

S.E.E.D

**SOCIAL ENTREPRENEURSHIP AND
ECOSYSTEMS DEVELOPMENT**

MANUAL

Social Entrepreneurship and Ecosystems Development



**Co-funded by
the European Union**

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1. Description of Social Entrepreneurship we use in the SEED project

Disclaimer for the definition of Social Enterprise

The definition of social enterprises presented below is a working definition developed specifically for the purposes of the SEED project. It is intended to support a shared understanding among project partners and stakeholders and does not aim to replace, harmonize, or override existing national, European, or international legal definitions or policy frameworks related to social enterprises.

Social enterprises are non-public organizations or independent companies that provide a product or service and primarily and explicitly pursue a **social and/or environmental goal**, i.e. want to contribute to the SDG's in an **entrepreneurial way**.



For the understanding of the different aspects of the concept of social entrepreneurship distinction should be made between the person, the business and the concept:

- A **social enterprise** is an organization, company or foundation that earns money by (partly) selling services or products in the market, founded/run by a **social entrepreneur**.
- **Social entrepreneurship** consists of the skills and processes needed to sustain a social enterprise.

2. Our working definition of Social entrepreneurship is based on the following definitions found in the literature.

1. "Social enterprises are companies that:
 - a. provide a **product or service**;
 - b. instead of with a profit objective, do so primarily and explicitly to contribute to a **social goal** that is laid down in its articles of association;
 - c. (re)invest part of the turnover in achieving the social goal and/or be limited in the distribution of profit and assets, all this to ensure that the **social goal takes precedence**;
 - d. identify their relevant **stakeholders** and enter into dialogue with them at least annually;
 - e. are **transparent** on their website (or otherwise if publicly accessible - such as in their annual report) about the most material social value created; and
 - f. are able to pursue its own strategy **independently** of the government and/or other entities¹".
2. *Social enterprises are identified by the OECD² as*
 "any private activity conducted in the **public interest**, organised with an **entrepreneurial strategy**, whose main purpose is not the maximisation of profit, but the attainment of certain economic and social goals, and which has the capacity for bringing **innovative solutions** to the problems of **social exclusion and unemployment**."
3. *The European Commission has defined a social enterprise as*
 "being 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."
4. *In EMES³ approach, the three sets of criteria are as follows:*
Economic and entrepreneurial dimensions of social enterprises:
 - a) A continuous activity producing goods and/or selling services

¹ <https://social-enterprise.nl/over-sociaal-ondernemen/wat-is-het/>

² <https://web.archive.oecd.org/pageViewer?path=/2023-12-11/566784-social-entrepreneurship.htm&title=Social%20entrepreneurship%20&%20Social%20enterprises>

³ https://emes.net/content/uploads/publications/EMES-WP-12-03_Defourny-Nyssens.pdf

- b) A significant level of economic risk
- c) A minimum amount of paid work

Social dimensions of social enterprises:

- d) An explicit aim to benefit the community
- e) An initiative launched by a group of citizens or civil society organisations
- f) A limited profit distribution

Participatory governance of social enterprises:

- g) A high degree of autonomy
- h) A decision-making power not based on capital ownership
- i) A participatory nature, which involves various parties affected by the activity



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3. The definition of a social enterprise in Italy

In the Italian legal system, the social enterprise is one of the categories included in the broader context of Third Sector Entities (ETS – Enti del Terzo Settore), regulated by the Legislative Decree 117/17.

Pursuant to Legislative Decree 112/17, article 1, **can acquire the qualification of social enterprise** "all private entities, including those established in the forms referred to in Book V of the Civil Code, which carry out on a stable and principal basis a business activity of general interest, without profit and for civic, solidarity and social utility purposes, adopting responsible and transparent management methods and encouraging the widest involvement of workers, users and other subjects interested in their activities"¹

A social enterprise must meet the following requirements:

- be established with a public deed; the deed of incorporation must explicitly state the social nature of the enterprise by defining the corporate purpose and the absence of profit-making purposes in compliance with Legislative Decree 112/2017
- pursue civic, solidarity and social utility purposes
- carry out a business activity of general interest on a stable and principal basis
- allocate profits and operating surpluses to the performance of the statutory activity or to increase the assets, and therefore not distribute them, even indirectly
- adopt responsible and transparent management methods
- draw up and deposit with the business register a document that represents the assets and financial status of the enterprise
- draw up the social balance sheet
- encourage the widest involvement of workers, users and other parties interested in their activities
- volunteers cannot exceed 50% of the workers

The following kind of organizations can therefore acquire the qualification of “Social Enterprise”:

- recognized and unrecognized associations
- foundations
- committees
- companies (of persons and capital but not those constituted by a single natural person)
- cooperatives
- consortia
- social cooperatives are classified as social enterprises by law
- Civilly recognized religious bodies can have the qualification of Social Enterprise only if they carry out the general interest business activities defined by

Legislative Decree 112/2017 and define them with a regulation in the form of a public deed or authenticated private agreement aimed at implementing the provisions of the Legislative Decree.

The following kind of organizations cannot acquire the qualification of Social Enterprise:

- companies established by a single individual member
- public administrations
- entities whose articles of association limit the provision of goods and services to members or associates only

The sectors of activity in which social enterprises can operate are defined in Article 2 of Legislative Decree 112/17:

- a. social interventions and services
- b. health interventions and services;
- c. social and health services
- d. education, instruction and professional training as well as cultural activities of social interest with educational purposes;
- e. interventions and services aimed at safeguarding and improving environmental conditions and the careful and rational use of natural resources, with the exclusion of the habitually carried out activity of collection and recycling of urban, special and hazardous waste;
- f. interventions for the protection and enhancement of cultural heritage and landscape
- g. university and post-university education;
- h. scientific research of particular social interest;
- i. organization and management of cultural, artistic or recreational activities of social interest, including activities, including editorial, for the promotion and dissemination of culture and the practice of volunteering, and the activities of general interest referred to in this Article;
- j. community-based radio broadcasting
- k. organization and management of tourism activities of social, cultural or religious interest;
- l. extra-scholastic training, aimed at preventing school dropout and academic and training success, preventing bullying and combating educational poverty;
- m. instrumental services to social enterprises or other third sector entities provided by entities composed of no less than seventy percent social enterprises or other third sector entities;
- n. development cooperation
- o. commercial, production, education and information, promotion, representation and licensing of certification marks, carried out within or in favour of fair trade supply chains, to be understood as a commercial relationship with a producer operating in a disadvantaged economic area located, as a rule, in a developing country, on the basis of a long-term agreement aimed at promoting the producer's access to the market, and

- which provides for the payment of a fair price, development measures in favour of the producer and the obligation of the producer to guarantee safe working conditions, in compliance with national and international regulations, so as to allow workers to lead a free and dignified existence, and to respect trade union rights, as well as to commit to combating child labour;
- p. services aimed at the insertion or re-insertion of workers into the labour market
 - q. social housing as well as any other temporary residential activity aimed at satisfying social, health, cultural, training or work needs;
 - r. humanitarian reception and social integration of migrants;
 - s. microcredit
 - t. social agriculture
 - u. organization and management of amateur sports activities;
 - v. redevelopment of unused public assets or assets confiscated from organized crime.

The social utility purpose can also be achieved through the employment of:

- o highly disadvantaged workers pursuant to Article 2, number 99), of Commission Regulation (EU) No. 651/2014 of 17 June 2014, and subsequent amendments;
- o disadvantaged or disabled persons as well as beneficiaries of international protection and homeless persons who are in such a condition of poverty that they cannot find and maintain a home independently.

4. The definition of social enterprises in Finland

The Finnish⁴ description of social enterprises is very much in line with the European EOCD. A social enterprise is an enterprise where the primary business objective is **to provide societal benefits**. Social enterprises are private and third-sector operators and use the majority of their profits to pursue goals associated with their general objective. Social enterprises are experts in societal problems and problem-solvers, committed to developing the surrounding society and their customers' wellbeing over a long term.

Social enterprises are not limited to a certain company form: in addition to limited liability companies, they can be, for example, cooperatives, or foundations or associations engaged in business activity. A societal objective can be any objective that **promotes wellbeing, solves societal problems or improves the state of the environment**, for example.

A social enterprise defines its societal objective itself. The objective is typically related to increasing people's wellbeing, reducing inequality, providing employment to people with disabilities and promoting their inclusion in society, maintaining the vitality of countryside and tackling ecological issues. They can operate in any sector. Most typically, Finnish social enterprises operate in health and social services, education and training, wellbeing services and circular economy. Social enterprises have been established for purposes such as to provide employment for people with partial work ability and to develop local communities.

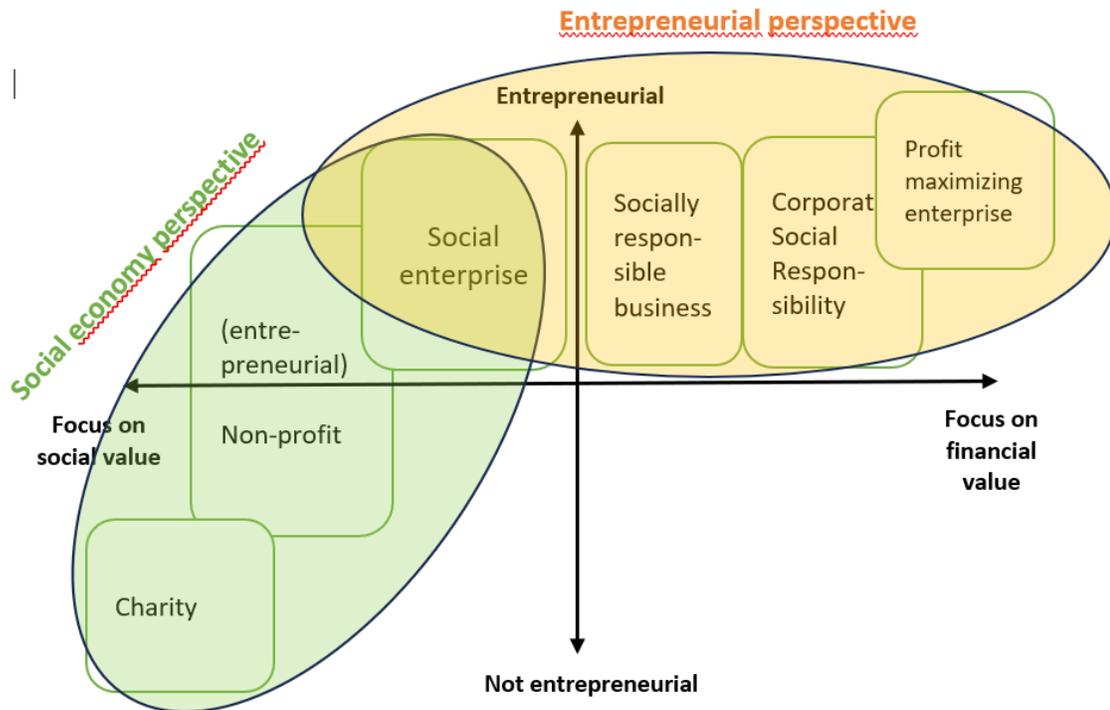
The key point is that the primary objective of the enterprise is other than seeking financial profit and this has been recorded in the articles of association. When realising their societal mission, these enterprises want to build, through their business operations, a better Finland and good life for everyone.

⁴ <https://yyo.fi/en/frequently-asked-questions/>

5. Social entrepreneurship and the social economy

In the following scheme social enterprises are placed on the axis of the entrepreneurial perspective and on the social economy perspective. The latter is often used by literature and research on this topic in the Global South. The social economy perspective does include charities and non-profits as well because it focusses on the mission of the foundation/company: to deliver services and/or products that do good for the planet and people and the way the social enterprise is organised: participative and inclusive. The social value creation is the main point of interest in the social economy perspective.

The entrepreneurial dimension gives attention to the aspect of earning money out of the market by selling services and/or products and thus create financial value in combination with the social mission of the company.



All⁵ the definitions of social entrepreneurship agree on a central focus on **social or environmental outcomes** that has primacy over profit maximization or other strategic considerations. A second defining feature is **innovation**. Innovation can be pursued through new

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https://www.researchgate.net/publication/257380245_Social_Entrepreneurship_Definitions_Drivers_and_Challenges

organizational models and processes, through new products and services, or through new thinking about, and framing of, societal challenges. Several social entrepreneurship initiatives combine these different ways of innovating. Finally, many authors emphasize how social entrepreneurs diffuse their socially innovative models via **market oriented action** that is performance driven, scaling up their initiatives in other contexts through alliances and partnerships, with the idea of reaching broader and more sustainable outcomes.

Three “Principles of Interest” as a Cornerstone⁶ for distinguishing different types of SE.

These distinctions lead us to consider three distinct major drivers or “principles of interest” that can be found in the overall economy: the capital interest (CI), the mutual interest (MI) and the general interest (GI). .

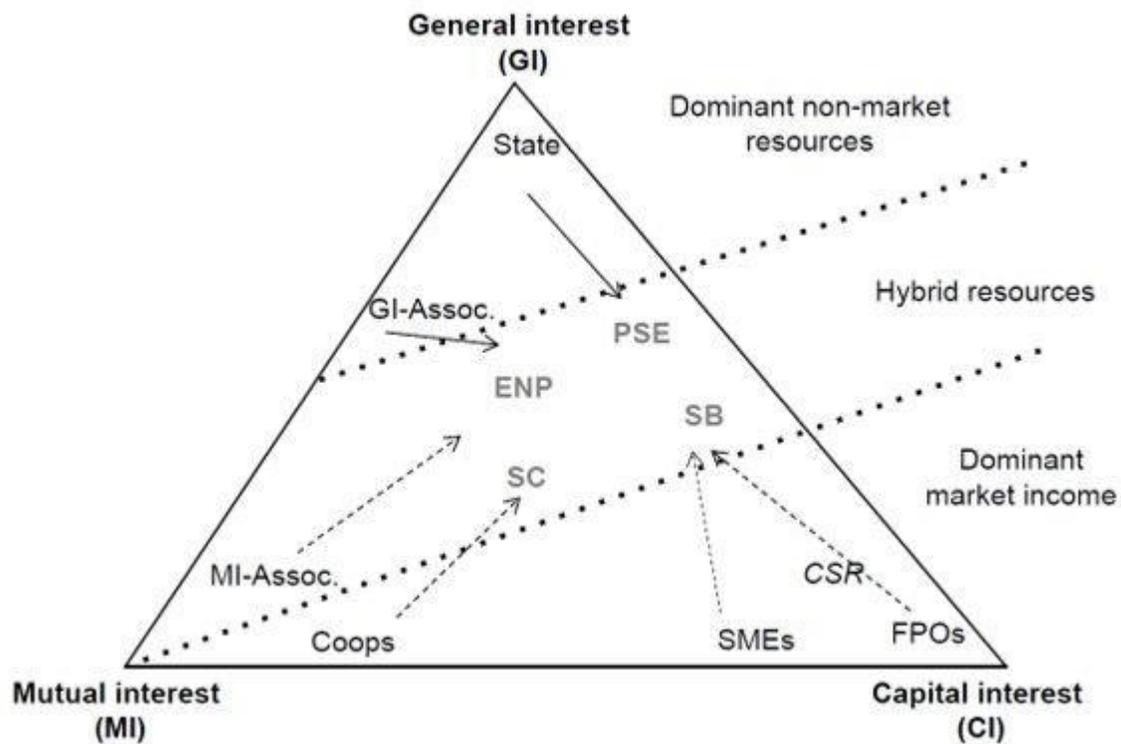
⁶ Defourny, Nyssens & Adam (2021), *Social Enterprise in Central and Eastern Europe Theory, Models and Practice*

6. Further Explanation of Social Entrepreneurship in Western Europe

Three “Principles of Interest” as a Cornerstone⁷.

These distinctions lead us to consider three distinct major drivers or “principles of interest” that can be found in the overall economy: the capital interest (CI), the mutual interest (MI) and the general interest (GI). We propose to represent them as the vertices of a triangle in which mixes of principles can also be represented along the sides *See SE Triangle and examples in Haarlem.*

(see figure)



Before locating types of social enterprise on our graph, we note that all traditional cooperatives and associations that are pursuing the interests of their members (for instance sport clubs) are located in the “mutual interest” angle. By contrast, those associations (voluntary organisations, charities, etc.) that are pursuing a public benefit as defined by Gui may be seen as located close to the general-interest angle.

⁷ From: Source: Defourny, Nyssens & Adam (2021), *Social Enterprise in Central and Eastern Europe Theory, Models and Practice*

However, they are not in the vertex itself, as their general interest (the community they serve) is usually not as wide as the one targeted by the state. On the right-hand side of the triangle, shareholder companies are located in the “capital-interest” vertex. However, when they develop corporate social responsibility (CSR) strategies, through which they tend to express a concern for some issues of general interest, such concern may be represented as a limited move upward along this side of the triangle.

The figure’s lower (horizontal) side represents a continuum between the cooperative treatment of profits and the capitalist stance on profits. The search for profit in a cooperative is mainly instrumental to its productive activity. Profits may only be distributed as dividends with a cap and/or put into collective reserves with an asset lock; by contrast, the main goals of shareholding companies are profit distribution and increasing the value of their shares. Many small- and medium-sized enterprises, though, especially family businesses, although capitalist, may balance in a different way the search for profits and non-financial goals (Zellweger et al. 2013).

Market Reliance and the Resource Mix as Key Issues

Many publications and discourses on social enterprise underline a significant move towards market activities as a key feature of social enterprise. When trying to identify social enterprises, many observers suggest to look at the proportion of market income and might require that at least half of the enterprise’s resources come from market sales. Such a stance, however, is often far from the field reality in many countries, and it is not shared by all schools of thought (Defourny and Nyssens 2010). However, we fully acknowledge that market reliance is a major issue in the debate, and it is why we have drawn two dotted lines across our triangle to take into account the various combinations of resource types (market income, public grants, philanthropic resources).

Let us also note that the lower dotted line divides the “mutual-interest” angle: cooperatives mainly operate on the market and they appear below this dotted line, as do all enterprises earning all or most of their income from the market; by contrast, mutual-interest associations, like leisure voluntary organisations, are located above the line, because they generally rely on a mix of market resources (membership fees, sales at a bar or cafeteria) and other resources, such as volunteering and various types of public contributions.

Institutional Logics Generating SE Models

On the basis of the various elements presented above, we tried to show how various “institutional logics” in the whole economy may generate SE models (Defourny and Nyssens 2017a) As shown in figure 0.1, SE models (in grey) emerge from six traditional models through two distinct institutional logics.

1. The first type of logic generating social enterprises can be observed among non-profits or public organisations experiencing a downward move towards marketisation (solid-line arrows):

- The **entrepreneurial non-profit (ENP)** model gathers all nonprofit organisations, most often general-interest associations (GI-Assoc.), that are developing any type of earned-income activities in support of their social mission (Fitzgerald and Sheperd 2018).

- The **public-sector social-enterprise (PSE)** model results from a movement towards the marketisation of public services which embraces “public-sector spin-offs”. These social enterprises are usually launched by local public bodies, sometimes in partnership with third-sector organisations, to provide services which are outsourced (such as care services) or new services (such as those offered by work-integration social enterprises). I.e.⁸. [Spaarne Werkt Spaarne Werkt - Verbindt mensen werk](#), a [Recycle/vintages shops and work integrating services](#). The [Stadsgarage within the Action Program SEE as a partner of the city of Haarlem works also as an PSE](#).

2. The second type of logic corresponds to an upward move of conventional cooperatives and mutual-interest associations towards a stronger general-interest orientation; such a move may also be observed through some advanced CSR initiatives launched by the traditional business world (dotted arrows).

- **The social-cooperative (SC)** model differs from traditional mutual-interest organisations—that is, cooperatives (Coops) and mutual-interest associations (MI-Assoc.)--in that it combines the pursuit of its members’ interests (mutual interest) with the pursuit of the interests of the whole community or of a specific group targeted by the social mission (general interest).

I.E [The cooperative of the solar panels on the roof of Seinwezen, where Stadsgarage is located](#). [Zon op Haarlem \(youtube.com\)](#)

- **The social-business (SB)** model is rooted in a business model driven by shareholders’ (capital) interest, but social businesses mix this logic with a “social entrepreneurial” drive aimed at the creation of a “blended value”, in an effort to balance and better integrate economic and social purposes.

I.E [Juttersgeluk Home - Juttersgeluk beach cleanup foundationJuttersgeluk](#), [Brownies and Downies Brownies&downies- Wij maken lunchen leuker! | Nederland](#)

⁸ In red the examples of SE visited during the first Learning Tour in Netherlands.

browniesanddownies.nl), Nyhavn [Conceptstore NYHAVN - cadeauwinkel Haarlem \(conceptstore-nyhavn.nl\)](http://conceptstore-nyhavn.nl), Sur Atelier [Sûr Atelier - sociaal & duurzaam kledingmerk \(sur-atelier.nl\)](http://sur-atelier.nl). And Restaurant Turquoise [Home - Stichting Turquoise](http://home-stichtingturquoise.nl) and SMAAK [Restaurant SMAAK Haarlem: Lekkere gezonde biologische lunch, koffie en take-away](http://smaak-haarlem.nl)

At first sight, when looking at figure 0.1, the four SE models seem to arise from new dynamics at work in pre-existing organisations. Thus, it may seem that social enterprises cannot be created from scratch. Such an interpretation would be clearly misleading, as a new (social) enterprise can emerge everywhere in the triangle; its location will depend on its general-interest orientation and on the way in which it balances social and economic objectives and financial resources. dimensions, but we do not pretend that it covers all possible SE cases. Especially, we are aware of the many types of hybridity that can be observed in the field. For example, partnerships between for-profits and non-profits as well as those involving local public authorities in a community-development perspective are quite common.

Social Missions across Models

Most SE approaches in the literature, if not all, share the view that social enterprises combine an entrepreneurial dynamic to provide services or goods with the primacy of a social mission. For Nicholls (2006: 13), *"the primacy of social mission over all organisational objectives is the first key determinant of a potentially socially entrepreneurial venture"*. Dees (1998: 2) also argues that *"for social entrepreneurs the social mission is explicit and central"*. For Chell (2007), it is the centrality of the social mission that distinguishes social enterprises from commercial ventures.

As we summarised elsewhere, *"for all schools of thought, the explicit aim to benefit the community or the creation of social value is the core mission of social entrepreneurship and social enterprises"* (Defourny and Nyssens 2010: 44). In our analytical construction, the social mission is also central, but implicitly assumed through the notion of "general interest". However, to what extent are our SE models able to accommodate the diversity of social missions carried out by social enterprises?

We do not intend to analyse this question in depth here, but for illustrative purposes, we just present table on the next page, in which the work integration of disadvantaged persons, which seems to be a particularly widespread mission for social enterprises, is presented in the first column. Other types of social mission may have more or less importance in the SE landscape of various countries, though, depending on social or societal challenges that are particularly pressing and poorly addressed by the existing public and private sectors. The other columns of table 0.2 illustrate this fact for some social missions (among others, of course) such as ensuring access to health and social services, implementing ecological transition, fighting poverty and social exclusion, promoting more ethical economic behaviours and access to social finance or housing.

Table 0.2 SE models and diversity of social missions

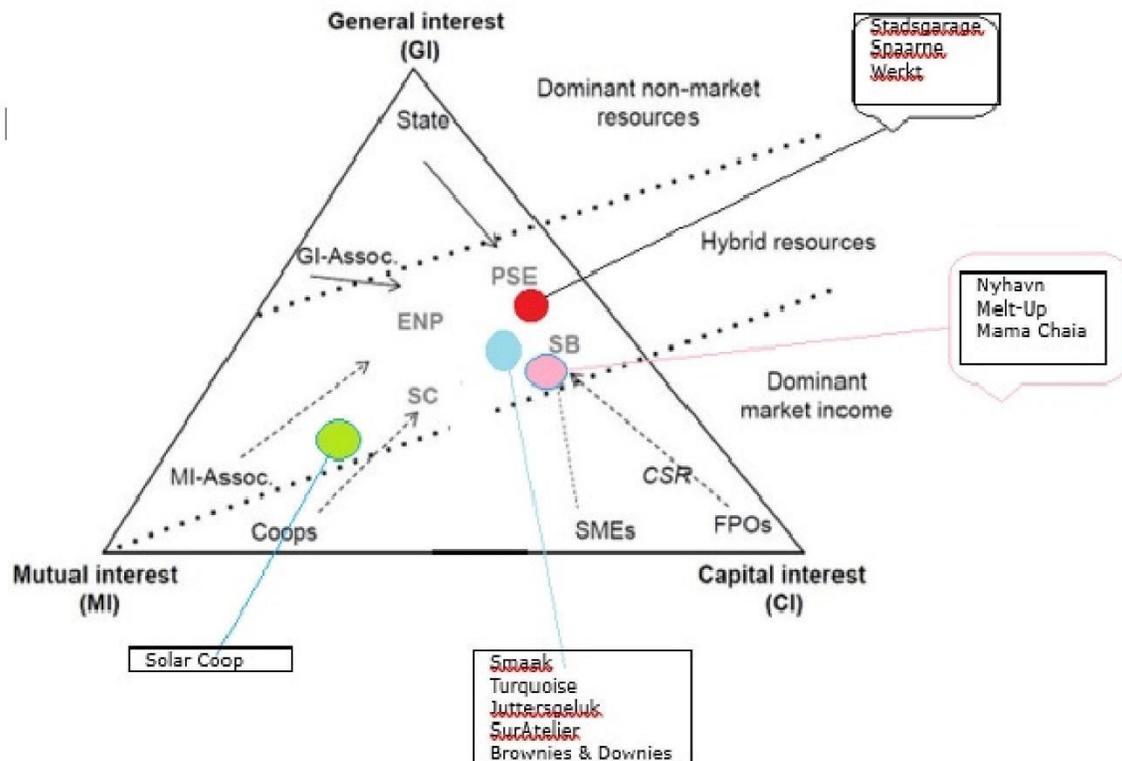
<i>Social mission</i>	<i>Work integration</i>	<i>Access to health or social services</i>	<i>Ecological transition</i>	<i>Fight against social exclusion, access to housing, culture, social finance, etc.</i>
<i>SE models</i>				
Entrepreneurial non-profit	WISE implemented by a charity	Association providing home care services for the elderly	Second-hand associative shop	NGO providing training to migrants
Public-sector SE	WISE implemented by a local public authority	Local public body providing social services on a quasi-market	Joint initiative of municipality and citizens to produce renewable energy	Social-housing public agency
Social cooperative	Cooperative WISE	Cooperative of health-care professionals	Citizens' cooperative in short circuits for organic and local food	Social-finance cooperative
Social business	Social venture whose primary social mission is to hire vulnerable people	Residential care institution launched by a social worker	small and medium enterprise (SME) providing compensation for CO ₂ emissions	SME active in fair trade

Source: Based on Defourny and Nyssens (2017a: 2488).

7. Examples of social entrepreneurship in the Netherlands

Different social enterprises in the Dutch social entrepreneurial ecosystem that we visited in the first learning tour have different places on the 3 interest axes.

In this triangle the different organisations visited during the first Dutch leaning tour are placed according to the different SE models as described by Dufourny and Nyssens.



Social entrepreneurs we visited in the first leaning tour:

Turquoise (restaurant) [Home - Stichting Turquoise](#)

This foundation aims to create employment, reintegration and training for and of a group of people with a distance to the labour market, refugees and new-Dutch citizens by running a social business in the catering field.

The board is formed by three people who serve on the board in a personal capacity, whereby a balance is sought in social and commercial knowledge areas in the distribution of expertise. The board is independent and unpaid.

The manager and assistant manager are employed by the Turquoise Foundation. The Turquoise Foundation uses the catering collective labour agreement for the grading and remuneration of these employees. The foundation wants to create a safe and welcoming workplace.

Employees on the basis of a development program (internship, reintegration or volunteer work) work at the Turquoise foundation. They receive a volunteer allowance.

The board manages the manager and the volunteers of the Dutch lessons. The manager then directs the other employees.

The annual accounts show that half of the turnover is financed from subsidies. Sixteen percent of these subsidies come from the municipality of Haarlem.

[SMAAK Haarlem Restaurant SMAAK Haarlem: Lekker gezonde biologische lunch, koffie en take-away](#)

SMAAK is not just a restaurant. They receive help in the kitchen and service from enthusiastic young people with an intellectual disability. At SMAAK they learn the tricks of the catering trade.

SMAAK is the lunch café of the Lotus College Foundation. The Lotus College Foundation is a private initiative. The Lotus College is not an educational institution but offers daytime activities plus to young people between the ages of 18 and 30. This means that at SMAAK Haarlem they offer guidance during the working day aimed at personal development and development in catering skills. A process that can ultimately be concluded with obtaining a catering certificate.

The guidance is financed through a healthcare budget from the Social Support Act (WMO) or the Long-term Care Act. An indication "guidance group" is required to learn to work at SMAAK. They prefer to work via a personal budget, but if this is not possible, guidance can be provided through subcontracting with a healthcare provider. They already work together with different health care organisations.

After obtaining the certificate, they work with the young person to look for a suitable follow-up place. This could be another form of work-related daytime work, an external internship, or a real paid workplace.

Turnover 2022: Healthcare money received € 175,420 Funds € 8,114 Turnover Taste/catering € 233,513

Meltup <https://meltup.nl/>

MeltUp is a unique collaboration between the companies Plasticworkshop and Snippr. Both companies make products from locally collected and recycled plastic. The collaboration allows them to scale up and make a greater positive impact on the circular economy.

Their mission is to give organizations the opportunity to have their plastic recycled and turned into useful products for at home, school, office or outdoor space. The Netherlands is the largest exporter of plastic waste in Europe and that can be done differently! They believe that collaboration is the key to making a greater impact and achieving their goals. Plasticworkshop also develops machines to melt, extract or press recycled plastic that helps other recycle workshops and companies to create new products.

SpaarneWerkt [Spaarne Werkt - Verbindt mens en werk](#)

Spaarne Werkt is the new participation company for Haarlem, Heemstede, Bloemendaal and Zandvoort. A participation company is a place where job seekers learn and prepare themselves to work. Work is important, because that way you can participate in our society.

They are there for people without work. And especially for those people who need a little push to find a paid job. Legislators and policymakers then talk about: Participation Act, target group register, jobs agreement, sheltered employment and New Sheltered Working and about early school leavers. People who can and want to work, but need help and guidance for a short or longer period of time.

To achieve this, they work together with many organisations. With employers and organizations such as reintegration companies, education, the UWV, day care and also fellow participation companies.

41% of turnover comes from carrying out assignments for the municipality (own business activities). 51% of the turnover concerns subsidies from the WSW scheme from the national ministry.

Brownies & Downies [Brownies&downiesS - We Make Lunch More Fun! - YouTube](#)

The first Brownies&downiesS branch opened in 2010. They have now grown into a nationally popular formula of successful lunch cafes with 59 branches throughout the country. 59 branches and 1250 employees.

At Brownies&downies they want everyone to have the opportunity to develop. That is why people with disabilities work with them in a real company. This way they get a little better every day and get the best out of it: as people, as locations and as a formula.

The guidance is financed through a healthcare budget from the Social Support Act (WMO) or the Long-term Care Act.

[Sûr atelier Sûr Atelier - sociaal & duurzaam kledingmerk \(sur-atelier.nl\)](http://sur-atelier.nl)

Through Slow Fashion, Sûr builds self-confidence and a future for people with an affinity for the craft of sustainable fashion. Sûr gives a large audience the opportunity to make an impact by purchasing a perfectly fitting, as sustainable as possible and unique item or by making a hands-on contribution within the Sûr Atelier community and participating in the local melting pot. Lara Scot has worked as a volunteer for the refugees who were placed in Haarlem since 2015. The many craftsmen she encountered who were unemployed at home gave rise to the idea of starting a company with craft in the leading role. Her vision was that it is becoming increasingly important to show where products come from as a response to mass consumption. Thus, Sûr Atelier was born. It employs 40 people with a refugee background who are looking to join our society as new Dutch citizens.

The open character of the studio is characteristic of Sur Atelier. You can view the entire production process up close here. Meet the maker of your garment and become aware of the time, passion and craft that goes into it. This is the place where their makers – status holders – practice their craft. They also give beginners a chance here. In this way they offer them future prospects by building up experience and knowledge. The ultimate goal is that they can provide for their own maintenance and become self-employed entrepreneurs. For example, Ahmad, who also started at Sûr Atelier and now has his own upholstery company.

The collection is produced daily and is therefore completely up to date! From a sustainable point of view, Sûr Atelier prefers to make clothing to order, so that no stock needs to be kept and therefore does not contribute to the throw-away society.

Part of the income consists of a contribution from the participation law by the municipality of Haarlem.

[Conceptstore NyHAVN Conceptstore NYHAVN - cadeauwinkel Haarlem \(conceptstore-nyhavn.nl\)](http://conceptstore-nyhavn.nl),

The owner believes it is important and necessary to take good care of people, animals and the environment. But she also likes to enjoy herself, with beautiful things and dynamics around her. She combines everything in a Concept Store with honest sustainable products. Organic and fair trade. Many products made from recycled materials are thus given a new life. For example, bags made from leftover leather. Or clothing made from organic cotton, which uses less water to grow. And they use sustainable equipment and cleaning products as much as possible.

In terms of business form, it is a retail company like any other.

Mama Gaia <https://mamagaiahaarlem.nl/>

Mama Gaia is a plant-based restaurant with a mission. We want you to taste how delicious it is to eat plant-based. But really! Woooooo. In addition, plant-based food is not only tasty, it is also better for yourself and Mother Earth (which means Mama Gaia). Plant-based eating is the future. You can come and taste it with us. We cook with as many local and fresh products as possible and try to go for zero waste. Mama Gaia is also part of the Oceans impact hub. During the day, Oceans is a sustainable hub to work, meet, attend events and enjoy a delicious meal in our restaurant.

In terms of business form, it is a restaurant like any other.

Juttersgeluk [Home - Juttersgeluk beach cleanup foundationJuttersgeluk](#)

Juttersgeluk works at various levels to improve the well-being of people and the environment through beach maintenance and the creation of unique circular products. The primary process consists of beach expeditions, collecting raw materials, product development, production in a social upcycle workshop, marketing and sales.

Juttersgeluk strives for an inclusive society in which everyone counts and participates. Together we ensure a cleaner sea, less waste and the reuse of valuable raw materials. That's what drives us. Innovation and collaboration are our strength. Juttersgeluk is a valuable learning and working place where we together discover and utilize the opportunities that the sea and the beach offer us. Juttersgeluk is a foundation and recognized by the government as a Public Benefit Organization (ANBI). This means that companies and individuals can donate tax-free. Due to our ANBI status, the government ensures that financial resources or donations are exclusively spent on pursuing the objectives included in the articles of association.

Juttersgeluk receives (direct and indirect) subsidies from municipalities for certain activities (Healthy Living; General provision for general target groups; Welfare activities). They receive donations and grants and generate revenue through the sale of services and products.



S.E.E.D

SOCIAL ENTREPRENEURSHIP AND
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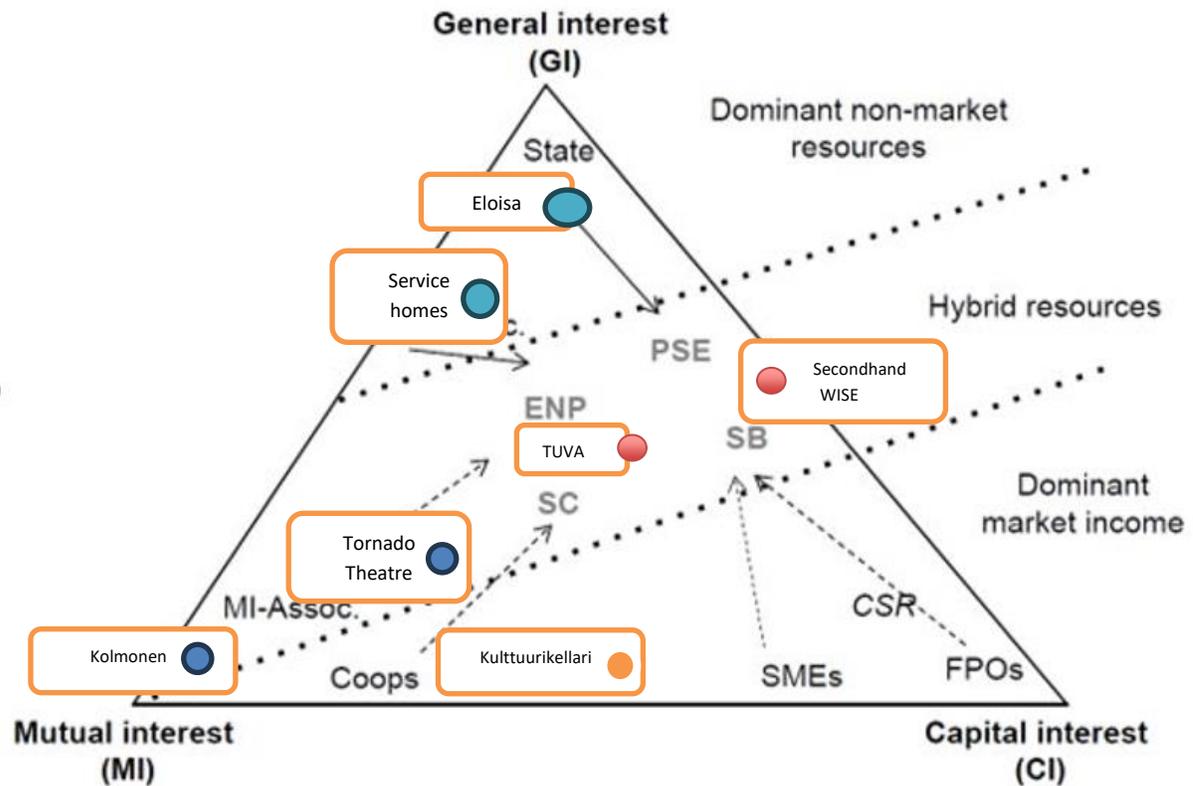


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8. Examples of social entrepreneurship in Finland

Different social enterprises in the Finnish social entrepreneurial ecosystem that we visited in the second learning tour have different places on the 3 interest axes.

In this triangle the different organisations visited during the second leaning tour are placed according the different SE models as described by Dufourny and Nyssens.



Eloisa Welfare Region Management is appointed by the state to deliver social and health services in the Savolima region. This organisation is hiring the third sector on local level.

Tornado Theatre Successful yearly musicals, with lots of volunteers from the small towns involved.

Kulttuurikellari in Savolima: initiative of artists making money by the restaurant and renting the theatre. No funding of the city.

Puruvesi Service Home in Kerimäki, and **Louhumäki Homes**, which provide 24 services are dependent on health care subsidies, provided by welfare region management organizations.

Elävä Foundation and **Toimintakeskus Outi Rahikainen**: secondhand shops recycling, WISE and textile upcycling programs. Partly dependent on municipal subsidies for jobskills opportunities and training and market orientation by selling secondhand. They are an example of social businesses in this scheme.

Yhdistystalo Kolmonen This organization has 160 member associations, and provides management and support for them. They are focussing on the general interests of their members and paid by their members.

TUVA education supports students in learning entrepreneurial skills. entrepreneurial skills. TUVA is preparatory education for upper secondary qualifications, aiming to develop study skills and help students. An example of a entrepreneurial non-profit.



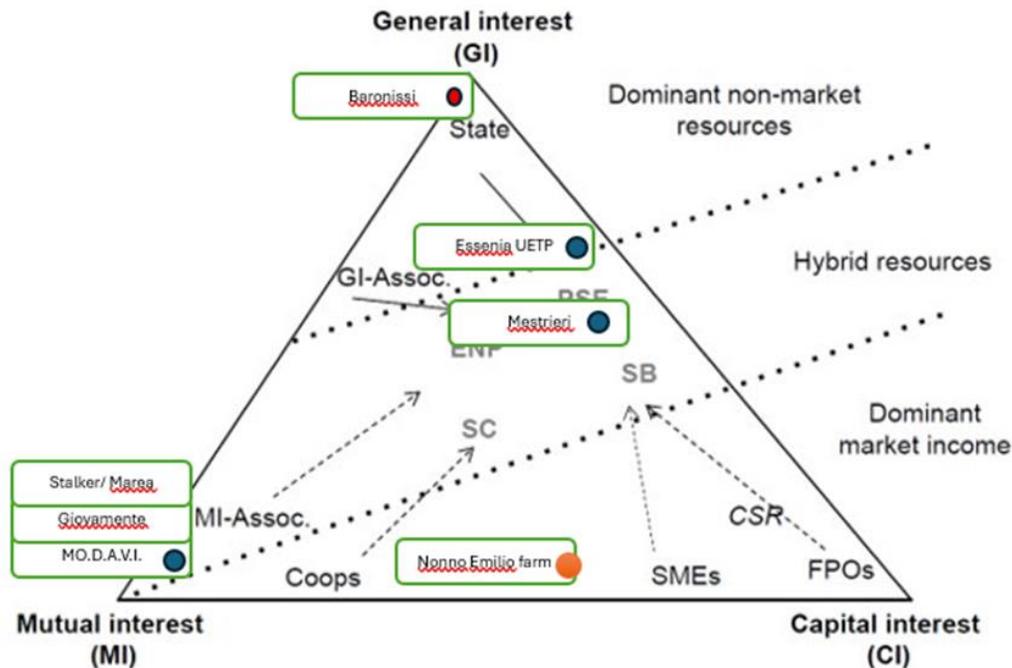
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9. Examples of social entrepreneurship in Italy

In this paragraph we give some examples of social enterprises we visited during our Learning Tour in Italy in the Salerno-Baronisi region.



MO.D.A.V.I. is a social promotion association, a Third Sector network and a non-profit organization. Present throughout Italy, it is registered in the Single National Register of the Third Sector.

The **Giovamenta Social Cooperative** offers a wide range of services dedicated to individual and community well-being. These include counselling desks for women, autism and children, providing essential support and a welcoming environment for those in need. For minors, the cooperative provides services such as community accommodation for Italian minors and unaccompanied foreign minors, as well as multi-purpose day centers that offer full support during the day. In addition, the cooperative operates services dedicated to disability, including an education and research center, and sensory rooms designed specifically for autistic children. To promote inclusion and well-being, the cooperative also organizes specialized sports projects, such as swimming courses for autistic children, offering unique opportunities for growth and development for everyone.

The **Nonno Emilio farm** is the ideal location to organize any type of event: birthdays, communions, eighteenth, graduation parties and private parties. It is the first Social Farm founded in Italy in 1998 where 6 young people who have come out of a rehabilitation process

and are completely autonomous in carrying out the programs live in a residential regime. The structure is also recognized as an Educational Farm, Organic Farming, Pet Therapy and Riding School for all school activities. Inside there is an agricultural zoo with all the animals that are traditionally present on a farm (cows, donkeys, sheep, goats, horses, pigs, chickens, ducks, geese, etc.).

The cooperatives Stalker and Marea are also examples of social cooperatives that are serving the Mutual Interest and run by and for citizens themselves.

Mestieri Campania is an Employment Agency authorized by the Ministry and accredited by the Campania Region, and a training institution accredited by the Campania Region. We provide active employment policy services for citizens, we support companies and public administrations, we promote the well-being of individuals and businesses, we organize private and corporate training to improve professional skills.

Essenia UETP – University and Enterprise Training Partnership is an organization based in Salerno, which operates in the sectors: training, transnational mobility and community planning, guidance and consultancy. We value individuals, bringing out their potential and accompanying them on the path to achieving their educational, professional and personal goals. We support Public Bodies, companies, Educational Institutions and private entities by providing them with the tools and know-how necessary to obtain EU and national funding, to implement project activities and to internationalize their structures and working methods. We want to continue to represent a point of reference for activities in which we have consolidated experience and certified quality: transnational mobility, training, European planning, guidance and consultancy.



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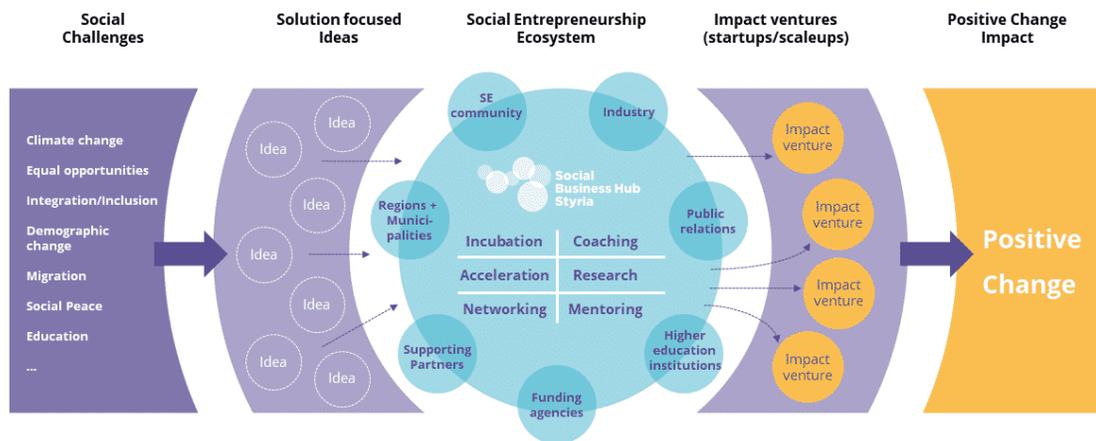


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10. Explanation of the environment of Social Enterprises

All entrepreneurs are in some way dependent on others: their costumers, their clients, but also dependent on the providers of housing/location and of organizations that set rules on the business and products of services. These dependencies are often but not always mutual: i.e. a company developing machines to recycle plastic is dependent on impact businesses buying their machines to recycle. The whole system of these dependencies forms the ecosystem of (social) entrepreneurship.

The journey of a student interested in social entrepreneurship and the founder of a social enterprise at the beginning of their start-up are both engaged in wanting to solve a social of environmental issue. The following figure shows this beginning in being moved by a social challenge⁹ as climate change or education. This leads to solution focused ideas that are the basis of starting a social enterprise that is supported by the surrounding ecosystem.

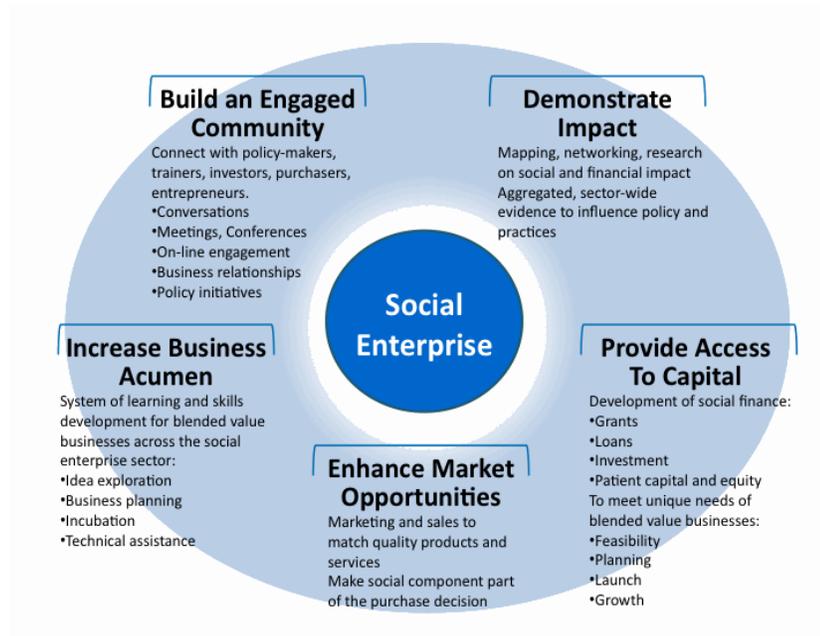


The definition of the social entrepreneurial ecosystem (SEE) we use: *“ The SEE is an evolving composite community of varied, yet interdependent, actors across multiple levels, which collectively generates positive externalities that contribute to sustainable solutions to social problems.” (de Bruin et al. 2022)*

Different partners and actors as i.e. municipalities, the community and funding agencies help in creating a SEE that helps the social enterprise start-up to get off the ground and take wings.

⁹ [1] <https://socialbusinesshub.at/en/topics/social-innovation-ecosystem/>

The following illustration shows the “things to be done by the SE” where the SEE is necessary to provide access to what is needed to grow as a SE.

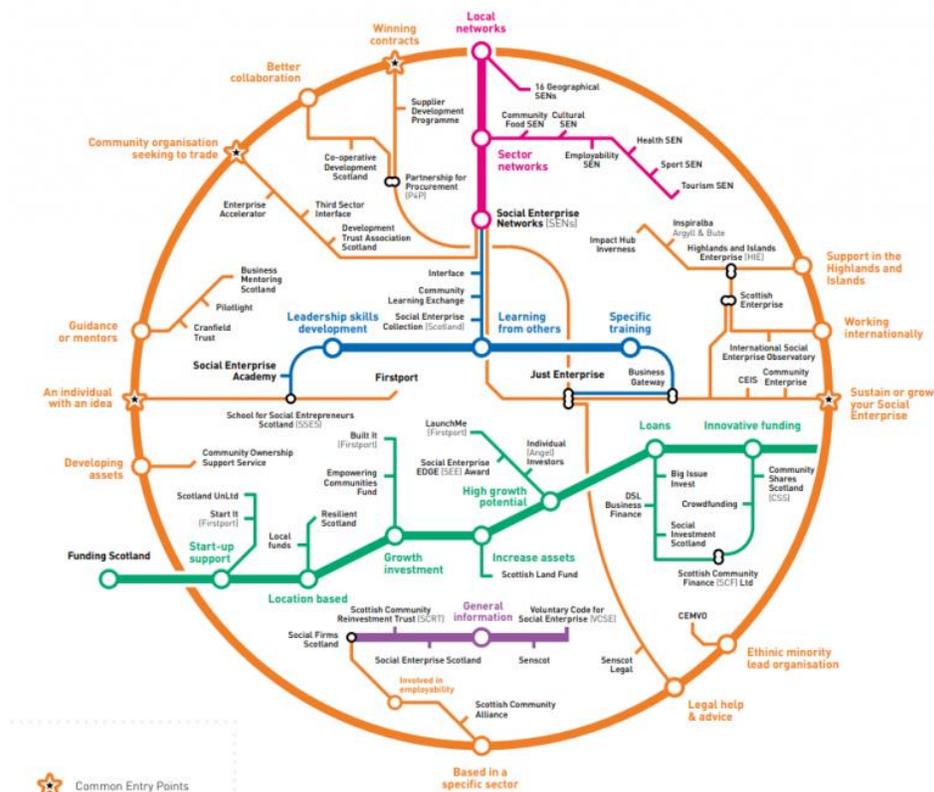


Source¹⁰:

The market opportunities and building a community are not only responsibilities of the social entrepreneur but also of the SEE, because a social entrepreneur cannot succeed in his/her own and is dependent on others.

An example from Scotland mapping its SEE:

¹⁰ <https://www.seechangemagazine.com/engineering-an-ecosystem-to-amplify-social-enterprise/>



Source¹¹

In order to understand the SEE we need to distinguish its most important dimensions. *What are the multiple levels, which collectively generate positive externalities that contribute to sustainable solutions to social and environmental problems?* Based on research we identify the following dimensions that we need to apply on our local or regional SEE to analyze their strengths and weaknesses.

- *Engaged community and networking*
- *Enhanced market opportunities and access to markets*
- *Learning and skills development*
- *Political acknowledgement and an active role of the municipalities*
- *Access to finance*

¹¹ <https://communityenterprise.co.uk/assets/uploads/DOCUMENTS/2019/SE-Eco-System-Interactive-Map-Scotland-2019.pdf>

In this table we will give examples and stakeholders of each of these dimensions.

SEE dimension	Examples	Stakeholders
Engaged community and networking	<i>Organisation of events about social entrepreneurship. Helpdesk Flexible opportunities to work with people who have a distance to the labour market (refugees, disabled people)</i>	<i>Citizens, consumers, Other social entrepreneurs Intermediaries</i>
Enhanced market opportunities and access to markets	<i>Online Platforms of SE's Social Return of Investment Procurement by municipalities Impact days Joint selling location(s)</i>	<i>Business clubs Intermediaries Municipalities</i>
Learning and skills development	<i>Cooperation between Social entrepreneurs and education. Market research by students Coaching and mentoring Support for start-ups Education in sustainability and SDG's</i>	<i>Education VETs Research institutions</i>
Political acknowledgment and an active role of the municipalities	<i>Municipalities: can play a pro-active role by making policy to stimulate social entrepreneurs, i.e Action program Municipality offers affordable premises for new social entrepreneurs. One entry to the municipality: one dedicated civil servant that connects all the departments for SE</i>	<i>Municipalities: aldermen and civil servants Regions Governments</i>
Access to finance	<i>Funding opportunities for social entrepreneurs</i>	<i>Funding Banks Investors</i>

The Action Program¹² for Impact Entrepreneurship in Haarlem can be analysed based on these dimensions as well. The following schema illustrates this. In the scientific literature social entrepreneurship is considered to be a form of impact entrepreneurship, focusing on the people side of the prosperity concept, where as impact also can be made on the environmental and circularity dimensions of the SDG's. Because of the definition SEED has

¹² <https://4da9618fb5.clvaw-cdnwnd.com/aeabe3f6ceb3da8fc63cdaf629db9611/200000620-2fcb22fcb5/Actieprogramma%20Impact%20Ondernemen%202020%20-%202024.pdf?ph=4da9618fb5>

chosen, social and impact entrepreneurship can be read as synonymous with each other in this manual.

SEE dimension	Action Program Impact Entrepreneurship Haarlem	Results in 2023¹³
Engaged community and networking	<p>Kennemer Impact Meet-ups</p> <p>Netwerkevents and platforms in the city of Haarlem</p> <p>Content creation</p> <p>Promotion Kennemer Impact Online platform KIP https://kennemerinkoopplatform.nl/</p> <p>Joint activities and networks</p> <p>Communication successfull Social Enterprises</p>	<p>3 Kennemer Impact Meet-ups</p> <p>Presenting the Action program on 7 events</p> <p>Online newsletters and LinkedIn</p> <p>KIP: 96 impact entrepreneurs</p> <p>Fair Fashion Pop Up</p> <p>In newsletters</p>
Enhanced market opportunities and access to markets	<p>Online platform KIP</p> <p>SROI-lunch / matchmaking event</p> <p>Enhanced market opportunities around X-mas</p>	<p>70 entrepreneurs on KIP have a SROI badge</p> <p>SROI lunch with companies and impact entrepreneurs</p> <p>Kennemer Gift Card Kennemer Gift Box</p>
Learning and skills development	<p>Kennemer Impact Helpdesk https://kennemer.impacthelpdesk.nl/</p> <p>Intakes with Social Entrepreneurs</p> <p>Impact Booster”3 day training</p> <p>Kennemer Impact Coaching</p>	<p>1878 unique users, total 2773 sessions. The FAQ 105 times reads.</p> <p>23 intakes with social entrepreneurs</p> <p>Impact Booster: 22 participants.</p> <p>Impact Coaching with 8 social enterprises.</p>

¹³ https://gemeentebestuur-haarlem.notubiz.nl/document/14242817/1/1_+Verlenging+Actieprogramma+Impact+Ondernemen+tot+en+met+2026

	About CSRD and other workshops	Sparkz Network about De Corporate Sustainability Reporting (CSRD).
Political acknowledgement and an active role of the municipalities	Participating in the national program City Deal Impact Action program executive team (city + Stadsgarage)	Alderman from Haarlem is participating in de City Deal 2.0 as is the Stadsgarage Visit of national ministeries
Access to finance	Research on starting a Social Investment Fund for the region	Under construction

In the following section we will reflect on these SEE dimensions based on our experiences of the first learning tour.

SEE dimension	Reflections and observations on the first Learning Tour Haarlem
Engaged community and networking	Stadsgarage's services (service one entry, networking, training, coaching and impact boosting, providing business opportunities, funding opportunities for businesses and communicating locally, provincially and nationally) are excellent services for the social entrepreneur. Events are a good opportunity to show examples and influence people. Companies need to communicate their responsibility to compete in the market. Conversation is the KEY FACTOR!!
Enhanced market opportunities and access to markets	How does a customer find a social enterprise? Is it enough that the company is mentioned in the www.kennenemerinkoop.nl platform? Telling the story clearly, how it's effecting to our society Ecosystem building also provides business opportunities.
Learning and skills development	Stadsgarage's coaching sessions of social enterprises The objective of the activity must be clear to all employees, as it motivates them to work on the different details of the process and to build a whole end product

	<p>Measurable results, multidisciplinary and highly impactful social work that cannot be missed in society.</p> <p>Develop a pilot business model for students during their studies</p>
Political acknowledgement and an active role of the municipalities	<p>Stadsgarage offers a simple solution for the municipality of Haarlem, to achieve its objectives of social entrepreneurship, sustainable development and responsible action. There are no competitors, it is a monopoly.</p> <p>There is no official trademark of social entrepreneurship in NL.</p> <p>Supporting social and responsible entrepreneurship is an investment by the municipality in the future.</p> <p>Political will, clear communication and cooperation are the key to improving action.</p>
Access to finance	<p>Confidence in future funding is high, with EU legislation steering towards social and sustainable entrepreneurship.</p>

SEE do evolve over time. They have a history that can explain what they are and what they do at a certain moment in time. So developed the Action program in Haarlem after 3 years with limited resources, in which impact training was organised and knowledge and skills developed in the previous SPARK program in social innovation was applied in the Haarlem context. Since 2023 the Action program is a joint program of the Stadsgarage with the municipality in Haarlem working on 5 themes and nationally acknowledged. Looking at the temporal context of a SEE is important comparing SEE's in different regions and in different countries.

De Bruin et al (2023) show that depending on circumstances, intermediaries can affect multidirectional change: up, down, and sideways within their SEE. Intermediaries can act as capacity builders within the system to enable or inhibit collaborations and coordination. *“Multilevel actors, including individuals, organizations, and institutions, interact with each other to generate social value, which we contend is the raison d’être of the SEE”* Actors may include grassroots entrepreneurs, funders, mentors, local government, education institutes, capacity builders, and government representatives and agencies. De Bruin et al (2023, p. 1080).

According to De Bruin et al (2023) social enterprise is typically a local-level response to local challenges. SEEs are adept at capturing the interactions of actors within a localized context. The space, place and culture of the SEE is important for understanding its social value creation.

11. Skills

The Role of Soft Skills in Social Entrepreneurship

Social entrepreneurship relies heavily on a variety of soft skills that enable individuals to address social challenges effectively, foster collaboration, and inspire change. Here is a detailed breakdown of key soft skills in this context:

j) **Communication Skills**

Effective communication is essential for social entrepreneurs. It enables them to articulate their vision, mobilize stakeholders, and inspire action. Communication skills also play a pivotal role in pitching ideas to investors and engaging beneficiaries. For example, EU-funded projects like Erasmus+ emphasize the importance of storytelling as a tool for social impact.

B. Empathy and Emotional Intelligence

Empathy allows social entrepreneurs to understand and address the needs of their beneficiaries, while emotional intelligence fosters collaboration within teams. Initiatives like the European Pillar of Social Rights (Principle 20: Access to Essential Services) underline the value of empathetic leadership, particularly in

C. Networking and Relationship Management

Networking is critical for creating partnerships, accessing resources, and building supportive ecosystems. The European Social Economy Action Plan (2021-2030) emphasizes the importance of collaborative networks in scaling social ventures.

D. Creativity

Creativity fuels the generation of new ideas and the adaptation of existing models to different contexts. Social entrepreneurs leverage creative thinking to design user-centred solutions and explore innovative funding, governance, and collaboration models.

E. Problem-Solving

Problem-solving enables practitioners to understand complex social challenges, analyse root causes, and co-create viable solutions with stakeholders. It combines analytical thinking with collaborative methods.

F. Critical Thinking

Critical thinking supports evidence-based decisions, enabling social entrepreneurs to question assumptions, evaluate impact, and navigate regulatory or ethical constraints. It strengthens accountability and long-term sustainability.

G. Innovative Thinking

Innovative thinking combines creativity, strategic foresight, and experimentation to develop breakthrough solutions. It enables social ventures to adopt new business models and technologies aligned with systemic change.

H. Leadership

Leadership in social entrepreneurship involves guiding teams, empowering communities, and ensuring missions reflect collective values. Social leaders must balance strategic direction with participatory governance and ethical decision-making.

I. Motivation

Motivation sustains engagement over time and helps entrepreneurs overcome bureaucratic, financial, and social barriers. Intrinsic motivation is crucial where economic incentives are limited.

J. Resilience

Resilience helps social entrepreneurs cope with setbacks, adapt to changes, and maintain commitment to mission-driven work, despite structural and financial challenges.

K. Stress Management

Stress management safeguards well-being, prevents burnout, and supports better decision-making. It is increasingly recognised in EU programmes promoting workplace well-being.

L. Ethics

Ethics ensures social ventures protect beneficiaries' rights, act transparently, and uphold trust. Ethical principles inform partnerships, decision-making, and impact management.

M. Social Responsibility

Social responsibility reflects a commitment to sustainability, equity, and community empowerment. It aligns social enterprises with SDGs and EU priorities for inclusive and green transitions.

The Role of Hard Skills in Social Entrepreneurship

A. Financial Management and Fundraising

Sound financial management ensures the sustainability of social ventures. Social entrepreneurs must master budgeting, fundraising, and resource allocation. EU funding mechanisms, such as the European Structural and Investment Funds (ESIF) and Horizon Europe, provide opportunities for social ventures to secure financial support.

B. Business and Strategic Planning

Strategic planning is vital for designing viable business models and aligning activities with long-term goals. EU programs, such as the European Green Deal, encourage social enterprises to incorporate sustainability and digitalization into their strategies.

C. Knowledge of Legal and Regulatory Frameworks

Understanding legal frameworks ensures compliance and governance in social enterprises. EU Directive 2014/95/EU (Non-Financial Reporting) highlights transparency and accountability for social businesses operating within the European Union.

The Interplay Between Soft and Hard Skills

Integration for success

Both soft and hard skills are essential for social entrepreneurship. Hard skills provide the technical foundation for operations, while soft skills enable adaptability and resilience. For instance, social entrepreneurs in EU-supported initiatives like the European Social Innovation Competition demonstrate how blending technical expertise with interpersonal abilities can achieve lasting social impact.

Balancing technical expertise with interpersonal abilities

Examples from EU projects reveal how entrepreneurs who balance resource management with stakeholder engagement are more likely to succeed. The EntreComp Framework emphasizes the need for such integration through its holistic approach to entrepreneurial competence



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