

# Overview of Social Entrepreneurship Business Model

Part 2

## Social Entrepreneurship for Local Change

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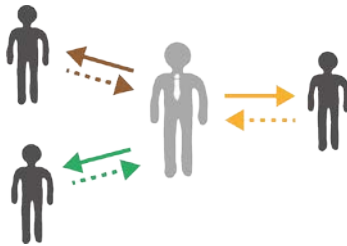
# Business Model Framework for Social Enterprise

Key components



Products and services

- Market segment: the segments of customers/ beneficiaries
- Relationship: the communication strategy and type of connections with customers
- Distribution: the channels used to reach the customers



- Costs structure
- Revenue model

Social benefit

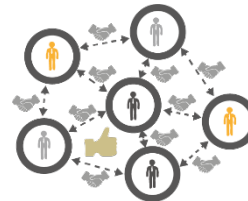
- Value chain: the chain of activities for operations



- Key resources (physical, intellectual, human, financial and impact) and competences (skill, knowledge, or ability)



- Partner network: the network of cooperative agreements with other organizations



CONCORDIA Social Projects has set its goal to enable children to grow up happily to have independent lives. *“We give them a safe home and open up future chances for them through a well-founded education. In acute crises we offer children a secure possibility to grow up in a family-like environment with dependable caregivers in our facilities.”*

**Social Challenge:** In Romania, there are many families with children who live on the streets and seek social reintegration. Unfortunately, there is little support to help them get back on their feet, both personally and professionally.

CONCORDIA Bakery provides job opportunities for the best students from its CONCORDIA Vocational School. The students are young people from vulnerable families or who live on the streets and are looking to reintegrate into their communities.



La Recyclette is a ViitorPlus project, the first project in Romania that is neutral from a carbon emission standpoint. Its objective is collecting office paper waste to be recycled. The paper is transported by cargo-bicycles, unique in Romania, driven by people with social problems, who thus have a work-place insured.



Îți place să faci mișcare  
și vrei să ajuți natura?



Promoting sustainable  
development on a local level



**HAI în echipa Recicleta!**

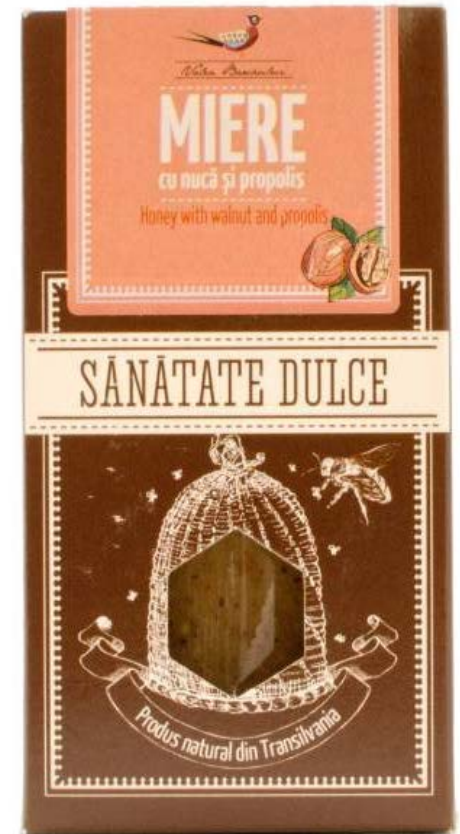
<https://www.recicleta.ro/>



## Generating sustainable income for traditional beekeepers

Agapis' social enterprise, Valea Barcaului, produces two lines of gourmet, healthy honey and dried fruits with an emphasis on nutritional value, under the brand Sănătate Dulce.

**Social Challenge:** Small farmers in rural areas are unable to pay the high price to get their products to a larger market and reach higher sales volumes. There are also limited alternative job opportunities in the community where they live.



**Pădurea copiilor**  
a project by  
**ViitorPlus**



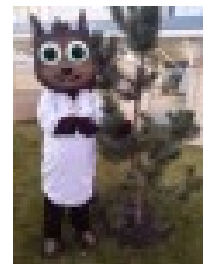
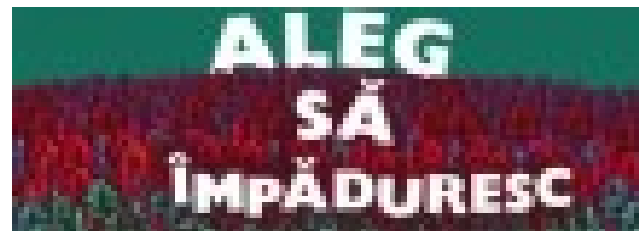
Promoting sustainable development on a local level

"The Children's Forest" is a ViitorPlus project whose aim is the afforestation of degraded lands in Southern Romania and also planting and taking care of a seedling for every newborn in our country.

**Social Challenge:** the major lack of forested surfaces in Southern Romania

**Mission:** to raise and increase awareness concerning the importance of the forest ecosystem and with the aim of planting forests on our country's degraded lands.

**Social impact customers:** *"We want to invest in what we leave behind and we think that those whom will benefit the most from the newly forested lands are our children. This is why our objective is to plant a tree for every newborn in Romania."*



<https://www.viitorplus.ro/padureacopiilor>



Improving educational opportunities for people with vision impairment



**Cartea Călătoare** produces audio books in DAISY (Digital Accessible Information System) format to allow the visually impaired to enjoy reading at their local libraries just like any other independent person.

**Social Challenge:** Of the 5,300 libraries and bookstores in Romania, only a few offer disability-friendly technology to meet the needs of approximately 90,000 visually-impaired citizens.

[www.fcc.ro](http://www.fcc.ro), [www.cartidaisy.ro](http://www.cartidaisy.ro)





## Traditional crafts for sustainable communities

The Gaspar, Baltasar&Melchior Association offers workshops in crafts making including pottery, glass and painting for children. The revenues from the workshops support the only public primary school in Piscu while preserving local cultural traditions.

**Social Challenge:** Piscu is a village near Bucharest with a long history in pottery making, a craft passed on from one generation to the next. Like many other villages in Romania, this tradition is being lost. Of the 120 kilns in full use in the 1980s, today only five kilns remain semi-functional in Piscu.



[www.piscu.ro](http://www.piscu.ro)







Village Life promotes sustainable rural development by connecting urban travelers with old world village life in the heart of rural Romania.

It contributes to filling the gap between what the **villager** can offer and what the **city person** needs. It facilitates exposure of our rural beneficiaries to good practice examples and creating connections with sources of know-how

**Social Challenge:** Romanian villages are a rare sight in Europe and beyond. Many are models for true environmental sustainability. However, there is little economic incentive to maintain village traditions, homes and way of life. Small-scale household farming is under pressure from industrial farms.

*“We educate for environmental awareness and in general, sustainable rural development in all its dimensions (including education on topics like sustainable farming, green architecture or traditional landscape preservation; education for rural parents and children)”*





Viitor Plus' social enterprise **Atelierul de Panza** sells environmentally friendly shopping bags made from natural materials as an alternative to plastic bags: products made from untreated, unbleached and undyed cotton, 0 waste production, promoting sustainable production and consumption. These bags are made by people with disabilities who work from home or in ViitorPlus' production facility

**Social Challenge:** Nearly 200 different species of marine life die from the estimated 46,000 pieces of non recyclable plastic debris that make their way into the ocean annually.





Fair-trade, eco-friendly, local

Mai Bine's social enterprise **CUIB** sells fair-trade and eco-friendly products from local producers, including people with disabilities who have limited access to markets. The store also organizes community-building and cultural events to raise awareness on sustainability issues.

**Social Challenge:** In an era of globalization, local traditional products in Romania risk becoming obsolete as they are replaced by mass-produced, pre-packaged imports. This shift in consumer culture threatens environmental sustainability and quality of life and does little to promote fair and ethical trade between consumers and local producers.





## Inspiring sustainability and creativity through mosaics

Proiect Mozaic provides jobs for vulnerable young people producing quality mosaic in a sustainable company with business-oriented principles. The enterprise is a model of work-oriented education where each person is a protagonist and contributes to the common good.

**Social Challenge:** There is a lack of job opportunities for vulnerable young people in Romania, and more importantly a lack of enterprises that take the time to train young adults in different fields of work



[www.fabricademozaic.ro](http://www.fabricademozaic.ro)



ViitorPlus



90% unemployment rate  
for people with disabilities



Companies can help to create  
more jobs **without additional costs.**

HOW?

By buying from Protected Units.  
(448/2006 Law)

ViitorPlus was founded to stimulate and contribute at putting in practice the concept of sustainable development at individual, community and organizational level.

ViitorPlus is a nonprofit, non-governmental organization, implementing sustainable development projects in the following areas of activity: management of natural capital, production and sustainable consumption, education for sustainable development, good government.

Partners: companies, NGOs, professional associations, governmental bodies, city halls, banks, volunteers

Projects: The Children's Forest, La Recyclette, Canvas Workshop, Regenesys

ViitorPlus

MEMBER OF



Coaliția  
pentru  
Mediu

&



[www.viitorplus.ro](http://www.viitorplus.ro)

## Developing respect and confidence within the community

The Hercules Association offers the opportunity for socialization and social involvement to beneficiaries of all ages, within the community. It has built an events center that is available for rent to individual and local companies for events such as weddings, dinners, conferences, and seminars. Upon request, it also offers additional services such as event production, catering and decorating services. Proceeds are used to benefit 25 low-income children.

**Social Challenge:** In the community of Costesti, there is a great need to prevent and fight problems such as: school dropout, family abandonment and violence, adolescent delinquency, and social exclusion of older people.





**Made in Rosia Montana** social enterprise sells handcrafted wool clothing products, including socks, caps, gloves, scarves and yoga socks. The products are knit by women in Roșia Montană, providing them with income and allowing them to obtain a higher standard of living. The women work from their own homes and enjoy a flexible working schedule so they are able to continue be be involved in the life of the local community.

**Social Challenge:** Roșia Montană is a village in a mono-industrial area where there are very few job opportunities. As a result, many women in the community are unable to secure a source of sustainable income for their families.

[www.madeinrosiamontana.ro](http://www.madeinrosiamontana.ro)



# Contributions:

- Membership
- Volunteering
- Donate: 2% income tax
- Sponsorship: 20% tax on profit
- Donations
- Gifts
- Grants



Participanti la atelier de reciclare creativă organizat la Cafeneaua Cărturești – noiembrie 2011





# Contributions:

- Membership
- Volunteering
- Mentoring
- Training
- Donate: 2% income tax
- Sponsorship: 20% tax on profit
- Donations online, offline and inkind
- Buying from the social enterprise
- Gifts
- Grants





## Promoting sustainable development on a local level

More than 50.000 bags, helped 8 people to enter the job market, hired 16 people within 3 years of activity, a growing client portfolio.

60 new jobs created, 961 people placed on the labor market





- întreprindere socială  
a asociației

Vitor Plus

- 10 people with disabilities entered the job market within 6 years;
- Over 290 tones of paper recycled; 4.350 trees saved, less than 274 tones of CO<sub>2</sub> emissions;
- Over 8.000 employees collecting paper from over 200 firms partnered with Recicleta;
- Over 5.000 people from Bucharest benefit from Recicleta services (the no. is growing).

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**HAI în echipa Recicleta!**

## International award





# Village Life

- Introduced the concept of development through responsible travel to almost 30 Romanian villages
- Over 70 rural families benefitted (directly or indirectly) from capital infusion brought through Village Life's travel program
- Brought 150 travelers from more than 10 countries to visit Romanian villages that were never thought of as touristic
- 22 families hosted events and provided guidance to travelers, gaining experience in the hospitality sector, an important source of non-agricultural income
- Promoted responsible travel to the Romanian village, as well as its traditions and customs, to over 500 000 people all over the world





Fundatia Cartea Calatoare is a NESsT Enterprise in Romania that produces audio books in DAISY (Digital Accessible Information System) format to allow visually-impaired citizens to enjoy reading at their local libraries just like any other independent person increasing thus their access to education.

## Affordable Technology

- 55 visually impaired clients reached
- 194 accessible literature books
- 60 accessible school manuals, university lectures and technical books
- 116 percent increase in annual sales revenue

Number of users of affordable technology (DAISY books), from 2008 to 2013

