



# **BEST: Business Education for Sustainability: Teaching Corporate Social Responsibility and Social Entrepreneurship for Sustainable Local and Regional Development**

**Information Bulletin**

**Issue No.2**

Dear Reader,

This is the second bulletin issued in the framework of the initiative “Business Education for Sustainability: Teaching Corporate Social Responsibility and Social Entrepreneurship for Sustainable Local and Regional Development”. This initiative is supported and co-financed by the Erasmus+ Program of the European Union.

In a series of electronic editions we present the progress of the initiative and new research on corporate social responsibility and social entrepreneurship. In this bulletin, we have highlighted five good practices of social entrepreneurial ventures from five project countries.

Each of the presented social entrepreneurs develops social-impact driven business activities that are rooted in the local context of the country and serve the needs of the community in which it operates. Yet they all have a lot in common. The five case studies will allow the reader to grasp how social enterprises in Europe operate by blending social and financial goals, how they struggle to create a workable business model, how they grow or fail to grow and what they, as well as states and societies, can do to make the social enterprise sector sustainable. These examples also demonstrate that business can contribute to a shift toward an economy that is socially inclusive, just and environmentally sustainable, and that each future business leader can be an agent for change and a force for good.

Yours Sincerely,

The BEST Project Team

## ***GOOD PRACTICES OF SOCIAL ENTREPRENEURSHIP***

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## THE BREAD HOUSES NETWORK, BULGARIA

The Bread Houses Network grew out of a non-profit community-based initiative launched by the Bulgarian cultural anthropologist Nadezhda Savova-Grigorova. In 2008 while working as a consultant for UNESCO in Paris she founded the International Council for Cultural Centers - a global network of community cultural centers. This international network connects more than 50 national networks on 6 continents, each with a number of local centers in various parts of the world, ranging from rich urban areas to marginalized neighborhoods. The Bread Houses Network takes up bread-making as a group activity that would engage and unite diverse community members. Bread-making does not require any talent, education, physical capabilities, or even linguistic proficiency for immigrants.

The Bakery at the Bread House in Gabrovo was the first proper social enterprise created by the non-profit network. It started operating in 2013. Its equipment was fully donated and the bakery was opened in an abandoned old factory building. The venture received project-based financial support from the Trust for Social Initiative (funded by the America for Bulgaria Foundation). Now it sells more than 100 traditionally made breads daily. Workers at the Bakery are Roma youth from the local institution for children without parents. They receive proper training. In 2014, another bakery was opened in Sofia - Nadezhko Social Bakery. Financially, both ventures are fully self-sustainable.

The Bread House uses a triple approach to achieve the desired social impact.

1. It employs people from disadvantaged groups (the focus is on the Roma minority and on those from this minority who are raised at institutions). The employed persons undergo a year-long training in the baker profession.



2. It develops innovative social services:

Innovative teambuilding exercises for companies (this service usually carries a fee)– “Breadbuilding”. The focus is on developing soft skills, coaching, leadership, teamwork, communication, and task management and task allocation in the process of baking bread. Among the corporate clients of the Bread House are established companies such as Generali, Raiffeisenbank, the Bulgarian Red Cross, Overgas, HP, Lumos and BulAgro;

Bread in the Dark – a team activity focused on promoting community cohesion and personal transformation. The activity involves people with severely impaired vision as facilitators and persons without such disability. Together the group bakes bread in full darkness. The method has been developed and perfected in partnership with the social enterprise with a global outreach Dialogue in the Dark (Dialogue Social Enterprise GmbH, <http://www.dialogue-in-the-dark.com/>);

Bread therapy - an innovative method of using art – i.e. the art of bread making- to provide psychological and social support to vulnerable groups. The service is offered to children and youth without parents; Roma youth (school drop outs or unemployed); persons from disadvantaged or impoverished social groups; long-term unemployed; persons with visual impairment; persons with hearing impairment; persons with disabilities; persons diagnosed as autistic; persons with psychological problems; victims of violence and traumas; youth with special learning needs; persons dealing with addictions; persons with oncological diseases;



Theatre of Crumbs – an innovative community activity method involving the development of scenarios and the making of bread dolls for a theater performance. The groups are expected to focus the theme of the scenario on local problems common to the community members;

Alternative Career Guidance – Sifting (Skill assessment) –Shaping (Skill learning) –Sharing (Skill practice) – i.e. the 3 “S” - is an innovative career counseling tool, where the stages of bread-making are used as metaphors to help people rethink their lives and imagine alternative - more creative and more social - career and personal paths. The method targets young people searching for career paths, as well as professionals seeking creative ideas and inspiration for change, but in particular in the social, non-for-profit sphere;

3. The social enterprise uses the financial resources collected through sales of bread and through paid services to offer a number of services for free: Regular weekly sessions of bread therapy for vulnerable groups; regular weekly community baking events for mixed groups fostering social cohesion and integration across all ages and special needs; Ovens for Peace program – this activity aims at uniting refugees and local people to make bread and share their diverse traditions in order to foster the refugees’ local social integration.

The Bread Houses Network and the Social Bakeries are probably the best developed good practice of social enterprise in Bulgaria precisely because of the level of innovation applied. This is probably the only social enterprise in Bulgaria that fulfill at the same time several of the criteria for a truly “social enterprise”- it employs persons from disadvantaged groups, it allocates profit from profit-making activities to social-impact driven activities; and it relies on social innovation in developing methods and approaches for achieving social impact.

The Bread Houses Network does meet challenges. One is the high costs of the specialized equipment. Another – more serious one – is that employees from vulnerable social groups tend to exhibit traits of the psychology of victims, their work ethics and desire to work tend to be lower and they lack initiative.

More information is available at:  
[www.breadhousesnetwork.org/](http://www.breadhousesnetwork.org/)

## “ΚΑΛΛΟΝΗ - ΚΕΛΙΑ ΤΗΝΟΥ” – “KALLONI – KELIA TINOU”, GREECE

Kalloni – Kelia Tinou is a social enterprise engaged in waste management and recycling activities. Its activities include:

- Recycling of non-hazardous materials such as glass, aluminum, paper and plastic;
- Collection of cooking oils to use in the production of biodiesel;
- Biomass management for compost production,
- Creation of renewable energy projects;
- Promotion and standardization of locally-produced products.

The social enterprise organizes conferences and seminars to inform and sensitize the local community in thematic areas that include environmental protection and production and standardization of local products, as well as educational programs in collaboration with appropriate experts. It also cooperates with a number of other social enterprises and NGOs at national and international level (e.g. is a member of REScoop) in joint projects and in know-how and experience exchange. It works with Universities and Research Institutes to promote knowledge transfer and innovation.

Kalloni – Kelia Tinou thus seeks to contribute to the sustainable development of the island of Tenos, with the active participation of its inhabitants, by using all available resources while respecting the environment and the islands tradition and history. One of the most important aspects of the company's operation,

has been – from the very beginning – the effort to involve the

local population to the highest degree possible. The idea was to plan and take action with the island's inhabitants, in order to improve their environmental, economic and social situation, while protecting and emphasizing the local history and tradition.

While no measurable data exist so far, it is generally acknowledged that involvement of the island's inhabitants has been tangible (mostly on environmental protection activities) and the local population's awareness on environmental protection, waste management and recycling has been significantly raised.

Innovations adopted by the social enterprise concern the involvement of the local population in a number of the company's activities (especially environmental ones), the collection and separation of waste at the site of collection (zero transport cost of waste to be recycled for separation) and the production of ready-to-use recyclable material without the use of industrial equipment.

Kalloni – Kelia Tinou received the Social Innovation Award in 2014, at the Social Entrepreneurship Awards organised by the National Documentation Centre and other agencies (under the auspice of the Greek Ministry of Development).

The enterprise is managing well in terms of financial sustainability. While the first year of operation was financially marginal for the company, by their more recent planning they

estimate that their 2nd year of operation will bring a profit of roughly 40.000€, and will provide full time employment for 1 person and seasonal employment for 1 more person (in addition to the cooperatives members). There also seems to be good potential for expansion of activities.

One of the greatest challenges that Kalloni – Kelia Tinou meets is to find donors for some of

the more expensive equipment needed. The financial crisis in Greece has made potential donors reluctant to help. Another challenge has been to change attitudes, both towards waste management (e.g. a common perception that “garbage is garbage”) and cooperatives in general.

## EPIS – EMPRESÁRIOS PELA INCLUSÃO SOCIAL, PORTUGAL

EPIS (“Empresários Pela Inclusão Social” - Entrepreneurs for Social Inclusion) aims to be a national center for development, incubation and internationalization of new methods to promote success in school, the quality of teaching and training systems and the employability and professional insertion of Portuguese young people. It grew out of the efforts of a group of 100 Portuguese entrepreneurs and managers to contribute to preventing school drop-out by increasing society’s involvement in the challenges of Portuguese education and social inclusion.

EPIS works in partnership with several corporate and institutional investors committed to its sustainability in a long-term perspective. This initiative is managed by a small professional team, whose strategic focus is provided by a Directorate - composed by affiliates of EPIS, a Scientific Council - composed of renowned experts and researchers, and by an Advisory Council – formed by leaders of member-companies and other partners with relevant experience in the pursuit of its mission.

It seeks to achieve a tangible social impact by fighting school failure, dropout rate the social exclusion among children and young people

aged 6 to 24. Since 2006, it has been focusing on the empowerment of needy young people to achieve their potential in life through education, training and professional insertion. EPIS seeks to have a significant impact in the entire country by: focusing its attention on working with schools (through the program “Escolas do Futuro” – School from the Future); developing innovative solutions; sharing knowledge, experience in the development of non-cognitive skills and good management practices in school with the help of students (through the program “Mediadores para o sucesso escolar” – Mediators for school success); and orienting and creating integrated opportunities in a professional environment for the young people (through the program “Vocações EPIS” – EPIS Vocations).

The following activities should be highlighted:

- Implementation of the initiative Future Schools - Good Management Practices in Schools (“Escolas de Futuro - Boas Práticas de Gestão nas Escolas”): development, throughout the school years, of initiatives that strengthen the methodologies and



dimensions used in schools, as well as good management practices;

- Implementation of Mediators for School Success (“Mediadores para o Sucesso Escolar”): integrated mediation program to eradicate the school drop-out phenomenon and to combat school failure, and of professional insertion of youth from risk groups aged 6 to 24;
- Vocational Guidance, Training and Professional Insertion (“Vocações Orientação, Formação e Inserção Profissional): creating opportunities for professional achievement of young people, through initiative such as volunteering, internships, vocational workshops, EPIS internships (“Fundo de Inserção Profissional” – Professional Insertion Fund) and professional internships, always involving Associates and Partners of EPIS.

EPIS employs innovative methodologies based on good practices, with capacity to expand them to a national scale. This methodology was developed by a scientific council that gathers specialists of many universities of the country and is validated by the Ministry of Education.

The key success factors include:

- Network partnerships with local authorities, schools and local and

national companies (40 members, 33 partners, 16 partner-suppliers, 45 supports targeted to specific initiatives and 19 municipalities, in a total of 153 partner companies);

- Integrated meditation program to support the students;
- Continuous evaluation of the good practices;
- Creation of opportunities for professional achievement of young people;
- Incubation of change on the ground with quantitative results;
- Promotion of internalization of change by the state and local authorities, based on the principle of “universal service”;
- The exploration of self-financing models of the projects;

EPIS works on achieving financial sustainability. In 2013, 81.6% of the total budget was provided through donations of associates, partners, support programs and the value received from the IRS consignment for 2011; 17.1% comes from financial gains from deposit interest made through funds owned by the Association in associated banks and partners; 1.3% comes from services provided to municipalities. For more information, visit <http://www.epis.pt/homepage>.

### ATADES-GARDENIERS, SPAIN

Gardeniers is a Special Center of Employment dedicated to Gardening and Ecological Agriculture, which took its first steps in

October 2011. Its mission is to facilitate the incorporation of people with disabilities, mainly people with intellectual disabilities,

into the labour market. It achieves this through two kind of activities: ecological agriculture and maintenance of parks and gardens. The project started with two training courses for people with intellectual disabilities, with help from the Employment Institute of Aragon (INAEM) of the Aragon Government. The courses were followed by a selection process and 15 people were chosen to be a part of the work group of the Special Center of Employment Gardeniers.

Nowadays, there are 30 people working at GARDENIERS, 27 of them with disabilities and most of them with intellectual disabilities. They are supervised by a team of 3 agronomists and agricultural engineers. The initiative is supported by ATADES ASSOCIATION which has 53-year experience in working with people with intellectual disabilities in Aragon. GARDENIERS is a part of the Aragonese Committee of Ecological Agriculture of the Department of Agriculture, Cattle Industry and Mountains of the Aragon Government, and the Seeds Network of Aragon which is composed by a group of farmers, technicians and persons interested in responsible agriculture with the common goal to preserve agricultural biodiversity, especially in Aragon.

Ecological Agriculture Area: The ecological garden of GARDENIERS is located in the Residential City Sonsoles, property of ATADES, in Alagon (Zaragoza) where there are 18 hectares of land dedicated to the growing of green and seasonal vegetables certified by the Aragonese Committee of Ecological Agriculture (CAEE). Another 4 hectares of land in the town of San Mateo de Gallego are used to grow different vegetables respecting the natural cycles of the plants. The products are

directly sold to: stores specialised in ecological products, traditional Fruit Shops, online selling through [www.gardeniers.es](http://www.gardeniers.es) and companies for collective restoration like Aramark or Combicatering.

Gardening Area: This area is used to design, execute and maintain green spaces, both public and private. Nowadays, there are 12 people doing cleaning work in green spaces, work related to the establishment and maintenance of gardens, and all the tasks related to this area, irrigation reparation, pruning and plantations. Located in Clara Campoamor 25, in the Actur neighborhood, the Gardening Area sells various decorative plants, fruit trees, farming plants, gardening tools and materials and carries out garden projects for public and private spaces. It also provides counselling and gardening tasks for clients. The gardening center employs 6 people. The clients are varied - both public and private institutions, and individuals, including Aragonese Corporation of Radio and TV (CARTV), the Cooperative Autotaxi of Zaragoza, the Department of Taxes and Public Administration of the Aragon Government, the La Caixa Banking Foundation.

The key factors behind the success of GARDENIERS are:

- Collaborative effort: All producers of ecological agriculture in Aragon can find in the brand GARDENIERS an opportunity to work united, sharing efforts and looking for synergies in production, processing, marketing and sales;
- Ecological agriculture in Aragon: Since this need is common to all producers of ecological agriculture in Aragon,

GARDENIERS thinks there are opportunities to coordinate, share costs, divide efforts and get clear synergies in production, processing, marketing and sales.

- Internationalization and opening markets: The main goal of GARDENIERS is to be a sustainable and growing company. Facing insufficient demand on the local market, it turns

to markets that are more mature in the consumption of ecological vegetables, e.g. Germany, Benelux and Scandinavia.

- Search of new profiles of ecological agriculture consumers
- Attention to branding
- Innovative dissemination actions and a Mobile Phone App for the orders basket

### THE JERICHO FOUNDATION, UNITED KINGDOM

Jericho began life as an informal gathering of local residents in a deprived ward in Birmingham, once a week they would meet and offer support to others looking for employment. This developed into the Jericho Foundation established in 1993, with a focus on unemployment they provided the resources (computers etc.) to support the unemployed in making job applications.



What started as a charity has significantly evolved to being a suite of social enterprises working within a variety of industries. Each of them offers employment and specifically 'supported apprenticeships'. Placements are

available in Retail, Printing, Graphic design, Administration, Driving, Landscaping, Catering, Recycling, Construction and Commercial Cleaning.

Jericho Foundation runs six social enterprises within construction, printing, landscaping, catering, design and cleaning helping disadvantaged people overcome social problems and get back into employment. It changes lives through enterprise, offering training, opportunities and work experience to some of the hardest to clients in Birmingham.

The following quote from Jericho sums up the social impact they seek through their various activities:

"We seek out and engage people who experience significant barriers to being fulfilled, skilled and employed. We aim to help them overcome these barriers and gain relevant vocational skills to secure sustainable employment. We do this through providing real work experience in one of our social enterprise businesses combined with an individually tailored package of personal development support for our clients."





Clearly this ambition has wider social impacts within the local and wider community, in terms of alleviating poverty and unemployment.

The overall approach has been one of developing businesses which offer different services while simultaneously providing a supportive training and skills development environment for those who may be suffering low self-esteem, long-term unemployment and in some instances multiple disadvantage. Some of Jericho's work has been with particularly vulnerable individuals for example those who've been victims of human trafficking. A group which they've identified to be particularly vulnerable and at risk of homelessness and destitution.

The support offered to individuals being supported by Jericho follows the "Glasgow Works" ILM model, where 60 % of time would be engaged in real paid work experience in the business, 20% on personal development and 20% on some sort of accredited formal training. This model is further described as providing a 'whole needs' approach to the issues and barriers encountered by workless and disadvantaged clients.

Jericho is continually developing and innovating. Each of the businesses are run as social enterprises and new businesses are emerging and developing from that core. The latest being a co-working space 'The loft'. This offers room rental, desk rental and packages

for co-working. In addition, they offer reduced rental for 'co-worker members, community groups and charities'. All of the businesses offer apprenticeships to enable skills and vocational development and increased employability.

"We deliver a commercial standard job for a commercial price. The difference is with Jericho we're delivering social outcomes at the same time" (Richard Beard, CEO Jericho)

An interesting aspect of all of Jericho's businesses is that they have positioned themselves as environmental and ethically minded as such their customer base, which tends to be B2B will be those businesses seeking out a service which also has a social impact. For example, cleaning or printing, jobs businesses frequently outsource, this way they get to do so and feel they are doing some social good too.

Jericho employs approximately 65 core staff with a further 50 apprentices undertaking supported work placements in one of our 8 social businesses. Our turnover is approx. £2m – £2.5m Jericho has been in operation, growing and developing for over twenty years arguably this evidences the sustainability of their business model.

*Disclaimer: This case study was derived with information gathered from publicly available sources of information including Jericho's website <http://jericho.org.uk>, 2015*