TO FOSTER BETTER POLICIES TO ENHANCE  
SOCIAL ENTREPRENEURSHIP SERVICES FOR  
YOUNG PEOPLE

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## **ART-ER** **Attractiveness Research Territory**

Project partner and curator of the policy paper

ART-ER Attractiveness Research Territory is the Emilia-Romagna Joint Stock Consortium aiming to foster the sustainable growth of the territory by developing innovation and knowledge, attractiveness and internationalisation.



## **PUC** **Pedagogical University of Krakow**

Project Coordinator

The Pedagogical University of Cracow founded in 1946 is nowadays the largest and one of the oldest pedagogical universities in Poland. It has long been prized for a well-deserved reputation. Since its foundation, the university has been constantly expanding its educational offer, making it more attractive to meet the interests and needs of young people and the current needs of the society.



## **ARNO** **Organization for Social Innovation**

Project partner

ARNO is an organization for Social Innovation established in 2013 in North Macedonia. Immediately after its first project, ARNO became recognized as a leader in the field of Social Entrepreneurship. ARNO manages competitions for Green and Social Businesses; works with schools, delivers training programs to young people, teachers and youth workers.



## **Desert Bloom** **for Training & Sustainable Development**

Project partner

Desert Bloom is a nonprofit organization based in Jordan dedicated to unleashing people's potential to contribute to the world's peace and sustainability. Desert Bloom is very active in youth and community empowerment including economic and social empowerment and capacity development.

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<https://innose.up.krakow.pl/>

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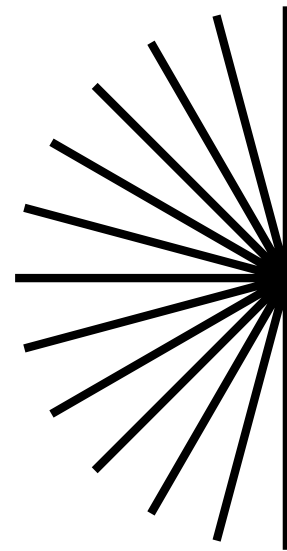
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# INTRODUCTION



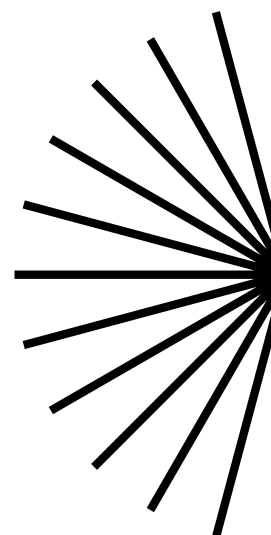
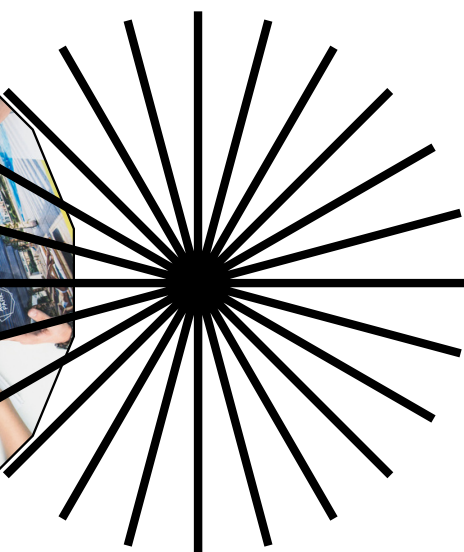
## INTRODUCTION

The present policy paper - curated by ART-ER with the contribution of all project partners - builds upon the knowledge acquired throughout the Inn@se - Innovative Social Entrepreneurship with Youth Engagement and the activities and outputs developed by the consortium in the framework of the project.

The document provides an overview of the actions carried out in each partner region to improve local services dedicated to young people willing to launch a social business.

Furthermore, it explains the bottom-up approach applied to define the policy recommendations outlined in the paper which aim at supporting decision-makers in enhancing measures and actions to foster Social Entrepreneurship among the young.

# THE PROJECT



## Chapter I

## Chapter Contents

- Background and objectives
- Actions and tools developed

## The project

Inn@se - Innovative Social Entrepreneurship with Youth Engagement is a project co-financed by the Erasmus+ programme. It aims at enhancing existing services and creating new practices and modus operandi to foster the active participation of young generations in the field of social entrepreneurship.

## Background and objectives

Social entrepreneurship has become a pivotal element for the **sustainable development** of our territories: it generates positive effects on communities and on the economy. Organizations operating in this domain contribute to the emergence of new market-based business models, seeking ways to reach economic gains without overlooking societal values.

Nevertheless, social enterprises managed by young people are not widespread due to numerous difficulties:

- lack of awareness related to this field;
- insufficient entrepreneurial skills and know-how;
- barriers when trying to access financial and non financial opportunities as well as networking.

To tackle the aforementioned obstacles Inn@se has set the following goals:

1. disseminate an entrepreneurial mindset and the skills and tools needed to allow aspiring young social entrepreneurs to start up;
2. facilitate access to information regarding grants, training and mentoring opportunities
3. promote the importance of social entrepreneurship and social impact to face today's challenges (climate change, diversity, integration etc.) to both young people and relevant stakeholders.

## Actions and tools developed

In order to ensure the attainment of the aforementioned objectives, partners of the project designed and developed a series of integrated initiatives and outputs, which can be downloaded for free from the official website (<https://innose.up.krakow.pl/results/>).

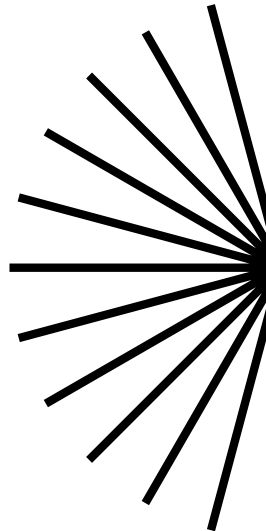
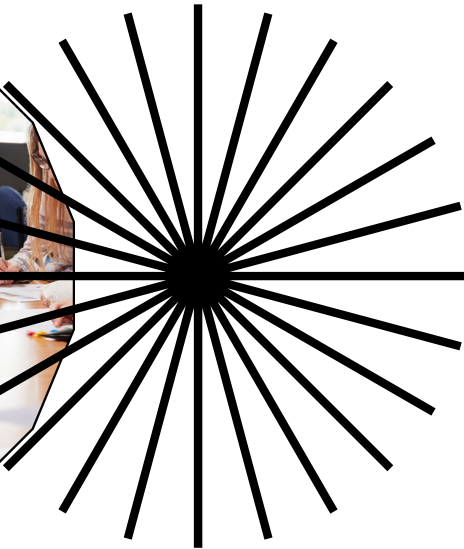
**The Pedagogical University of Cracow** drafted a paper analysing youth social entrepreneurship in different countries to spot weaknesses and strengths, aiming at enhancing training schemes and innovating services. The University has also created a database of good practices related to social entrepreneurship and developed a model approach to create social enterprises based on the implementation of "open" social innovation.

**ARNO** developed a toolkit with information, exercises and instruments for trainers supporting young people in acquiring technical and soft skills and helping them create their own social enterprise.

**Desert Bloom** designed an online game for aspiring young entrepreneurs, using edutainment to face social challenges. It is conceived for self-learning activity, but can also be used in training contexts.

**ART-ER** coordinated the creation of 4 service concepts (one for each partner country) to stimulate young people in learning and approaching social entrepreneurship, described the present document.

# WHAT LED TO THE DEFINITION OF POLICY RECOMMENDATIONS



## Chapter II

## Chapter Contents

- The approaches: co-design and service design processes
- Developing services for the young by the young
- Service concept design: multi-stakeholder working groups for better services

## What led to the definition of policy recommendations

Before being able to define suggestions for better policies in the field of social entrepreneurship, each partner had to carry out a series of activities at local level: this allowed them to directly connect with young people as well as a heterogeneous pool of stakeholders involved in the field (NGOs, business support organizations, trainers, youth workers, public entities).

Activities, coordinated by ART-ER in collaboration with all partner organizations, consisted in:

- A **challenge-based laboratory** conceived for a group of master's students from the Advanced Design course of the University of Bologna - Alma Mater Studiorum, lasting 12 weeks. Students were asked to prototype services responding to this problem; *How can we stimulate social entrepreneurship for young people looking for opportunities through innovative services?*
- **Working groups with local stakeholders** to define service concepts for more innovative and effective initiatives dedicated to young people to foster social entrepreneurship.

All of these actions (which will be further detailed in this document) were developed on the field: constant interactions with local stakeholders allowed for the collection of recommendations through a **bottom-up and horizontal approach**.

Furthermore, elements of **open innovation and cross-sectoral processes** were applied.

In fact, not only is the partnership composed of organizations with diverse know-how and competences but also were activities carried out thanks to the contributions of different actors (intermediaries, business support organizations, NGOs, trainers etc.).

## The approaches: co-design and service design processes

What is co-design?

As suggested by the latin prefix "co-", which indicates a relation or a company, co-design is something that you do together: it uses creativity and participatory methods to reach a specific goal. Collaboration is one of the pillars of this approach, by sharing knowledge, resources and competences with other people, new and collective perspectives can be generated [1].

Co-design leads to the conception of new ideas, services or products directly with stakeholders, who bring to the table actual needs, gaps and expectations. This way more impactful outputs can be reached and a balance among individuals can be restored; indeed decisions are taken by the group through a user-centered approach rather than by a few designated decision-makers.

Participatory and inclusive processes like this one are particularly effective when designing new services or rethinking existing ones.

**Service design** organizes and plans resources to enhance the experience of employees and their customers [2]. It is based on the *double diamond process* which entails 4 phases:

1. *Discover*: direct and indirect research allows for a deeper understanding of the theme to be tackled and the needs of users
2. *Define*: the previous phase leads to the emergence of insights and the definition of the research question, which narrows the problem
3. *Develop*: new ideas can be proposed to satisfy the needs identified

[1] Further information can be found in the following website: <https://www.beyondstickynotes.com/what-is-codesign>

[2] Further information can be found in the following website: <https://www.indeed.com/career-advice/career-development/service-design>



4. *Deliver*: it is the final phase of prototyping, followed by the testing and launch of the services

These approaches were used to carry out activities with both students and stakeholders during the Inn@se project.

## Developing services for the young by the young

In the framework of the Inn@se project, in 2020, ART-ER and the Advanced Design course of the University of Bologna defined a challenge that 28 students would have to solve: *How can we stimulate social entrepreneurship, through innovative services, for young people looking for opportunities?*, aiming at increasing the number of young people that decide to develop an innovative entrepreneurial project with a high social impact.

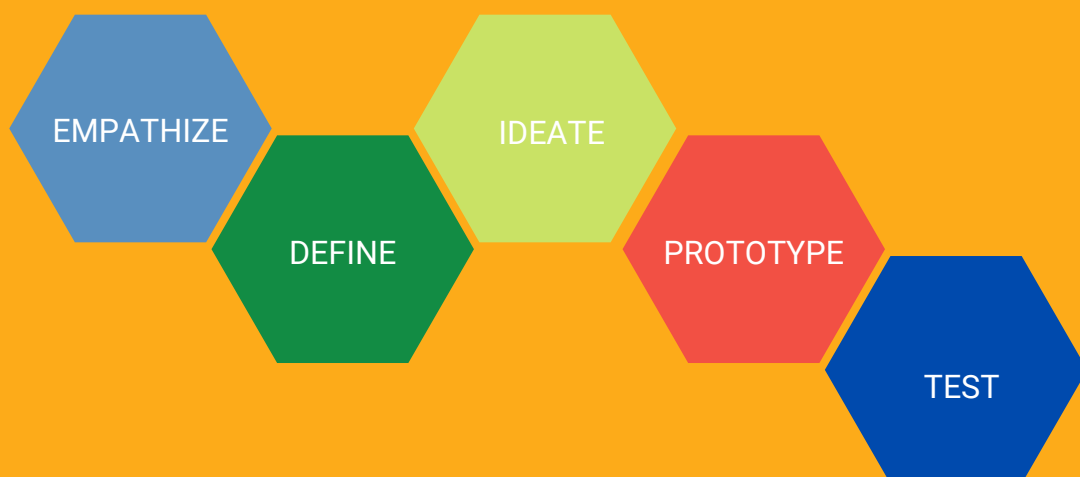
Participants were grouped into 5 teams: each of them had a twelve-week period to design a new service tackling the aforementioned challenge using the design thinking methodology.

### Design thinking

Design thinking is a methodology which provides tools and methods to engage stakeholders in co-designing services, products, and organizational models. It is a collaborative and iterative process which alternates divergent and convergent phases. In the words of IDEO Founder and CEO, Tim Brown, “*Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success*”.

The different phases of design thinking can be explained as follows:

#### IDEO DESIGN THINKING PROCESS SPACES



SOURCE: IDEO.COM

Students followed all the steps, applying specific instruments. They framed the problem by conducting direct and indirect research: benchmarking, interviews with users in different countries (Italy, North Macedonia, Jordan, Poland); they elaborated all information obtained; they brainstormed individually and in group to come up with innovative solutions; they started prototyping to present their service idea.

During an event, each team presented the innovative service concepts (Annex 1) to an audience of local stakeholders in the field of business creation, youth policies and the third sector. Specifically:

- Team Fenicotteri Fendenti developed **Skillship**, a service supporting young people with special needs in overcoming difficulties in accessing the labour market
- Team Lontre Vulcaniche developed **Indico**, a service helping young people looking for jobs opportunities to develop skills in the field of social entrepreneurship
- Team Panda Esplosivi developed **Intense – Innovative Technology Encouraging Social Entrepreneurship**, a service that brings young people closer to social entrepreneurship thanks to digital solutions
- Team Suricati Ghiottoni developed **Summit – sum your knowledge**, a service helping aspiring entrepreneurs to better manage learning time
- Team Camaleonti Iridescenti developed **MaMe – Social matching Game**, a matching service for individuals interested in starting a social enterprise

## Service concept design: multi-stakeholder working groups for better services

After the mockup initiative carried out with students, ART-ER developed an activity that had to be implemented by each partner organization at local level with their respective stakeholders, using similar methodologies.

The aim of this action was to design an innovative service for young people with the support of a diverse group of stakeholders with different profiles and know-how: this allowed for the concretization of the aforementioned co-design approach, which has characterized the Inn@se project from its start.

## The process

How to do that in practice?

1. **Partner selection:** each partner had to select at least 5 stakeholders from their local context representing different voices: NGOs, public institutions, business support organizations, youth workers
2. **Collection of feedback:** partners shared a form with stakeholders to identify their points of views on the level of advancement of services dedicated to young people aspiring to work in the social sector in their territory; also, needs and gaps of the context in which they operate were asked.
3. **Organization of focus groups:** starting from the situation defined through stakeholders' responses, each partner organized 3 focus groups to design an innovative service [3];
  - the **first focus group** concentrated on the definition of a challenge, i.e. an obstacle characterizing a specific context, which is the starting point to design an initiative that intends to solve a concrete issue (*examples of challenges in our society can be: climate*)

[3] The tools and methodologies used during the focus groups are further explained in Annex 2

*change, youth unemployment, gender gaps etc); it later focused on the identification of more precise and specific problems (e.g. if we take “youth unemployment” as a challenge, a specific problem could be “the low rate of people with a degree”)*

- in the **second focus group** the main problems identified in each country were the starting point for discussing an idea that could become the service/solution to the problem; stakeholders worked using a tool called Idea Canvas which outlines, in a schematic manner, the fundamental aspects that should be written down to evaluate the feasibility of an idea
- the **third focus group** consisted in the presentation to stakeholders of the evolution of their ideas so as to receive their feedback and further enhance the services. Each organization outlined the service using common formats, inspired by specific design thinking tools.

## The service concept

The multistakeholder focus groups activity carried out by each partner organization led to the definition of **four Service Concepts** (Annex 3). The solution found in each country responds to specific problems characterizing social entrepreneurship support in the territory. The ability to identify actual gaps in the system can increase the chances of making steps forward after the end of the project: the prototypes developed might become actual services.

Indeed, each organization is already thinking of potential resources (in terms of funds, links to regional strategies, partnerships etc) to continue their implementation.

### **SoCool - The social field and culture: together for young entrepreneurs**

*a service concept developed by the multi-stakeholder group, led by ART-ER*

The service aims at supporting young people in acquiring both social and entrepreneurial skills to better understand how to develop a sustainable, feasible and impactful project in the field of culture.

By experiencing a tailor made one-year programme designed by two entities from two different sectors (a social enterprise and a cultural organisation) at the same time, young people will learn to both handle heterogeneous work environments and connect two strictly linked sectors by implementing a concrete initiative.

### **MeetSE! - Meet the social entrepreneur in your area**

*a service concept developed by the multi-stakeholder group, led by The Pedagogical University of Cracow*

The service consists of an information campaign on Social Entrepreneurship, which includes a competition so as to involve young people more effectively. The service helps educational institutions (schools, universities) to better communicate the idea of social entrepreneurship in order to increase interest in entrepreneurship itself and more visible positive attitudes towards this sector among young generations.

## **CLICK & PICK - A place for getting information about social entrepreneurship in North Macedonia**

*a service concept by the multi-stakeholder group, led by ARNO*

Due to the limited access to information resources about Social Entrepreneurship in North Macedonia, the service concept developed intends to improve communication issues linked to this sector. The service will consist of an online document (which will become a one-stop-shop web platform in the future) with free access to social entrepreneurship information (open calls, researchers, events, manuals, etc). The document will be nourished by organizations and professionals from the territory operating in this field. Aggregating information and people can lead to a common entry point to learn about social entrepreneurship, easing access to this sector for young aspiring entrepreneurs.

## **Aid@Hand - Always at your side, walking you through step by step**

*a service concept by the multi-stakeholder group, led by Desert Bloom*

Aid@Hand consists of a free and low-cost interactive website dedicated to providing legal and technical assistance to young social entrepreneurs in a timely fashion. The website will provide a full range of holistic services that meet social entrepreneurs' needs in all stages of entrepreneurial journey: Initial Formation , Starting up, Growth , Expansion, Maturity and Possible Exit. The services will be offered by competent lawyers and subject matter experts (SMEs).

# FINAL POLICY RECOMMENDATIONS



## Chapter III

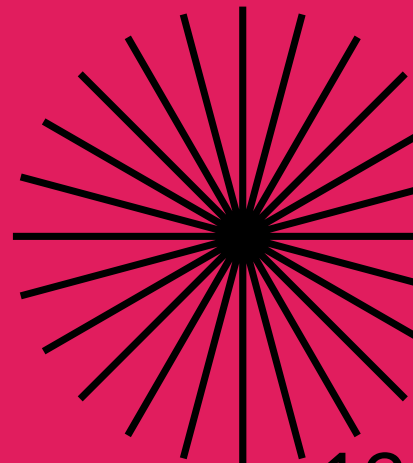
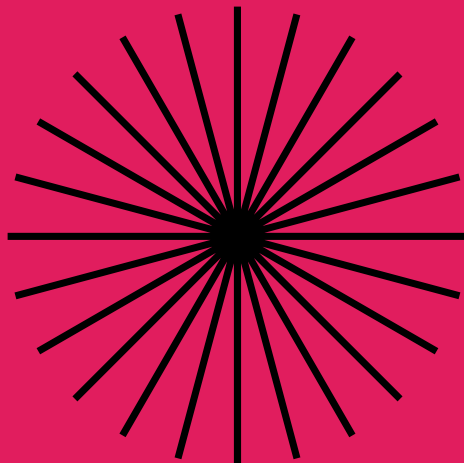
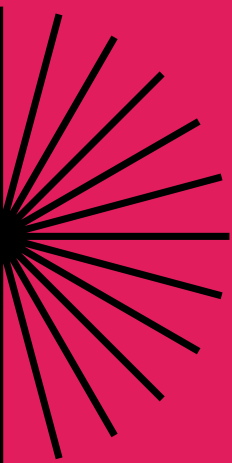
## Chapter Contents

- Enhancing policies for social entrepreneurship
- Country-specific focuses

## Final policy recommendations

The activities carried out with both students and local stakeholders in each partner country allowed the consortium to collect gaps, needs, and desires in the field of social entrepreneurship. This wide range of information led to the gathering of suggestions on the steps that should be pursued to enhance - policywise - social entrepreneurship, namely services and opportunities addressing young generations, with the ultimate aim of fostering the development of this sector.

The recommendations collected can be categorized into two groups: those that can be applied to this field as a whole, those that are country-specific.



## Enhancing policies for social entrepreneurship

Despite partners of the Inn@se project being from very different countries (i.e. Italy, Poland, North Macedonia and Jordan), mutual points of attention, difficulties and common problems were found. This has led to the definition of common suggestions and guidelines to start improving Social Entrepreneurship in all four territories.

### **1. Define mentorship programmes**

This will allow young people to connect and exchange ideas with tutors, mentors, entrepreneurs. They can provide concrete examples, experiences, share tips and welcome people in their enterprises for study visits: this could encourage the young to take the first steps towards entrepreneurship, leading to new competencies.

Furthermore, specific free mentorship should be fostered to help social entrepreneurs increase sales and impact, which is pivotal to scale-up.

### **2. Design a one-stop-shop on social entrepreneurship for young people**

Information on this sector appears to be fragmented; it is difficult for young professionals to understand what kind of support is available during the different phases of a business. Mapping all the available support, training, change in laws and, more generally, easier access to relevant information sources is needed. A “platform” could provide an overview of all of it in one specific place.

### **3. Foster the development of networks**

Local and global connections among social enterprises and other organizations (e.g. business support organizations) is essential to advocate for this sector as well as to foster exchanges of experiences with entrepreneurs from different countries.

### **4. Improve access to financial opportunities**

Funding-mix is very relevant for social enterprises: easier access to funding (both private and public) can improve economic sustainability. Moreover, access to impact business investors should be enhanced: this approach is limited in this sector, therefore angel investors should be trained on the dynamics and modus operandi of social enterprises and why one should invest in them.

### **5. Improve dissemination and communication of social entrepreneurship**

Raising awareness about the role and importance of social entrepreneurship is important to spread its values. It is also pivotal to use the language and channels used by young people and tailor the message in accordance with the target audience.

Also, sharing stories can help in reaching out: showcasing best practices presented by successful young social entrepreneurs - both at regional and national level - as well as the positive impact.

### **6. Support business support organizations and intermediaries**

Improving the capacity of supporting organizations and encouraging collaboration among them can lead to greater synergies and efficiency.



## COUNTRY-SPECIFIC FOCUSES

Below are a series of recommendations which apply to each specific territory.

### Italy

- 1. Implement new training courses to support young people in understanding financial dynamics.** There is a lack of know-how related to financial resources and how to handle them among younger generations; the “alphabet” and modus operandi of financial institutions and financial assets should be taught during school years. This way students can acquire knowledge that can be digested early in their life and later be applied in the work phase. A specific focus should be devoted to financial aspects in social enterprises, which have their very own peculiarities.
- 2. Define mentorship programmes to allow young people to connect and exchange ideas with tutors.** School does not always foster the development of an entrepreneurial mindset; this attitude, which is essential to thrive in business (also social ones), can be encouraged by direct support from mentors and entrepreneurs who can provide concrete examples, experiences and share tips, which should help young people in the first steps towards entrepreneurship.
- 3. Design a one-stop-shop on social entrepreneurship for young people.** In the last couple of years initiatives supporting the development of social enterprises were implemented by a wide range of organizations (local authorities, intermediaries, business support organizations). Nevertheless, actions can appear to be fragmented; it is difficult for young professionals to understand what kind of support is available during the different phases of a business. Mapping all the available support and designing a one-stop-shop providing an overview of the offer of a specific territory (es. a region) can lead to a more sustainable development of social business ideas.
- 4. Foster the development of networks of social enterprises.** Most young aspiring entrepreneurs have little work experience, it is therefore essential to give them support on how to develop their business but also help them understand with whom they could share ideas, learn, evolve... through networking.
- 5. Connect organizations with different goals and visions to define new innovative formats supporting young entrepreneurs in developing a business idea.** The Universal Social Service is based on an essential trait, i.e. volunteering. That is why organizations presenting projects to apply for grants to implement the Universal Social Service generally operate in this domain. Volunteering shares different goals and aspects with social business (i.e. the need to help communities, generate positive effects on society etc). By including entrepreneurial aspects in the Universal Social Service programme (therefore by partnering with business-driven entities), young people can more easily access both aspects that can provide all the right tools to develop a business idea with a social aim.

6. **Define new indicators to evaluate social impact of social businesses and foster a new paradigm to value success.** At the moment, most initiatives are evaluated following indicators based on economic impact. This approach makes sense when judging the work of traditional enterprises. However, they cannot easily be adopted by social enterprises, which have multiple objectives; they try to reach economic suitability without overlooking the positive effects they can generate in society. This new approach should be included in a wide range of situations, e.g. when applying for public grants or when trying to access a loan in the bank.
7. **Foster access to impact business investors.** In Italy impact investments funds are rare. Banks do not share a similar “vocabulary” with social enterprises (specifically when addressing impact). Furthermore, due diligence criteria are still adapted to more traditional enterprises. Training courses on social enterprises for these institutions can lead to new approaches and criteria.

1. **Use innovative instruments to disseminate Social Entrepreneurship values and modus operandi.** One of the main barriers to the development of social entrepreneurship is the lack of awareness and knowledge on how social enterprises operate in the economy. Therefore there is a need for innovative tools and channels, which should be chosen according to the different target groups, especially when we want to attract young people.
2. **Develop catchy messages to transfer the potential of working in the social entrepreneurship field.** The message should not only be about encouraging the creation of SE ("create the SE"), but also about promoting the SE as an attractive workplace ("SE as your workplace") for young people, highlighting the values behind social entrepreneurship, e.g.: "do work that makes sense", "be socially sensitive", as well as the value of "diversity", showing the variety of social economy and businesses.
3. **Foster knowledge about SE through interactive initiatives.** The more engaging the tool is for young people, the better. Learning, acquiring knowledge through action should be fostered, for instance by presenting successful young social entrepreneurs stories.
4. **Organize study visits in social enterprises.** There are major benefits of meetings between young people and practice - it is a good idea to invite social entrepreneurs to school or to organize study visits in the SEs.
5. **Support exchanges with SE professionals and young people.** It is important to reach out to those who are able to further inspire young people, to "push" them into concrete actions, e.g. career advisors, schools, teachers, mentors, influencers, etc.

1. **Creation of regional centers for social entrepreneurship.** The centers are in the phase of opening in all regions in the country. They will have the role to assist social entrepreneurs for finding support, mentorship, funding, as well as encourage other young people to become social entrepreneurs themselves.
2. **Increasing awareness on a local level (smaller cities in the country), through a variety of opportunities and training.** The majority of social enterprises are located in the capital and some few larger cities. This centralization of social enterprises within the country portrays the need for increasing the awareness in other regions, cities and villages. Therefore more training and opportunities are needed in other regions in the country, in order to motivate people to think about becoming social entrepreneurs. Moreover successful stories of social entrepreneurs should be shared on various communication platforms (social media, blogs, and traditional media outlets)
3. **Capacity building within public institutions about social entrepreneurship (municipalities, regional centers etc).** Public institutions have limited knowledge about the concept of social entrepreneurship, with exception of the Ministry of Labor and social welfare. In order to increase the development of new and existing social enterprises, the public institutions should get acquainted and understand this business concept, in order to make policies towards its development.
4. **Improve the capacity of supporting organizations and encourage collaboration among them for greater synergies and efficiency.** Many of the existing supporting organizations have limited capacities in order to provide the needed services. Therefore other entities (entrepreneurs, NGOs) should be included in order to help them gain the capacities around the country. Moreover, by meeting with successful social entrepreneurs and hearing their stories they can get an overview in which segments they should get a capacity building.
5. **Free mentorship for social enterprises.** Very often small social enterprises need consultancy and guidance in some of their processes in order to increase their sales and impact. It would be useful if there is a mentorship platform where entrepreneurs can seek advice and help in order to scale their venture.
6. **Design a one-stop-shop on social entrepreneurship for young people.** In the last couple of years training and incubators supporting the development of social enterprises were implemented by various organizations. There is a tendency that even more organizations are going to work in this field, however information appears to be fragmented; Mapping all the available support, training, information and change in law is needed. The platform should provide an overview per specific region, thus young people can know where to seek information and available opportunities.
7. **Demystifying the term of social entrepreneurship - showcases at regional and European level.** Our country has been part of Yugoslavia and its socialist system, thus very often people associate the term social entrepreneurship with the socialist way of functioning, and do not get the concept and why it is important to support and buy

products/services from social enterprises. Therefore there is a need for a wider-range campaign in order to demystify the term of social entrepreneurship, by giving real life examples and their success stories.

**8.Exchange of experience with other European social enterprises.** Macedonian is a rather limited market with lesser opportunity to grow. Therefore, in order to reach other markets, local social entrepreneurs should get the chance to meet and learn from European social enterprises. Exchanging knowledge, experience and best practices can speed up the development of these enterprises in all involved countries, not only in North Macedonia.

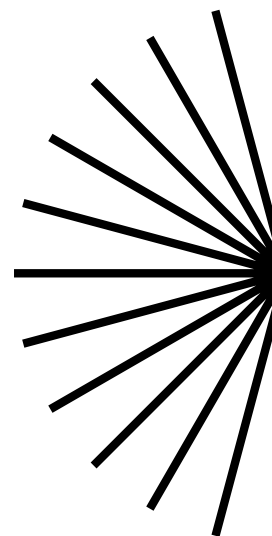
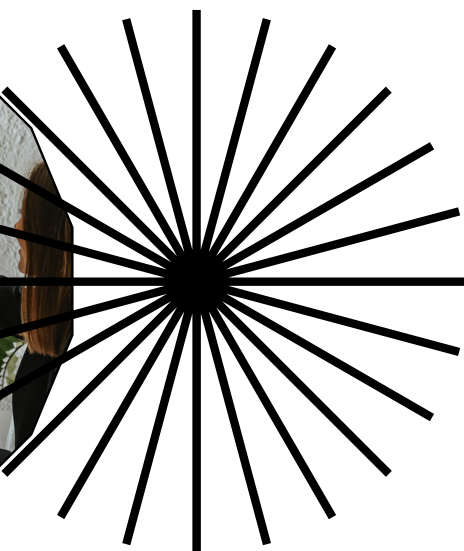
**9.Sales and marketing tutorship to already existing enterprises.** There is evidence that existing social entrepreneurs have challenges in selling and marketing their products well on the market. This is due to the focus on their impact making.

**10.Access to impact business investors.** In North Macedonia there is no existing network of impact business investors, thus making it harder for social entrepreneurs to get additional funding for scaling. Therefore angel investors should be educated about social entrepreneurship and why one should invest in them. Additionally, there should be a common regional, or European network of impact business investors where Macedonian enterprises will have the access and opportunity to find a matching partner and investor.

1. **Improve Social Entrepreneurship legislation.** Enabling legislative environment for the social entrepreneurship sector is pivotal. This includes developing a clear legal framework for social entrepreneurship as a sector.
2. **Improve the dissemination of Social Entrepreneurship values and modus operandi.** Raising awareness about the role and importance of the social entrepreneurship sector in creating sustainable economic opportunities for vulnerable young people and addressing socio-economic and environmental challenges. It would be great to highlight the contribution of social entrepreneurship to the Sustainable Development Goals (SDGs). Also, stress the fact that social entrepreneurship plays a critical role in strengthening the third sector as it employs market forces to address social problems.
3. **Enhance social entrepreneurs' access to funding opportunities.** Different financing channels are essential as most social entrepreneurs fail to secure start-up capital and many cannot scale up due to a shortage of funds. It is also important to develop financing programs under government support and stewardship to support promising young social entrepreneurial initiatives.
4. **Define a common definition for the SE sector.** Create a universal definition of social entrepreneurship based on the best international standards for social entrepreneurship.
5. **Design initiatives and support to enhance the role of SE intermediaries.** Improve the capacity of SESOs (Social Enterprise Support Organizations) and encourage collaboration among them for greater synergies and efficiency.
6. **Build global connections.** Networks are pivotal to advocate for social entrepreneurship in general, stressing on the fact that it encourages people to lead positive change in their communities and the globe.
7. **Involve a great variety of players in SE initiatives.** Develop multi-stakeholder approaches to enhance cooperation between all sectors (public, private and third sector - the citizen sector) to support Social Entrepreneurship.
8. **Improve young social entrepreneurs' skills and know-how.** Build young social entrepreneur competencies and enhance their access to relevant informational resources.



# CONCLUSIONS



## Chapter IV

Social Entrepreneurship is a pivotal sector in today's world because it can stimulate new types of business models, approaches and modus operandi: this is even more important in a fast-paced society experiencing sudden transformations and challenges. However **further support from policy-makers, ad hoc measures and instruments are needed** to ensure that this sector can unleash its full potential. But this is not enough: to design innovative policy instruments and services, we need innovative approaches.

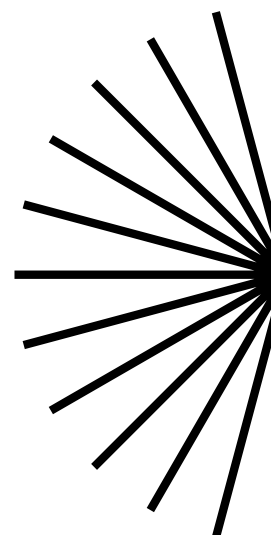
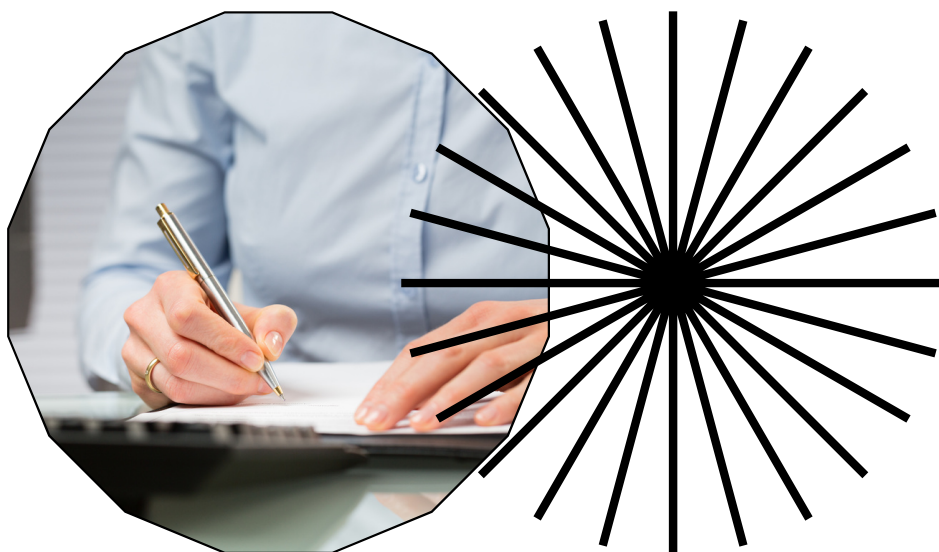
Thanks to the opportunities fostered by the Inn@se project, partners and stakeholders had the chance to test new ways to prototype services using the co-design and design thinking approach, which is still not yet widespread as a technique at public policy level.

Our intention was to implement a path with the engagement of different actors (young people, stakeholders, partner staff, etc.) to share new practices to develop innovative ideas, hoping this can become a **permanent practice** within involved organizations. Moreover, not only do we intend this document as a list of policy recommendations, but also as a practical tool for anyone who would like to repeat our experience in a different context.

If the recommendations and the methodological process proposed can find a concrete way to be implemented and transferred, young aspiring social entrepreneurs will have further opportunities to make this field blossom thanks to their creativity and commitment.



# ANNEXES



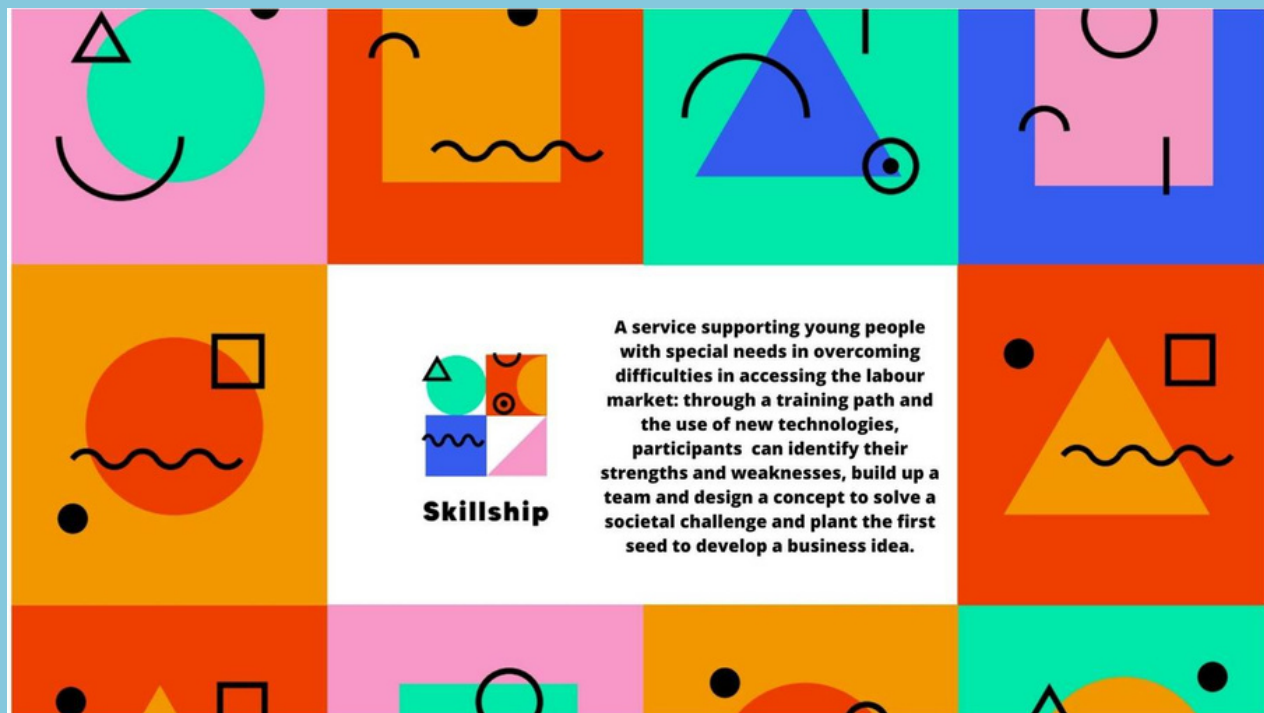
## Chapter v

# ANNEXES

## Annex I

The following documents provide an overview of the 5 service concepts developed by students of the Advanced Design Course using service design and the design thinking methodology.

Skillship was developed by Anastasia Leonidou, Federica Leonzi, Daniele Lisciani, Sabah Oliviero, Giacomo Pignatti, Meng Wei



## Introduction

### PROBLEMS

The project intends to design services fostering innovation-based entrepreneurship that can generate social impact and draw the attention of young **people looking for professional opportunities**. Specifically, the concept focuses on disadvantaged people: with physical, psychological, economic problems. Indeed, these can be barriers hampering their entrance in the job market.

### SERVICE

Skillship is a training service addressing young people facing difficulties in accessing the job market due to **fragilities**. It allows the participant to use its very specific abilities during **Skillship Live Lab**, in the framework of teamwork activities.

It also enhance participants' visibility and connection with organizations supporting social entrepreneurship.

### HOW IT WORKS

The service is based on a 3-day game show and is characterized by transformative technologies. Each participant will wear the device, Muse, throughout the programme: Muse makes use of EEG technology to record brain waves and monitor users' feelings in all the different stages. The data collected will allow for the identification of the hidden points of strengths and the weaknesses that should be overcome. Moreover, each participant will be given another device supporting them in carrying out all activities, in accordance with their specific disability of problem. The service is divided into **5 phases**:

**1.Application:** young people willing to participate are asked to send a short video where they should explain their background and their dreams

**2.Devices:** on the first day of Skillship lab, participants are given Muse and another supporting device

**3.Blind audition:** each participant tells everyone about themselves, their abilities and objectives, with the aim of setting up a team. During this phase, participants do not see each other, they are separated by a wall.

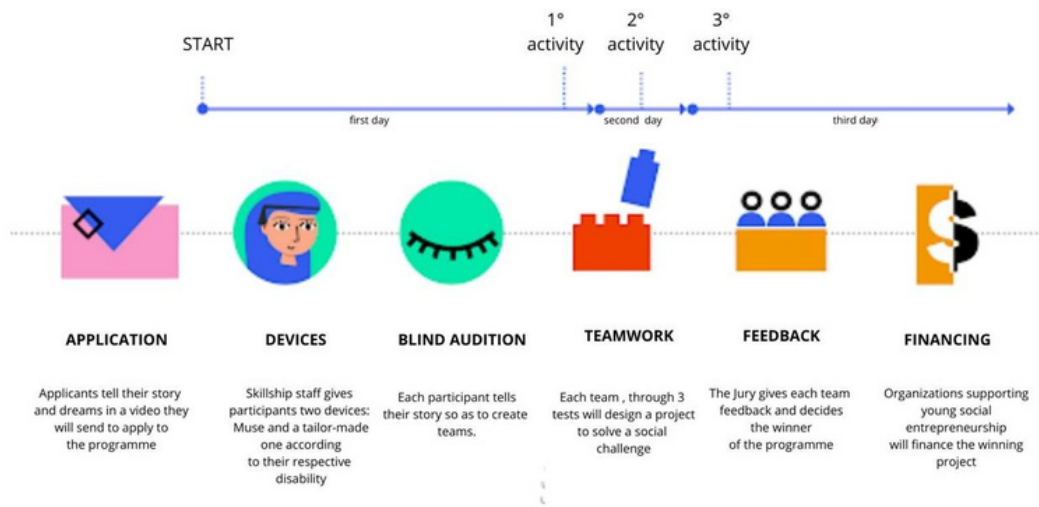
**4. Tests:** participants will go through 3 tests: Concept, Desktop Walkthrough and Accessibility. Each team have to come up with an idea and design a concept to solve a social challenge proposed by Skillship  
**5. Feedback:** at the end of the third day, participants will be given feedback regarding the project presented and the processes adopted. A winner will be appointed: this team's project will be financed by a group of organizations

### PROS

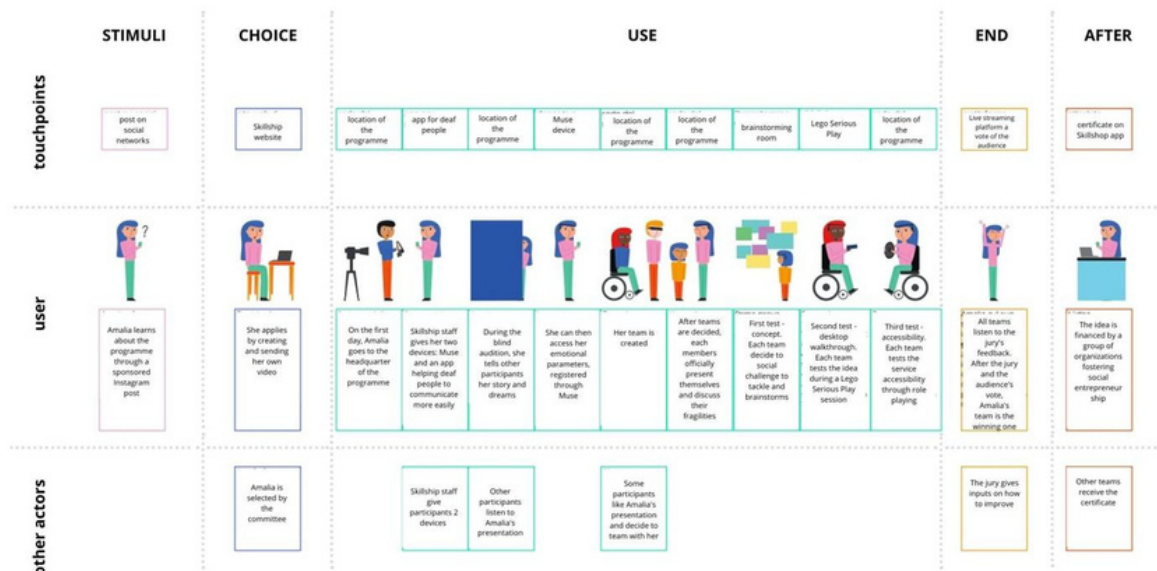
Skillshi was created to support the youngsters with fragilities in developing a **positive relationship with the job market and better understanding social entrepreneurship**. By taking part in the programme, young people can show a wide range of stakeholders their abilities and potentially have their idea financed.

At the end of this experience, users will better appreciate their own capacities. Moreover, the programme intends to raise awareness towards the general public regarding the difficulties faced by participants and the importance of social entrepreneurship

## Service map



## User journey map




Indico was developed by Giacomo Astolfi, Dorotea Balsimelli, Martina Bambi, Matteo Bertelli, Francesca Fenati, Li Zhao

# indico

co-design social enterprises

a service helping young people looking for job opportunities develop skills in the field of social entrepreneurship through unusual support paths, which include the resolution of concrete challenges highlighted by local communities



## Problems

The idea stems from the need to promote **social entrepreneurship** as a potential path for young people looking for job opportunities. Indeed, this sector is not yet well known among young European citizens: **lack of information**, limited awareness on their capabilities and potential, difficulties in creating work teams with complementary abilities, **few economic resources**. Moreover, several young people feel like they lack of relevant skills to be competitive on the market

## Service

Indico is Europe-based service supporting young people in finding their **professional path**. The project allows for the creation of a database thanks to recommendations, inputs and suggestions uploaded by citizens who will be asked to share specific territorial issues. A European city will later be selected, hosting this temporary service which will be activated through Ravelo, an immersive installation showing data on the difficulties faced by that city.

These types of information will be pivotal to create **social challenges** that should be solved by young people looking for job opportunities. The winner will access a support programme to open up their own social enterprise

## Stepping stones

**Data collection**  
European citizens, through a guided path on Indico online platform, add the issues and difficulties affecting their territory according to them. The problems inserted will be elaborated through georeferencing.

**Social challenge**  
Young people looking for a job will have the opportunity to propose an idea that can potentially solve the problems that was detected by citizens

**Crowdfunding**  
The winning idea is presented to citizens and can later be financially supported through ad hoc fundraising campaign

**Social Enterprise**  
Indico staff will support the winner in opening up the enterprise

## Network of new entrepreneurs

The new entrepreneurs will get in touch and potentially start new collaborations.

## Pros

**New work opportunities**  
Indico intends to foster alternative and unusual professional paths by challenging young people on social themes that can benefit several communities.

**Resolution of local problems**  
Indico fosters the chance to solve local by supporting the collaboration with citizens: people can communicate and come up with new ideas.

**Awareness-raising**  
Citizens can recognize problems affecting their community and create a trustworthy relation with social entrepreneurs, in charge of solving these issues.

**Open database**  
An open and accessible database will collect difficulties and problems



## Service map



## User - journey map

phases	STIMULI	CHOICE	USE						END	AFTER
touchpoints	physical: Ravelo 	digital Indico platform 	physical: Ravelo 	digital Indico platform 	digital Indico platform 	digital Indico platform 	digital Indico platform 	digital Indico platform 	physical 	digital Indico platform 
users	 While going to work, Erika bumps into the installation Ravelo where she learns about Indico and data on issues related to the city of Bologna	 Erika believes Indico could provide her with job opportunities: she subscribes with a group of friends to solve a social challenge in the city of Bologna	 Participants all go to Ravelo where Indico staff presents them with all the phases to design a solution. They start the research phase	 Erika and her team share the information and materials of their research on the platform and check those of other teams	 The team is given instructions on the next phases and start the design phase	 The team upload the project on Indico platform	 Indico communicates to the team that their idea was chosen to be tested using a digital twin	 Erika and her team win the competition and their project is presented on the online platform, in a section dedicated to crowdfunding	 The team start establishing the social enterprises, supported by Indico staff	 The team opens up a social enterprise and connects with other entrepreneurs through a network
other actors	 Citizens are guided in outlining territorial challenges: - selection of macro-issues - selection of specific features - selection of the city - upload of information					 Citizens are asked to vote for their favourite project		 Citizens can learn more about the winning project and support it through fundings		 Entrepreneurs connect with the social enterprise

Intense was developed by Elie Al Smaily, Caterina Amato, Martina Magnani, Stefano Maggi, Giulia Saetta, Francesca Velleca



## Introduction.

### Problem

**Lack of knowledge** as regards social entrepreneurship and **opportunities to get in touch with this ecosystem** among young people aged 24-30 looking for job opportunities. Indeed, there is the need to design services that can stimulate this type of sector, generating positive social impact.

### Service

Intense allows young people looking for job opportunities to learn more about social entrepreneurship through a **hands-on approach**, by working in close cooperation with companies. The project makes extensive use of new technologies: virtual reality, immersive playgrounds, jam sessions with experts and the application of artificial intelligence

### How it works

Intense will organize an event divided into **5 social jams** (i.e. collaborative event where people are asked to discuss, design and learn from one another), each of which will tackle a specific social theme with the support of a social enterprise.

Users will address these themes through immersive paths, supported by **VR headsets**; they will later be grouped in teams that will be guided by **experts** who will moderate the jam sessions. At the same time, a AI device will foster the conversation by providing images and conducting researches based on the words used by participants. Each **jam will conclude with a presentation** of the main topics raised. At the end of the day, users will have learned more about specific topics and will have interacted with social entrepreneurs, using new methodologies

### Pros

Intense is characterized by **innovative engagement methods** and an informative approach, mainly fostered by new technologies. Moreover, tackling a wide range of social topics **allows participants to understand what they are more interested in** while learning about the modus operandi of the enterprises involved. Using AI during jam session aims at democratizing the discussion, paying attention to all the stimuli that were generated.

## service map.



1.

Users decides which jam session they want to attend



2.

Learn more about the topics addressed through an immersive paths



3.

Jam session: workshops with experts and AI support. The aim is the design of a concept to tackle a social challenge and network



4.

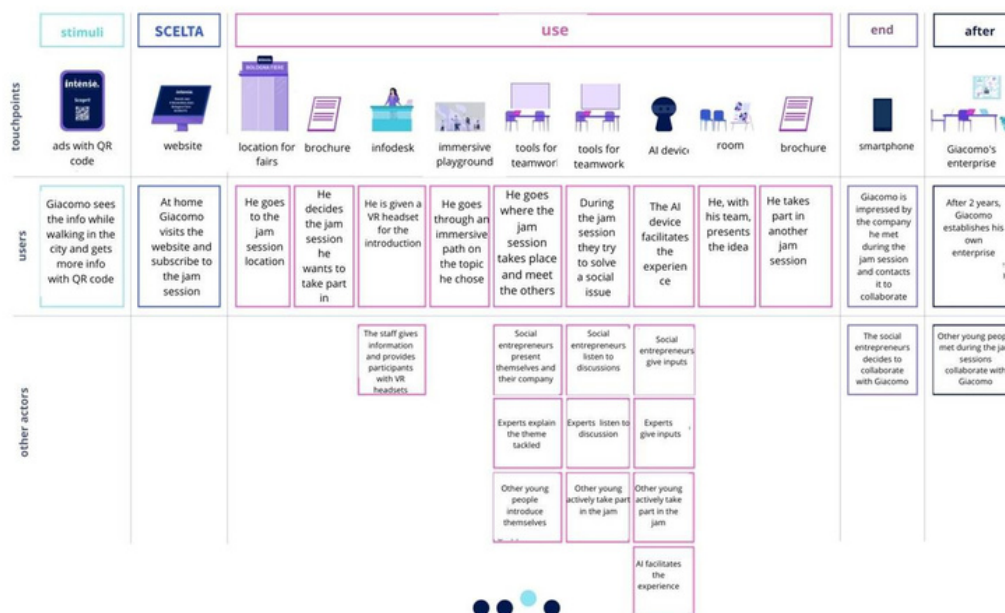
presentation and discussion about the concepts introduced



5.

users have acquired more knowledge that they can use to get in touch with social enterprises

## user journey map.





Summit was developed by Erika Cavallo, Riccardo Dadina, Carolina De Franco, Davide Massimi, Gulesin Ozkoc



## Introduction

### Problems

The macro aim of the service developed is to foster social entrepreneurship among young people and potential future entrepreneurs. Particularly, the target market are **people aged 26-30** that have a business ideas generating positive social impact. Several obstacles can hamper the realization of these kinds of concepts: bureaucratic difficulties, scarce economic resources and **lack of time**.

### Service

Summit is a digital educational service allowing young teams to **better manage a training path** which supports them in developing essential competences to become a social entrepreneur. Themes are clustered and proposed as "single packages". Each team member is provided with the specific topics they should focus on, which are diversified so as to reduce the overall time dedicated to studying: each person will follow fewer themes since the other are addressed by their partners. The **digital platform** will later **customize** the training path of each individual according to the time spent on the tool, the courses attended, the results achieved.

### How it works

The system is based on Artificial Intelligence: it elaborates information to customize the training path according to the characteristics of each user. Through data collection, AI will monitor timing and difficulties: **the training path will be unique and diversified**. At the same time the platform encourages team members to exchange information and perspectives. Moreover, during the programme, participants will meet with social entrepreneurs that will share their experience. At the end of the course, the team will receive a certificate. Also, each member will be able to always access the lessons that were not included in their specific programme by the system.

### Pros

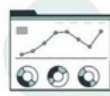
This digital platform allows for a decrease in time spend to acquire know-how and skills: it is, in fact, based on a **collective approach** a mutual support among team members. Summit is conceived to **use time efficiently and effectively**: participants can easily access their training time anywhere, whenever they have some spare time. Moreover, being able to get in touch with established entrepreneurs will make them understand the concrete steps that should be taken to launch their own enterprise and the errors that should be avoided

# service map



## 1 Division of the themes among team members

The team takes a test on the themes tackled by the training path so as to define a customize each members' programme



## 2 Lessons and tests

Each participant follows the lessons they are supposed to attend (videos and materials are supplied) and take the tests



## 3 Meeting with social entrepreneurs

For each milestone (e.g. 25%, 50% of the programme), team members will have the chance to meet with established entrepreneurs













## 4 Completion of activities

The team concludes the programme: in little time, members achieved a solid objective

These phases are periodical

# user-journey map

	STIMULI	CHOICE	USE					END	AFTER	
touchpoints	instagram	Giorgio's home	Summit website	Summit website	Giorgio's home	Giorgio's home	zoom	e-mail	@ "ShelterDog"	instagram
user	 <p>Giorgio finds out about Summit. He listens to the experiences of the enterprises born on the platform through IG stories. He asks his friends to join</p>	 <p>Giorgio and his friends decide to take part in it and indicate their objective (e.g. develop a social enterprise)</p>	 <p>They all take a test: they will answer to general questions on social enterprises to evaluate their level. They will indicate the time they have available to study</p>	 <p>The AI system provides each of them with the topics they should study. Giorgio needs to study accounting</p>	 <p>While watching TV, the system suggests he should study. He is presented with a 25-minute course (the time is calculated according to his schedule)</p>	 <p>After each "package", Giorgio takes a test: this allows the AI system to enhance time management and adapt the course to his needs</p>	 <p>When a milestone is achieved, the system proposed to meet up with a coail entrepreneur.</p>	 <p>At the end of he programme, there will be a final test and each member will be given a certificate</p>	 <p>The team develops a social enterprise, each member is in charge of the themes they have addressed during the course</p>	 <p>Giorgio and his team are included on Summit IG page and are part of a network of social entrepreneurs</p>
other actors	Social entrepreneurs tell their story on IG						Social entrepreneurs answer to questions and provide inputs			

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MaMe was developed by Serena De Finis, Angela Cristina Palazzo, Renato Penneta, Martina Quaquarelli, Rafael Salas Carretero



# MaMe

## Matching members for team excellence!

a technology-based service that, before starting conceiving a business idea through teamwork and metogrhship, match individuals willing to start a social enterprise according to their skills, interest and complementaries

## INTRODUZIONE

### Problem

**Social entrepreneurship** is a complex field. On one side the current economic context decreases opportunities for many people. On the other, young people have a hard time finding other people willing to invest with them in this sector and potentially launch a social business idea together. For all of these reasons, young people show **lack of interest and mistrust** and hardly ever choose this sector as a career path.

### Service

MaMe intends to favor capacity building, self-assessment and the creation of solid and heterogeneous teams in the field of social entrepreneurship. The ultimate aim of this service is to support the development of social enterprises by mixing up different elements: **game-based methodologies** and the possibility to exchange perspectives and receive feedback from **field experts**.

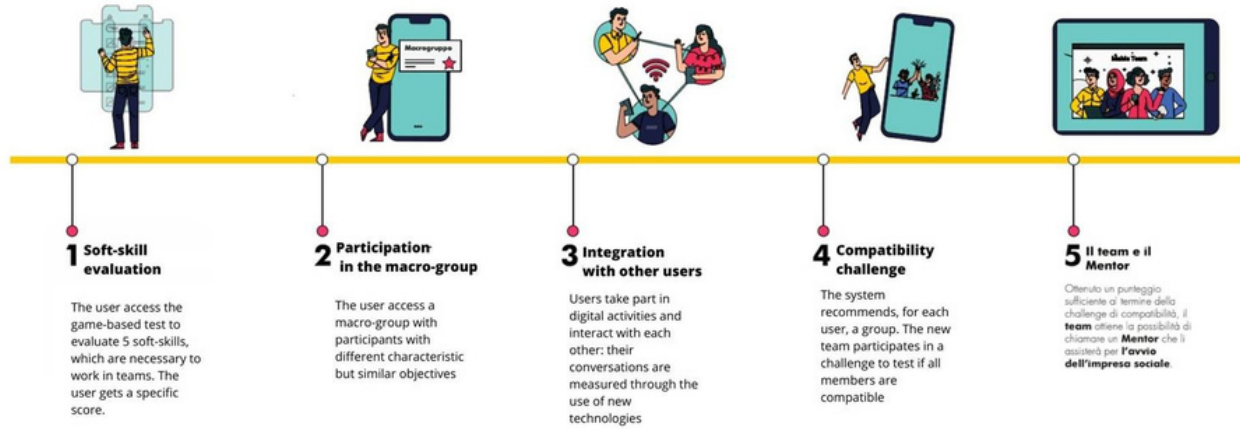
### How it works

In the first phase users are required to insert specific data so as to allow the system to better define their profile and identify the social objective of their future enterprise. At a later time, users need to take a test to evaluate their **soft skills**. The score reached will allow each user to access a macro group with participants with **complementary features** and similar objectives. Each user will have the chance to take part in events and digital activities to get to know other participants. **Smart ranking technology** will monitor the quality of the conversations: an algorithm will recommend the team that can get in contact a mentor/expert.

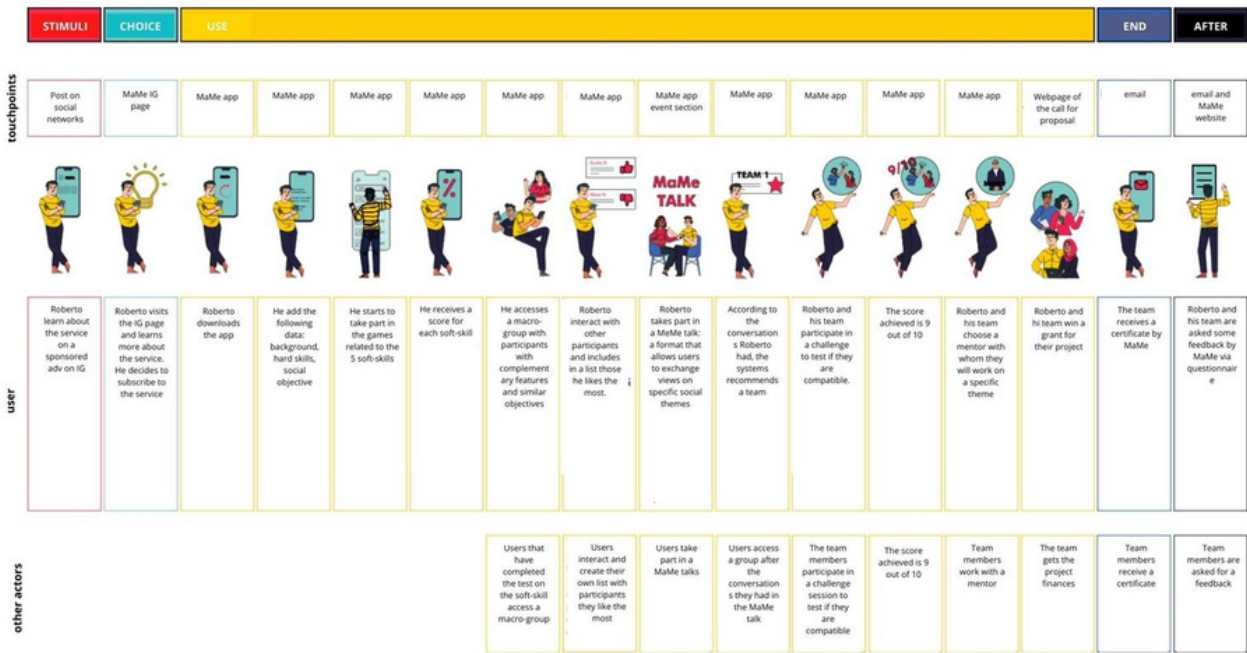
### Pros

The service allows users to learn more about each other through self-assessment tests. It also indicates the activities that can better support them to **enhance their competences**. The system enables participants to group according to similar interests and complementary characteristics. Being mentored by the field expert is a stepping stone towards the **concrete improvement** in this sector. All of these pros are accessible in a user-friendly digital platform.

## SERVICE MAP



## USER JOURNEY



## Annex II

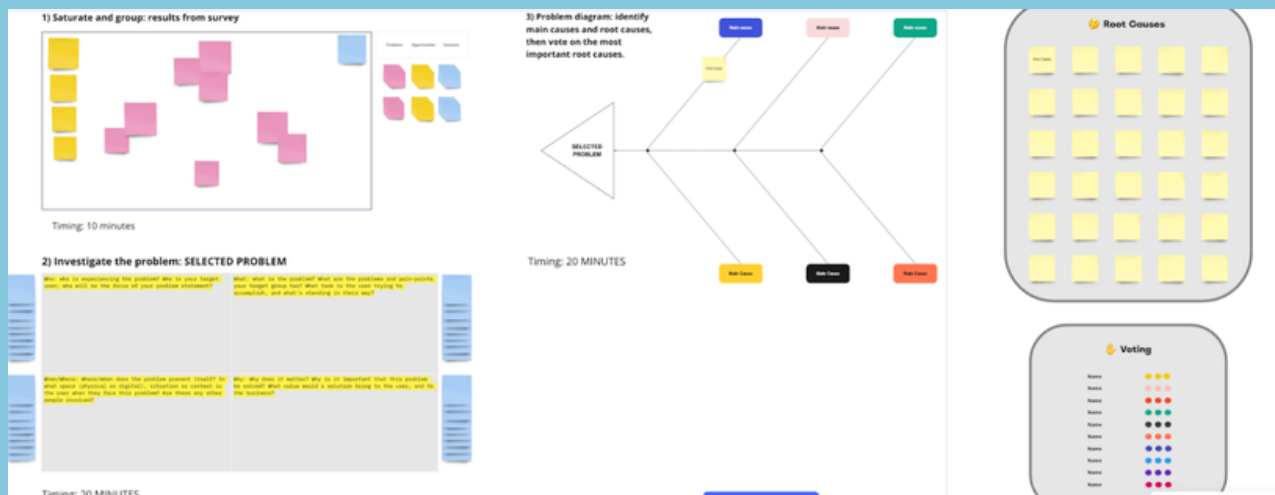
### TOOLS USED DURING THE 1° MULTISTAKEHOLDER FOCUS GROUP

Due to the pandemic, focus groups were organized online using Miro. However the same methods can be adopted for offline events too.

**Saturate and Group:** this exercise helps unpack thoughts and aspects related to a specific topic into tangible and visual pieces. Grouping them into categories and clustering together similar elements allow for the identification of patterns so as to better identify needs of and insights

**Investigate the problem:** by trying to answer to the 5 Ws (who, what, why, when, how) in relation to specific problems, participants can truly delve into situations and think about them in a concrete manner






**Problem Diagram:** this chart forces participants into further detailing problems by reflecting on the causes that led to them.



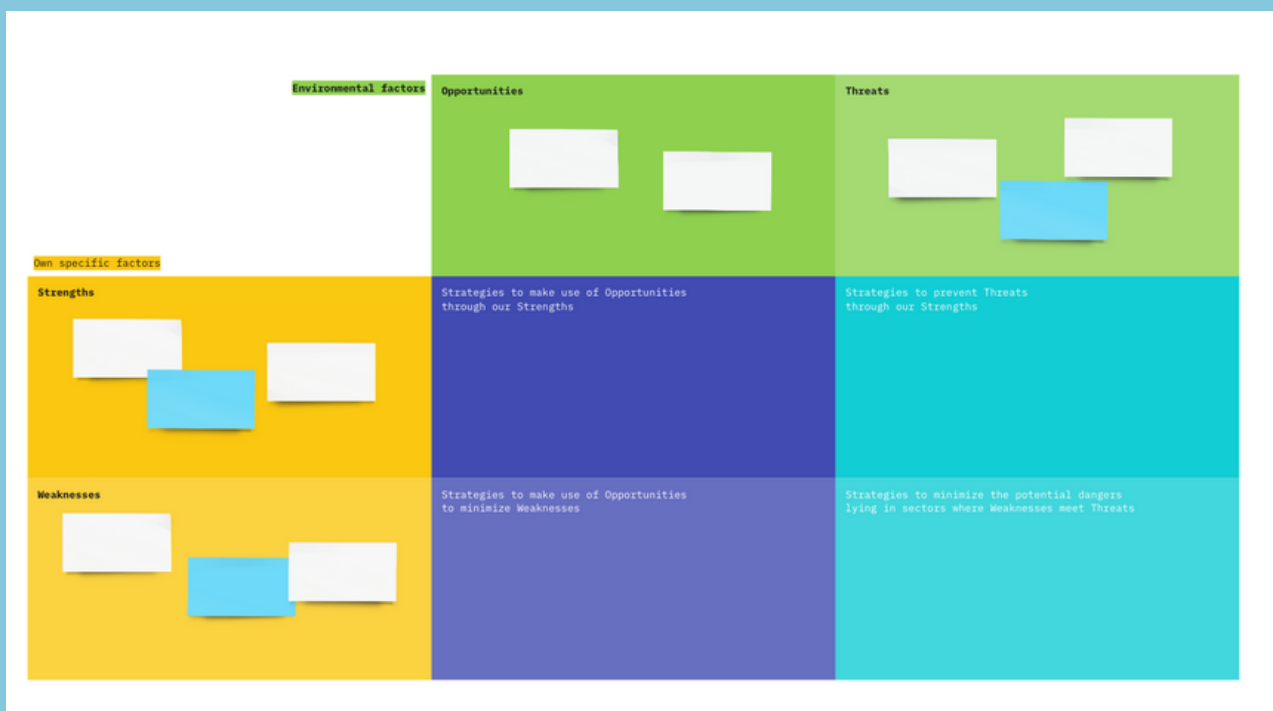


## TOOLS USED DURING THE 2° MULTISTAKEHOLDER FOCUS GROUP

**Idea Canvas:** a diagram that is used to design the strategy needed to execute an idea, it fosters critical thinking and provides support in visualizing the strategy needed to execute the idea.

 <b>TITLE:</b>	 <b>HOW DOES IT WORK:</b>
 <b>TARGET:</b>	
 <b>ENABLING CONDITIONS:</b>	 <b>ADDED VALUE:</b>

**SWOT analysis:** this tool, generally used by companies to evaluate whether a business decision is viable, helps plan the step further by outlining the point of strengths and weaknesses of an idea/business, the opportunities and threats present on the market/territory.



## TOOLS USED DURING THE 3° MULTISTAKEHOLDER FOCUS GROUP

**Service map:** it is the visual process of laying out all the steps of a service.

**User-Journey map:** it represents a sequence of events or experiences a user might encounter while using a product or service. A user journey can be mapped or designed to show the steps and choices presented as interactions, and the resulting actions.

**Feedback-capture grid:** it is a method to easily collect user feedback to ensure that the product or service proposed corresponds to the wants and expectations of stakeholders. It allows to understand what elements users love, what functions or sections that don't make sense. That way, every product/service release will get a step closer to the customers exact needs.



## FEEDBACK-CAPTURE GRID

What you like?	What is missing?
<p>Please share the things you liked the most and the aspects that struck your attention</p>	<p>Please tell us what is something that "should be there" the implement the project to its fullest potential. Share constructive criticisms</p>
Any questions?	Any ideas?
<p>Is there something that you did not fully grasp about the service? Do you have any remarks that you would like to share? Doubts?</p>	<p>How would you improve the service? Do you have proposals?</p>

## Annex III

The following documents provide an overview of the 4 service concepts developed by partners of the Inn@se project.

### ART-ER SO COOL!

#### SOCIAL & CULTURE: TOGETHER FOR YOUNG ENTREPRENEURS

The service aims at supporting young people in acquiring both social and entrepreneurial skills to better understand how to develop a sustainable, feasible and impactful project in the field of culture.

By experiencing a tailor made 1 year job-shadowing programme designed by two entities from two different sectors - a social enterprise and a cultural organisation - at the same time, young people will learn to both handle heterogeneous work environments and connect two strictly linked fields by implementing a concrete initiative.



## INTRODUCTION

### PROBLEM

Social and cultural organizations have a lot in common. They often have similar objectives, aiming at generating a **positive impact on society and on the territory**. Nevertheless, they perceive themselves as either part of the social sector or the cultural one. Therefore, it is hard to establish long-lasting relationships, which could benefit organizations and communities at the same time.

There are still very few opportunities for young people to be part of a sound experimental environment where they can **test new ideas** that can later lead to the creation of new entrepreneurial projects at the intersection of the cultural and social worlds.

Moreover, young aspiring entrepreneurs have limited chances to be fully dedicated to the analysis and development of their ideas since at national and local level there are no funding programme to support them (such as Erasmus for young entrepreneurs at EU level, or traineeship or national voluntary service).

### SERVICE

The service foresees the design of a program for social young entrepreneurs that can be replicated by organizations willing to explore projects connecting the cultural sphere to the social one.

The implementation of a programme is based on a toolkit developed by ART-ER. The toolkit describes a series of activities to be able to implement an efficient and effective programme: i.e. how to handle a partnership with another organization (either in the cultural or social sector); how to reach out to young people; what activities should be implemented; how to develop the final output.

The program can be adopted and implemented:

- within specific public calls for proposals carried out by private foundations;
- within the National Voluntary Service as an innovative way to link volunteering and entrepreneurship;
- within measures developed by regions/cities in the framework of youth policies;
- directly by private organizations willing to implement internship through a collaborative and innovative approach;

### HOW IT WORKS

The toolkit will describe:

1. how to match two organizations, one from the cultural field, one operating with the social sector which intend to collaborate in the co-design programme and co-host the selected young people
2. how to co-design a socio-cultural project which intends to develop a social business idea, including the definition of training sessions dedicated to social entrepreneurship skills
3. how to look for funding opportunities to support the programme
4. how to manage young aspiring entrepreneurs (or more than one) to be involved in the project
5. how to manage the implementation of 1 year programme, including on-the-job training in both organizations and training sessions to develop an idea mixing the cultural and social worlds
6. how to support the young person in presenting the final social business idea

### ADDED VALUE

Young people can experiment and acquire practical skills on how to **develop a social entrepreneurial idea in the field of culture and creativity** within a "safe" environment. In addition, thanks to a cross-sectoral collaboration among organizations (cultural & social), the entrepreneurial project idea can be more innovative and linked to the market as well as to the local social needs.

By implementing the programme, the two organizations involved can experiment joint projects, enhancing their offer and tackling specific needs of their communities

## SERVICE MAP

### 1 APPLICATION

The user learns about the objectives of the intersectional programme online and applies to take part in it

### 2 SELECTION

The social and cultural organizations implementing the activity review all the CVs received and provide feedback to the user

### 3 PROJECT DESIGN

The organizations and the user meet to finalize the project idea, the training paths and the methods that should be adopted

### 6 FOLLOW-UP

The user decides whether he wants to pursue the idea further and start looking for resources to improve it

### 5 BUSINESS IDEA

The user finalizes and presents the idea

### 4 IMPLEMENTATION

The user spends 12 months in both organizations, working, learning and further developing the project idea at the basis of the programme



# PUC MEETSE!

## MEET THE SOCIAL ENTREPRENEUR IN YOUR AREA

The service consists of an information campaign on Social Entrepreneurship, which includes a competition so as to involve young people more effectively. The service helps educational institutions (schools, universities) to better communicate the idea of social entrepreneurship in order to increase interest in entrepreneurship itself and more visible positive attitudes towards this sector among young generations.



## INTRODUCTION

### PROBLEM

The root problem is a **lack of awareness and knowledge about social entrepreneurship**. This also involves **misperception of social enterprises**, which are seen as a charitable activity rather than businesses. Negative connotations linked with the social enterprise label are considered by some as an important barrier to the development of such enterprises.

The macro aim of the service is to foster social entrepreneurship among young people

### SERVICE

MeetSE! is a **combination of an information campaign with a competition involving the youth**.

The aim of the competition is to encourage young people to find a social enterprise in their area, make a short video or photos about it (e.g. on TikTok), a report or a work of art (depending on the age of the students). The information campaign accompanying the competition would explain what to look for (what a social enterprise is), where to look for them (you can use the SE databases available in the Regional Social Policy Centres). The awards in the competition would also come from the SEs, to further promote their activities.

### HOW IT WORKS

It starts with the preparation of the competition rules and developing attractive messages about SE for social media.

Then it's necessary to choose a way of presenting this information that is attractive to young people. After this, the information about the competition is distributed through selected social media.

Young people participating in the competition will have to find social entrepreneurs in the defined area. They then have to take a photo or short video showing the business profile of the selected social entrepreneur, add a short description and submit it to the organiser. The organiser of the action (e.g. school) assesses the competition works and announces the results (e.g. during a dedicated event).

### ADDED VALUE

Such a service allows for a better understanding of the social entrepreneurship concept among young people (by direct involvement), increased interest in entrepreneurship itself and more visible positive attitudes towards social entrepreneurship.

What a student does (searching for SEs, preparing a work for the competition) can have an impact on household members, and parents who also learn about social entrepreneurship.

While preparing the work for the competition, the young person additionally acquires soft skills.

Participation in such a challenge may, in the future, result in involvement in voluntary work in the SE found or/and starting own social entrepreneurship in the future.

## SERVICE MAP

### 1 DESIGN

Preparation of the competition rules

### 2 IMPLEMENTATION

Development of attractive messages about social entrepreneurship for social media

### 3 LAUNCH

Distribution of information about the competition through selected social media

### 5 AWARD

Assessment of competition works and announcement of the results

### 4 CLOSURE

Collection of competition submissions

# DESERT BLOOM AID@HAND

ALWAYS AT YOUR SIDE, WALKING  
YOU THROUGH STEP BY STEP

Aid@Hand is an interactive website dedicated to providing free and low-cost legal and technical assistance to young social entrepreneurs in a timely fashion. The website provides a full range of holistic services that meet social entrepreneurs' needs in all stages of entrepreneurial journey; (1) Initial Formation (2) Starting up (3) Growth (4) Expansion and (5) Maturity and Possible Exit. The services will be offered by competent lawyers and subject matter experts (SMEs).



## INTRODUCTION

### PROBLEM

The service increases young social entrepreneurs' access to affordable proper legal and technical assistance on timely fashion. Many young social entrepreneurs cannot afford to pay for legal and technical advice. This leaves them susceptible to risks that challenge their success throughout their entrepreneurial journey, particularly during the initial formation and early growth stages.

### SERVICE

Aid@Hand is an interactive website dedicated to providing a wide spectrum of **free and affordable legal and technical support** for **young social entrepreneurs**, including:

1. Compliance with laws and regulations.
2. Contracts/ agreements with co-founders/ partners, sponsors, suppliers etc.
3. Legal Entity choices.
4. Feasibility studies
5. Coaching
6. Training
7. Mentoring
8. Tax related issues
9. Employees' issues
10. Intellectual Property Issues
11. Torts
12. Ethical issues
13. Conflicts of interest
14. Privacy policy issues

### HOW IT WORKS

A fully interactive website will be developed with relevant content. It will be managed by a team of 5 full-time specialised lawyers and 5 SMEs.

Qualified volunteers (Lawyer and SMEs) are accepted as members of the Aid@Hand Board of Volunteers. They are allowed to give certain legal advice and share their experiences.

Project Team and volunteers will run the online interactions with young social entrepreneurs.

- Services are categorised in different sections:
1. Ask an expert - free service section (interactive)
  2. Ask an expert- paid service section (interactive)
  3. Telephone and face-to-face services
  4. Legal representation services
  5. Lessons Learned Section.
  6. Frequently Asked Questions (FAQ) section, which lists commonly asked questions and answers
  7. Capacity Building section.
  8. Get involved section
  9. News & Publications section

### ADDED VALUE

The platform will encourage the dissemination of knowledge, resources and experiences among all people interested in social entrepreneurship.

Young social entrepreneurs will enjoy easy and immediate access to essential legal support at affordable costs, reducing legal risks and keeping up-to-date with the ever-changing legal compliance requirements. They will also have networking opportunities.

All in all, the platform will promote social entrepreneurship.

## SERVICE MAP

### 1 DESIGN

Developing a user-friendly interactive website

### 2 STAFF IDENTIFICATION

Attraction and recruit of quality lawyers and subject matter experts

### 3 COMMUNICATION

Preparation of website content involving lawyers and SMEs and other key stakeholders

### 5 IMPLEMENTATION

Management of an interactive website that provides legal assistance to young social entrepreneurs as well as capacity building in the field of social entrepreneurship

### 4 PROMOTION

Promotion of the website through social media and the websites of key stakeholders

## ARNO CLICK & PICK

### A PLACE FOR GETTING INFORMATION ABOUT SOCIAL ENTREPRENEURSHIP IN NORTH MACEDONIA

Due to the limited access to information resources about Social Entrepreneurship in Macedonia, the Service Concept developed intends to improve communication issues linked to this sector. The output will be an online document (which will become a one-stop-shop web platform in the future) with free access to social entrepreneurship information (open calls, researchers, events, manuals, etc). The document will be nourished by organizations and professionals from the territory operating in this field. Aggregating information and people can lead to a common entry point to learn about social entrepreneurship, easing access to this sector for young aspiring entrepreneurs.



## INTRODUCTION

### PROBLEM

There is a limited access to resources and information on Social Entrepreneurship

### SERVICE

The service consists of an online document with free access to social entrepreneurship information (open calls, researchers, events, manuals, etc), nourished by partners of the service (public and private organizations operating in the field of Social Entrepreneurship).

### HOW IT WORKS

Young people accessing the document will find different kinds of information:

- laws, training, podcast, events, funding opportunities, mentors, programmes
- external links to sources

Partners will:

- provide information to be added to the document
- be responsible, in different periods, of handling information on the document

### ADDED VALUE

- Focus on local context - more highlight on the discourse
- Young people can get inspired and start their entrepreneurial journey
- Shared governance is proactive of democracy
- Advice for social inclusion on regional level
- Use of local languages
- Culture of cooperation

## SERVICE MAP

### 1 MAPPING

Identifying all important SE information

### 2 CONCEPTUALIZATION

Sorting out information by categories and design the document

### 3 IMPLEMENTATION

Creation of the first draft of the document

### 5 GOVERNANCE

Training for the governance of the project

### 4 INVOLVEMENT

Inclusion of more partners contributing to the service and publication of the document

**INN@SE PROJECT**