



# European Learning for Youth in Social Entrepreneurship (ELYSE) Final Report





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# Executive Summary

Young social entrepreneurs are passionate individuals, with a vision to solve unmet needs and change the world in which they live. They come to social entrepreneurship through diverse routes – personal experience, unemployment, dissatisfaction, the wish to work independently – and they are at different stages in developing their entrepreneurial idea. They encounter numerous barriers to get started and scale up, from lack of funding, complex bureaucracy, to cultural dampeners. They are able to access support from a wide array of stakeholders, who offer a broad range of support schemes – coaching, mentoring, networking opportunities, funding, and business training, amongst others.

## The main findings from this report include:

### 1. Perspectives from young social entrepreneurs

- 38% of young people surveyed in our countries are aspiring entrepreneurs, who have not yet started turning their idea into a viable social venture, or early-stage entrepreneurs (26%), running a venture with a trading history of less than three years.
- They decide to set up a social venture for a variety of reasons: 21% of young social entrepreneurs want to 'do something better' by improving existing products and services; the desire to set up their own social venture and work independently at their own pace motivates 18% of young people surveyed. The desire to change the world, solve unmet needs and seize existing opportunities, are other motives.
- Difficulties in accessing finance (23%), complex legal and regulatory framework (12%), lack of business experience (9%) and difficulties in building up a team (8%) are the main obstacles perceived by young social entrepreneurs at European level.
- While financial support is seen as the most important aspect (65%), according to young social entrepreneurs the ideal support is much broader. Most of the young people surveyed also stated the importance of elements of non-financial support such as pro-bono advice (57%), specific legal support (56%) and overall business support (52%). Mentoring, peer support and networking opportunities are needed to improve skills, connect with people and build a professional network.
- There is strong agreement amongst young people on the positive impact of the support, leadership skills, improved professional networks and ability to act as catalysts for change. Most of the young social entrepreneurs also mentioned how the support received has positively influenced their long-term career choice and improved their employability skills.

### 2. Perspectives from European practitioners supporting young social entrepreneurs

- According to practitioners, in line with the barriers perceived by young people surveyed, young social entrepreneurs are often confronted with inadequate business know-how, according to 21% of responses collected from interviews. Difficulties faced in accessing funding opportunities (19%), the lack of visibility of social entrepreneurship and youth initiatives at country level (9%), administrative and regulatory burdens (6%), a lack of business experience (6%) and family and friends not being supportive (6%) have been suggested as critical barriers to youth social entrepreneurship.
- Any outreach strategy for young social entrepreneurs should be organised in collaboration with other local organisations, schools, universities, community groups and should adopt a blended model, in which online tools are offered alongside with offline events. To plan an attractive event, able to hook young people in, practitioners suggest organising it locally, keeping it informal and interactive, and engaging young people and fellow social entrepreneurs in the organisation.
- The ideal support package for young social entrepreneurs should be tailored to the stage of development of the social enterprise. Several elements of support have been mentioned by practitioners in their interviews, and data suggests that business training and business experience, business support in developing the entrepreneurial idea and funding opportunities to get started or grow are the most vital to a support programme. Mentoring, networking opportunities, co-working space and peer support have also been mentioned by the organisations interviewed.
- Young social entrepreneurs would benefit from more networking opportunities with other entrepreneurs (39%), with the public sector (28%) and with private companies (18%). Concerning the overall ecosystem of support and how to create a more social entrepreneurship-friendly environment for young people, practitioners interviewed made clear the importance of more funding opportunities for both young entrepreneurs and support organisations. Several other factors that could be improved to benefit young social entrepreneurs have been identified, such as more active involvement of government and local authorities, and increased collaboration among practitioners.

# Introduction

## i. About the ELYSE project

Prior to the ELYSE project, we identified two key trends as providing an opportunity for collaboration and developing shared learning in Europe:

- the long-standing youth unemployment problem across Europe – with a youth unemployment rate of 18.8% (as at April 2016) in the 28 European member states<sup>1</sup>
- the growing interest of young people in social entrepreneurship - the Global Entrepreneurship Monitor '2009 Report on Social Entrepreneurship' revealed that participation in social entrepreneurship activity in Europe is higher in people aged between 18 and 35 than any other age.<sup>2</sup>

At the outset of the project, it was also clear from the experience of the consortium of organisations working with young people that:

- Leading a social venture is a powerful personal development experience
- An early experience of social entrepreneurship can generate longer-term interest in social action
- Young people bring a distinctive and valued approach to engaging their peers in projects
- Youth social entrepreneurship has potential to create significant economic and social benefits.<sup>3</sup>

We had the strong belief that growing youth participation in social entrepreneurship could not only present a viable solution to the unemployment issue, but also have a far broader impact on European societies. This was the starting point for our project and this report aims to demonstrate key benefits of youth social entrepreneurship and provide practitioner-oriented guidance on how to develop activities to support youth social entrepreneurship.

The European Learning for Youth in Social Entrepreneurship (ELYSE) project was launched in May 2015 with the support of the European Commission. ELYSE has been implemented by a consortium of five organisations working with entrepreneurs, young people and social entrepreneurs in the UK, Portugal, Italy, Croatia and Poland. It has been a journey to discover best practices, share insights and unearth the best ingredients required to support the next generation of social entrepreneurs. We decided to focus our research on young European people aged 18-30 who have embarked on their journey as social entrepreneurs.

As part of the project we collected best practice in our countries and came up with some recommendations. Our findings are based on data collected from young social entrepreneurs and practitioners working with youth and social entrepreneurs in Croatia, Italy, Poland, Portugal and in the UK.

This report offers to provide an overview of our learnings and insights during this project and concrete examples of best practices in how to inspire, educate and support young social entrepreneurs; the kinds of support young people need the most, the best tools to reach out to young people and the

factors that would be desirable to enable a more inclusive ecosystem of support.

We see this report not as the end of our project, but as a fantastic opportunity to create more conversations and knowledge about how to best support young people to become more socially entrepreneurial in Europe and beyond.

## ii. Definitions of the terms in this report

### Social entrepreneur

Social entrepreneurs are passionate, innovative and resilient individuals who find entrepreneurial solutions to social problems. Their ventures create jobs, alleviate poverty and make the world a better place.<sup>4</sup> Social entrepreneurs change their own communities, working with local people to tackle local problems. At the global level, social entrepreneurs take on major challenges of humanity such as improving access to healthcare, food security or preservation of the environment. Common to them all is the passion to address a social or environmental cause, and the aspiration to create ventures that are financially self-sustaining.

### Social venture

We describe the wide variety of organisations which social entrepreneurs set up as 'social ventures'. A social venture can come in many forms of legal structure, but it must have social impact as its number one purpose. There are a broad range of organisational forms created, including voluntary groups, mutuals and co-operatives, charities, social enterprises or 'profit with purpose' business. We call this broad church of organisations 'social ventures'. In some European countries, such as in Italy and the UK, there is a wider variety of legal forms to choose from. The right choice depends very much on the focus of your social venture.

### Social entrepreneurship

Social entrepreneurship is an inclusive concept that encompasses activities carried out by social entrepreneurs (regardless of legal structures or social entrepreneurship models adopted). In each European country there are relevant differences in terms of definition and interpretation of the concept of social entrepreneurship.

For the purpose of this study we adopted the definition of social entrepreneurship elaborated by the Social Business Initiative<sup>5</sup> which refers to any enterprise (i) whose primary objective is to achieve social impact rather than generating profit for owners and shareholders; (ii) which operates in the market through the production of goods and services in an entrepreneurial and innovative way; (iii) which uses surpluses mainly to achieve these social goals and (iv) which is managed by social entrepreneurs in an accountable and transparent way, in particular by involving workers, customers and stakeholders affected by its business activity.

<sup>1</sup> EUROSTAT [http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment\\_statistics](http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment_statistics)

<sup>2</sup> Global Entrepreneurship Monitor "2009 Report on Social Entrepreneurship"

<sup>3</sup> UnLtd (2012) "I Can Do Anything If I Can Do This. The Outcomes of Supporting Young Social Entrepreneurs"

<sup>4</sup> Hanlet, L., Wachner, A., & Weiss, T. (2015). Taking the pulse of the social enterprise landscape in developing and emerging economies. Zeppelin University and Siemens Stiftung.

<sup>5</sup> Social Business Initiative adopted by the European Commission. "MEMO/11/735" available at [http://europa.eu/rapid/press-release\\_MEMO-11-735\\_en.htm?locale=en](http://europa.eu/rapid/press-release_MEMO-11-735_en.htm?locale=en)

### iii. Methodology

This report aims to set out the key-findings from our research, gathering organisations with extensive experience in the field of youth and social entrepreneurship and collecting best practice from practitioners and young social entrepreneurs themselves. It provides an overview of different methodologies implemented by youth organisations, universities, local authorities, accelerators<sup>6</sup> and incubators<sup>7</sup>, charities, social enterprises and investors, to support young social entrepreneurs in Croatia, Italy, Poland, Portugal and in the United Kingdom (UK). It highlights insights into motivation, barriers and support needs for young entrepreneurial individuals in Europe. We explored the following questions:

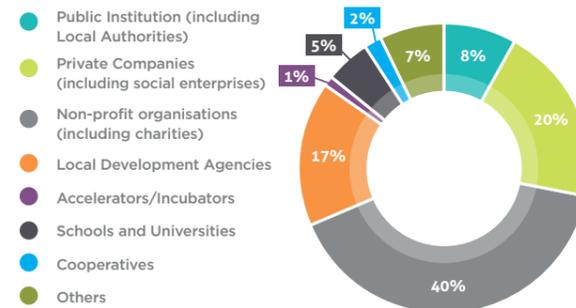
- What are the motivations for a young person to become a social entrepreneur?
- What barriers does a young social entrepreneur face?
- What issues do practitioners face when reaching out to young people?
- What would an ideal support package for young social entrepreneurs look like?
- What networks would be beneficial to young social entrepreneurs to further develop their social ventures?
- What enabling factors would make the overall ecosystem of support for young social entrepreneurs more inclusive and effective?

The findings reported hereinafter are based on data from:

- 423 young people who responded to an online survey<sup>8</sup> distributed to young people aged 18-30 living in Croatia, Italy, Poland, Portugal and in the UK between February and March 2016. Young people surveyed are likely to have already received some support from the five organisations running the ELYSE project or other practitioners.
- 98 semi-structured interviews<sup>9</sup> realised during learning visits to each of the participating countries, with practitioners working with youth and social entrepreneurs in Croatia, Italy, Poland, Portugal and in the UK held between December 2015 and March 2016. Figure 1 shows the types of organisations to which the practitioners interviewed belong.<sup>10</sup>

Figure 1: Types of organisations participating in the interviews

#### Stakeholders Interviewed



Starting from the common traits identified within support methodologies adopted by stakeholders in different countries, this report endeavours to provide insights and practical suggestions about ways in which practitioners can better design and implement interventions addressing the needs of young social entrepreneurs. Therefore, the objective of this report is to offer some user-oriented, simple and easily-applicable guidelines for practitioners looking for suggestions about how to engage, inspire and support more young people, based on best-in-class know-how, tools and methods.

This report is designed for youth organisations, charities, social enterprises, schools and universities, incubators, accelerators, local authorities, public and private support organisations<sup>11</sup>, and other practitioners who want to improve their support packages or set up new programmes to inspire, educate and support young people starting or continuing their journey as social entrepreneurs.

#### Data limitations

This report provides a non-exhaustive overview of the youth social entrepreneurship landscape in Europe based on data collected and available information across five European countries as of March 2016.

### iv. About us - the organisations running the ELYSE project



UnLtd is the Foundation for Social Entrepreneurs, a UK registered charity set up in 2002 and the leading provider of support to early stage social entrepreneurs in the UK. UnLtd's mission is to reach out and unleash the energies of people who can transform the world in which they live: we call these people social entrepreneurs. UnLtd supports them to start up, thrive and grow through a unique and individually tailored package of cash, practical development support and networking including access to a variety of learning resources. UnLtd has reached 1,000 people each year to help them turn their idea of a better world into a reality, supporting them in the early stages of setting up their social venture. In addition to enabling community entrepreneurs to start-up, UnLtd also supports those with more established ventures to scale up. We are also committed to developing an ecosystem of support which makes it easier for social entrepreneurs to access the support they need.



The Global Social Entrepreneurship Network (GSEN) is the network for organisations supporting early stage social entrepreneurs. It was launched in 2013 by UnLtd and gathers organisations supporting social entrepreneurs in more than 50 countries in the world (of which 20 European countries). GSEN helps practitioners to become increasingly sustainable and effective in their support, by offering knowledge sharing activities, expert resources, and peer-learning opportunities. The ELYSE project is an initiative made possible thanks to GSEN and its members. CEDRA HR, Project Ahead and Social Entrepreneurs Agency are three of the engaged GSEN members in Europe, supporting young social entrepreneurs.



The Cluster for eco-social innovation and development (CEDRA HR) is a Croatian national umbrella organisation forming a cluster of five regional centres gathering organisations with long-term records of activities in social entrepreneurship, rural development, social inclusion and capacity building. CEDRA acts as a support centre for social entrepreneurship, creating and linking systems of support and capacity building for eco-social development and social entrepreneurship infrastructure for sustainable development of the communities across Croatian regions.



Project Ahead (PJA) is a cooperative founded in 2001 in Naples, Italy. It provides consulting about conceiving, preparing and managing complex social innovation projects. Its activities are particularly oriented towards the development of interventions regarding youth, social entrepreneurship and social policies, as well as international cooperation and corporate social responsibility.



Social Entrepreneurs Agency (SEA) is a non-profit organisation founded in 2007 by a group of Portuguese social entrepreneurs. It implements projects that promote the economic integration of local communities and individuals through social entrepreneurship, combining innovative techniques such as personal branding with place-based interventions and trainings to place local people in jobs.



Youth Business Poland (YBP) is part of Youth Business International, an international organisation supporting youth entrepreneurship in almost 40 countries in the world. Youth Business Poland was launched in 2006, and now operates as part of the Technologic Incubator Foundation. It provides young people with high-quality support (mentoring, business trainings and accelerator programme) in the creation and development of their ventures.

<sup>6</sup> Accelerators are organisations offering specific growth-oriented services to ventures with demonstrated success.  
<sup>7</sup> Incubators are a flexible combinations of consultancy, infrastructure and networks to nurture new ventures through early-stage development.  
<sup>8</sup> See the detailed survey in Appendix I  
<sup>9</sup> See the interview guide in Appendix II  
<sup>10</sup> See Acknowledgements at the end of this report for the full list of organisations interviewed.

<sup>11</sup> Support organisations or social entrepreneur supporters are organisations providing social entrepreneurs with financial and/or non-financial support. They enable social entrepreneurs to create strong, positive social impact first, while helping them to become increasingly financially sustainable.

# Youth and Social Entrepreneurship in Europe

In some European countries, such as the UK, evidence suggests that young people are more likely than the general population to express the desire to start a social enterprise and to consider supporting social causes about which they are passionate important when starting a business<sup>12</sup>. Young Europeans are active citizens and care about the world they live in and they want to improve their community. Nevertheless, they might perceive more barriers to starting their own business than the general population and they are most worried about securing funds and the need for skills and networks<sup>13</sup>. These are some of the topics we uncovered during our project and that we are enriching thanks to further insights and data we reveal in the following paragraphs.

## i. Stages of development of ventures run by young social entrepreneurs

According to our research findings, as shown in Table 1b, **38% of our young respondents are aspiring entrepreneurs** and have not started turning their idea into a viable social venture yet. Another **26% are early-stage entrepreneurs**, running a venture with a trading history of less than 3 years. Similarly, 19% are testing out their idea before going into business and 15% are ready to scale.

Table 1b: At what stage is your social venture?

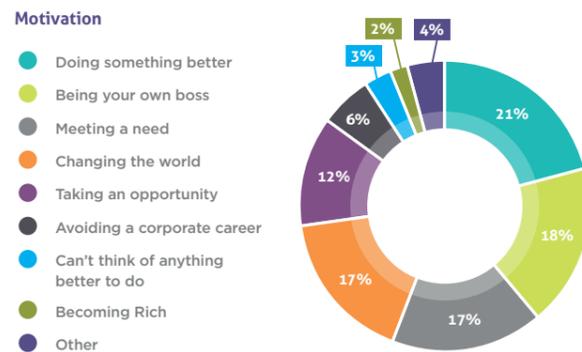
Stage Of Development	%
Idea	38%
Testing	19%
Early-stage	26%
Scaling up	15%
N/A	3%

*“They are experiential entrepreneurs. Something happened to them and they want to change it for other young people (...).”*  
Islington Impact Hub (UK)

## ii. Motivations to become a young social entrepreneur

We started our investigation looking at the different routes that bring young people into social entrepreneurship and the main reason to set up a social venture. As shown in Figure 1b, more than one fifth of all young people surveyed consider a career in social entrepreneurship as an **opportunity to ‘do something better’ by improving existing products and services** (21%). Another main motive indicated by our respondents is the **desire to be their own boss** (18%), setting up their own social venture and working independently at their own pace. The **wish to change the world** (17%) and **solve unmet needs** (17%) are other reasons suggested by young people. Finally, 12% of respondents decided to become social entrepreneurs to seize existing opportunities. Very few young people are motivated by the perspective of becoming rich nor is it a decision by default to become social entrepreneurs.

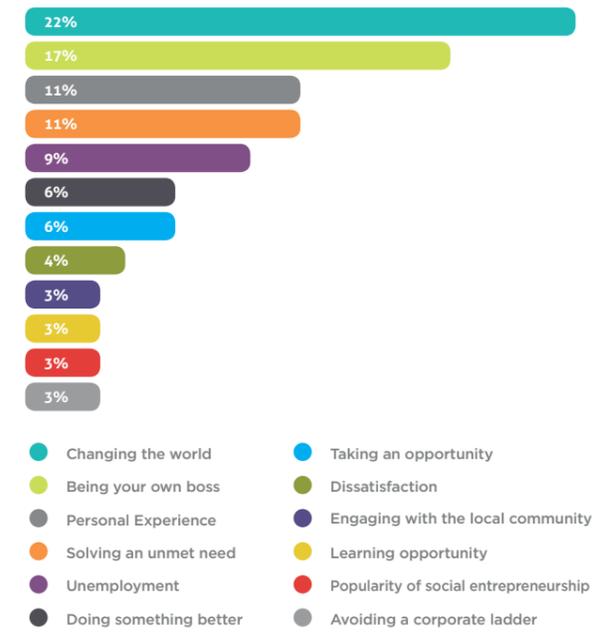
Figure 1b: What motivated you to become a Young Social Entrepreneur (YSE)?



We have also interviewed practitioners across five countries to understand what they perceive as the key motivations for young people in becoming a young social entrepreneur. It is interesting to see that some of their responses are in line with the results of the survey completed by young people. 22% of the responses from practitioners mentioned the **desire to create a change**, do something meaningful and benefit other people, alongside the **opportunity to create their own job** and be their Own boss (17%).

Some other motivations have also been identified but at a slightly lower rate than those cited by young people: the **personal experience** (11%) of young people and the **opportunity to solve unmet needs** (11%) are perceived by practitioners as other factors influencing the young people's decision to become social entrepreneurs.

Figure 1a: What are the motivations for a young person to become a social entrepreneur?\*



\*multiple responses allowed

Practitioners also identified a range of other motivations during the interviews that we completed with them. The complex labour market and relatively high **youth unemployment rate** in some European countries are suggested in 9% of responses as a possible push-factor for young people to consider social entrepreneurship as a career choice – especially according to stakeholders interviewed in Croatia, Italy and Portugal.

*“The unemployment rate and the lack of choices in the market motivate young people to start thinking about creating their own businesses.”*

Cooperativa Antonio Sergio para a Economia Social - CASES (Portugal)

Doing something better, by improving existing products or services (6%), as well as **seizing existing opportunities** (6%), such as award schemes and open calls for young social entrepreneurs, and **dissatisfaction** (4%) with current employment opportunities, have also been highlighted as other relevant factors affecting the likelihood to choose social entrepreneurship, mainly in Croatia and in Italy<sup>14</sup>.

### TIP n°1 - When designing a support programme for young social entrepreneurs...

**Understand the motivation and commitment of your target group.** Young people can choose social entrepreneurship for different reasons. As we learnt in our research, personal experiences, unemployment, a willingness to change the world, a wish to be independent, are all very different but equally valuable factors affecting young people's choice to explore social entrepreneurship. If motivation is what gets them started in first place, commitment is what keeps them engaged. Whether they are teenagers exploring social entrepreneurship as a school project, young unemployed people driven by passion and/or necessity, or young graduates participating to an online call for social entrepreneurs, they all arrived at social entrepreneurship along different paths. You need to listen to young people to see what they are willing to achieve from their social entrepreneurial experience and, therefore, what they expect from you. Depending on their inner motivation and commitment, you should calibrate a different support mix and promote your support scheme in a different way.



<sup>12</sup> RBS Group (2014) “RBS Enterprise Tracker, in association with UnLtd”  
<sup>13</sup> RBS Group (2014) “RBS Enterprise Tracker, in association with UnLtd”

<sup>14</sup> See detailed Country Reports in the second section of this report

### iii. Barriers to becoming a young social entrepreneur

Focusing on the perceived barriers, as shown in Table 2b, at European level a 'Lack of finance and financial support' is indicated in 23% of responses from young people surveyed as the main issue they face in setting up and scaling up their social enterprise. Similarly, social entrepreneurs mentioned the 'Legal and regulatory framework' (12%) as a barrier. Another 9% revealed the 'Lack of business experience' as one of the main obstacles to transforming their idea into a viable social business. 'Lack of a team' is critical according to 8% of responses, followed by 'Lack of business support' (7%) and 'Profit-mission trade-off'<sup>15</sup> (7%). The 'Communication of the value' of the social venture (6%) and the 'Lack of self-confidence' (5%) also negatively affect their experience as a social entrepreneur. 'Age' and 'Difficulties in scaling up' were indicated by 5% and 4% respectively. Finally, the 'Lack of training opportunities' (3%), 'Lack of leadership skills' (2%) and 'Competition' (2%) are indicated as minor issues faced.

Table 2b: What is the main issue or barrier do you face or have you faced as a young social entrepreneur?\*

Barriers	%
Lack of financial resources	23%
Legal and regulatory framework	12%
Lack of business experience	9%
Lack of a team	8%
Lack of business support and development services	7%
Trade-off profit or social purpose	7%
Hard to access to market	7%
Hard to communicate your value	6%
Lack of self-confidence	5%
Age	5%
Hard to scale	4%
Lack of training and research	3%
Lack of leadership skills	2%
Competition	2%

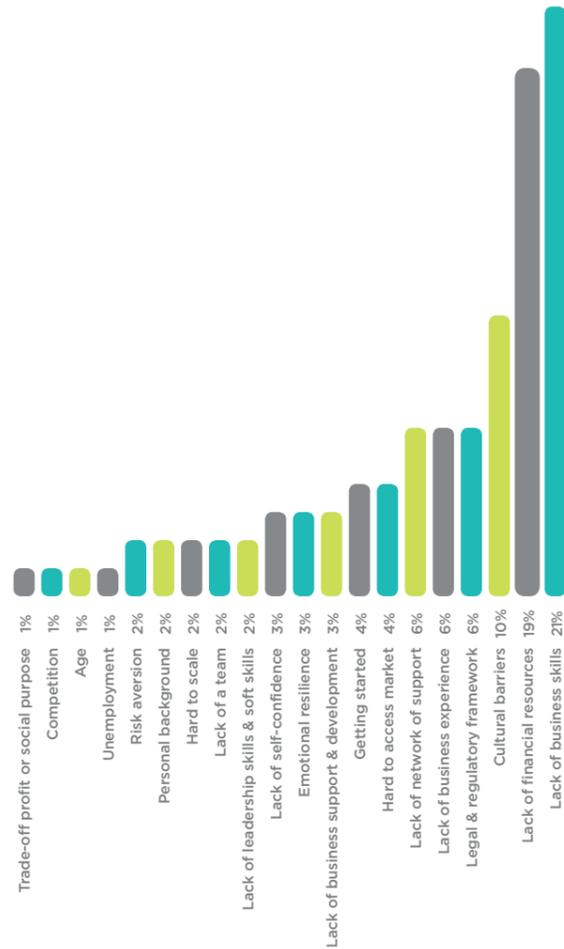
Practitioners interviewed pointed out that the lack, or inadequacy, of **business skills and competences** represents the major source of restraint for young people and the most relevant obstacle to setting up new social ventures or ensure growth, according to 21% of responses.

*"Social entrepreneurs sometimes find the business related aspects very difficult. They need support on a daily basis to develop their business plan and their strategy."*

Alto Comissariado para as Migrações - ACM (Portugal)

The difficulties faced by young social entrepreneurs in **accessing credit and the lack of funding opportunities** (19%) are perceived as the second most relevant issue negatively affecting their decision to choose a career in social entrepreneurship.

Figure 2a: What issues do young social entrepreneurs face?\*



\*multiple responses allowed

Furthermore, 10% of responses showed how young people wanting to implement their social business ideas are often confronted with **cultural barriers**, such as scepticism towards the potential for young people to become entrepreneurs, or a lack of understanding of the concept and the potential of social entrepreneurship. **Administrative and regulatory burdens** (6%), in terms of unsupportive tax regimes, complexity of administrative procedures, costs of business registration, massive amounts of bureaucracy, frequent regulatory changes and lack of transparency, have also been highlighted as detrimental factors, especially in the Mediterranean countries.

*"Often, in Poland there are negative stereotypes about young people in the media and in wider society, and because of their young age, their initiatives are not taken seriously by the traditional business sector."*

SZOWES (Poland)

### iv. Reaching out to young social entrepreneurs

In order to ensure greater participation of young people, support organisations have identified several recommendations. First of all, stakeholders mentioned in 25% of responses the **importance of collaboration**, while organising promotional events to bring together groups of young people. Joining forces and building partnership among local organisations with different expertise - such as youth organisations, community groups, schools, universities, incubators - would ensure a better outreach, combining effort and sharing resources.

Moreover, practitioners agreed on the power of a **blended model** (25%), in which online tools - such as social media, websites, online groups and communities, direct mails - are integrated with offline events and live interactions, to foster social entrepreneurship among young people.

*"When it comes to creating bonds and building relationships (...) offline outreach is more powerful than online outreach. A combination of the two is the best approach to finding the young people for your programme."*

Ashoka UK (UK)

**Local events** that can hook young people in are very important. 17% of responses suggested **keeping these local and informal** and holding them regularly, such as monthly meet-ups during which young people can catch up and share ideas, fears and best practices. **Interactive events** and a **'learning-by-doing' approach** - such as organising workshops, hold-ups<sup>16</sup>, hackathons<sup>17</sup>, PechaKucha<sup>18</sup>, role-playing games through which young people are asked to proactively participate and develop skills, are also strongly recommended to attract young audiences and keep them engaged.

According to 6% of responses, the **lack of business experience** is another barrier to social entrepreneurship amongst young people. Lack of **strong networks of support** (6%), such as professional networks, mentoring opportunities and lack of support from family and friends, are also indicated as relevant barriers young social entrepreneurs have to face.

Finally, it is interesting to note how age itself is not perceived by support organisations as a critical obstacle to social entrepreneurship. This suggests that practitioners have a strong belief in the ability of young people to succeed in their entrepreneurial journey.

#### TIP n°2 - When designing a support programme for young social entrepreneurs...

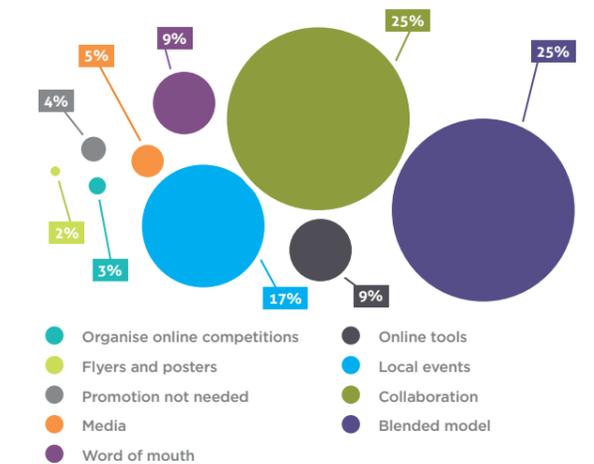
**Think about the challenges they might encounter.** Lack of self-confidence, lack of finance, lack of business experience, management skills and soft skills, administrative burdens and cultural barriers will probably be the most cited constraints or important barriers that young social entrepreneurs will have to face. Build a programme where you will creatively help them to lift, alleviate or work around those barriers, or even help transform them in business opportunities.

A useful resource that you can use is the Confidence Curve that describes how support can be set up so that young people can really own social change

<https://united.org.uk/2012/11/05/the-confidence-curve/>



Figure 3a: What does effective outreach to young social entrepreneurs look like?\*



\*multiple responses allowed

Finally, **word-of-mouth** through the **involvement of other young people and fellow social entrepreneurs** is also crucial, according to 9% of responses from practitioners. Engaging social entrepreneurs to become and act as role models and ambassadors is a good strategy to improve the image of social entrepreneurship and inspire more young people to consider exploring this option as a life experience or a career choice.

<sup>15</sup> The profit-mission trade-off refers to an issue common to social entrepreneurs, which have to find the right balance between profit making and the achievement of the wider social mission.

<sup>16</sup> See box page 17  
<sup>17</sup> See box page 14  
<sup>18</sup> See box page 14

**TIP n°3 - To reach out to young people...**

**Define the scope of your outreach strategy.** According to the target group you want to engage, you should invest different resources and partner with different organisations. Practitioners suggest thinking carefully about the scope of your outreach campaign, whether you are planning a local, national or international promotional strategy.

**Identify partners.** Try to find partners who can do what you cannot. Working closer together with other practitioners with similar or complementary goals, rather than competing with one another's efforts, avoids duplication of resources and ensures increased outreach. Thinking of your target and scope, try to identify role-models, groups or organisations you could join forces with to more effectively reach your target audience. With limited time and resources, collaboration can really make the difference.

**TIP n°4 - To reach out to young people...**

- **Keep your events local** - young people cannot or do not like to travel too far;
- **Keep your events informal** - young people do not enjoy or feel uncomfortable dressing up or when the atmosphere is too formal;
- **Plan your events regularly** - young people like to know when they can next get involved and meet with others;
- **Avoid boring talks and adopt a 'hands-on' approach** - young people enjoy very interactive and participatory activities rather than PowerPoint presentations and classroom-style events;
- **Let social entrepreneurs tell the story** - nobody can explain the journey of a social entrepreneur better than a social entrepreneur. This is particularly true for young people, who bring a distinctive and valued approach to engaging their peers and for whom the chance to feed off others doing similar things can be terrific;
- **Social media are not the panacea** - social media are useful tools and you should not forget to be active online, but even though young people are digital natives, they still value meeting people in real-life. Use a blended model, combining social media to offline events.



Plan in advance



Be attractive and informal



Work locally



Adopt a blended model



Let them do the speech



Adopt a learning - by-doing approach

**Social Wolves** is a social enterprise based in Warsaw, Poland. It organises an online social enterprise competition, called 'Exempt from Theory' ([www.exemptfromtheory.com](http://www.exemptfromtheory.com)). In 2014-2015 it involved 18,000 students from Poland, encouraging them to create their own social project. From social campaigns to charity events, the participants impacted their communities, reaching half a million beneficiaries. Students were supported by an online app which served as a management training programme and was certified by the Project Management Institute of Poland.

Social Wolves then created a 'Social Wolves Ambassador programme' to engage its Alumni and reach out to more young people. Alumni receive a training to become ambassadors of the organisation. After being trained, they promote the online competition in schools and universities. So far, Social Wolves has created a network of 150 Ambassadors, who actively promote the online competition in over 70 schools across Poland, engaging the next generation of 'social wolves'.

**TIP n°5 - To reach out to young people...**

Be creative and use this creativity to provide interactive and interesting engagement opportunities for young people:

**Meetup** is the world's largest online network of local groups. It makes it easy for anyone to organize a local group or find one of the thousands already meeting up face-to-face. More than 9,000 groups get together in local communities each day, each one with the goal of improving themselves or their communities. Meetup's mission is to revitalize local community and help people around the world self-organize. <http://www.meetup.com/>

Other online groups that you can find interesting to engage with are:

- +Acumen <http://plusacumen.org/>
- Global Shapers <https://www.globalshapers.org/>
- Ashoka Changemakers <https://www.changemakers.com/>

A **hackathon** is a gathering where computer programmers, graphic designers and project managers collaborate on a software project, over a short period of time. Hackathons typically last between a day and a week. Some hackathons are intended simply for educational or social purposes, although in many cases the goal is to create usable software. Hackathons tend to have a specific focus, which can include the programming language used, the operating system, an application, or the subject and the demographic group of the programmers.

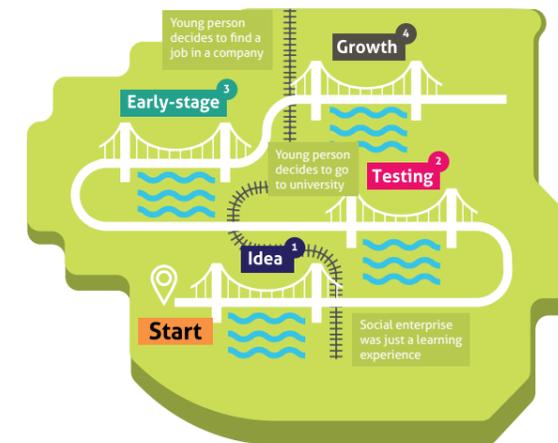
**PechaKucha** is a presentation style in which 20 slides are shown for 20 seconds each (6 minutes and 40 seconds in total). The format, which keeps presentations concise and fast-paced, powers multiple-speaker events called PechaKucha Nights. A typical PechaKucha Night (PKN) includes 8 to 14 presentations, sometimes combined with live bands or entertainments.

**'Dream Act Inspire'-type events:** 'Dream Act Inspire' is a series of events created and run by UnLtd in the UK, where we showcase inspiring and passionate young social entrepreneurs and innovators. We bring together social entrepreneurs - individuals, organisations and communities of people who combine their passion for positive social change with entrepreneurial flair. More information on these events: <https://www.youtube.com/watch?v=e2NKmW2zDEA>

**v. Support methodologies for young social entrepreneurs**

Support programmes for young social entrepreneurs are especially effective when they provide a comprehensive and balanced array of activities, as the issues encountered are often interrelated and therefore require a combined approach. Practitioners pointed out that an effective support package should, ideally, be adapted to the needs of the entrepreneur and should, nevertheless, cover all aspects of his/her journey as a social entrepreneur. It is crucial to identify where the young person is in developing his/her idea and starting from there to define a tailored support package.

Figure 2: The Journey of a Young Social Entrepreneur



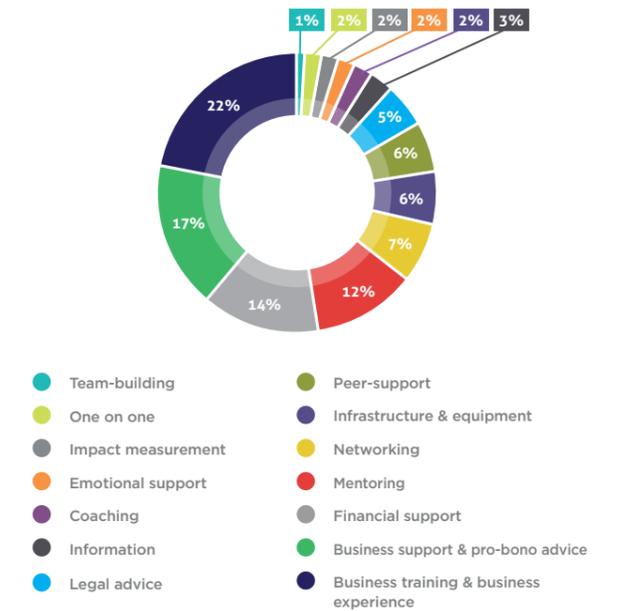
**TIP n°6 - When designing a support programme for young social entrepreneurs...**

**Identify where your target group is in its entrepreneurial journey.** There is no 'one-size-fits-all' solution in terms of support methodology. The needs of young people would differ according to the stage of development of their social venture:

- **Idea and Testing stage**, includes all young people who have an idea but need some experience to build their confidence and skills, and those who are already testing their idea on a small scale but need to improve their business and soft skills and access funding to get it off the ground;
- **Early stage**, includes young social entrepreneurs who have piloted their idea on a small scale and have started their venture. They have already business activities in plan and have been trading for less than three years. They look for funding to help get the project up and running, as well as business and development support;
- **Growth stage**, includes young social entrepreneurs already running a financially sustainable venture creating sustainable social impact. They need funding or investment to get their venture to the next level and need more intensive development support and networking opportunities.

The path of the journey of a young social entrepreneur can change for positive reasons, such as moving to further education or employment. Life stage clearly plays a significant role in whether projects run by young people continue in longer term.<sup>19</sup>

Figure 4a: What kinds of support do young social entrepreneurs need?\*



\*multiple responses allowed

Support should aim to help the entrepreneurs with their daily challenges, as well as assisting them in overcoming their knowledge gaps. Therefore, an ideal support mix could consist of a wide and diverse range of ingredients:

- **Business training and business experience** have been indicated in 22% of responses from practitioners. Any support organisation should provide a combination of training and hands-on experience. **Training** should aim to develop business knowhow on different domains - such as idea generation, market research, business planning, pitching, value proposition, financial sustainability, marketing and communication, monitoring and evaluation - as well as leadership skills and soft skills, such as creativity, teamwork, confidence and public speaking. **Hands-on experiences** - such as site visits<sup>19</sup> and job shadowing<sup>20</sup> - inspire young people and showcase what being an entrepreneur looks like.

<sup>19</sup> A site visit is a tour of a social enterprise lead by the entrepreneur or the employees to help young people understand and really appreciate what a social entrepreneur does and the impact he/she is able to create. Meeting inspiring individuals and seeing what they have created help raise awareness about social entrepreneurship and can positively affect other people's career choices.

<sup>20</sup> Job shadowing is an effective learning tool that involves working with a social entrepreneur for a day or a limited amount of time. The young person can understand what being a social entrepreneur looks like on a day-by-day basis, while learning aspects related to the specific business industry, organisation and skills required. Job shadowing helps both parties - the social entrepreneur and the aspiring entrepreneur - to mutually learn and share ideas.

- **Business support & pro-bono advice** (17%): it is important to support young entrepreneurs in developing their business plan and financial statement, identifying market opportunities and measuring their impact. Partnering with companies and successful entrepreneurs could improve the support offer, benefiting from professional advice on specific business issues (e.g. legal, financial or communication). Organised activities with business experts – for instance monthly clinics/trouble-shooting sessions or webinars – are powerful tools to provide expert advice about specific business issues and support young entrepreneurs in developing their ventures. Partnering with companies is a good opportunity to get business experts involved in supporting young social entrepreneurs as a pro-bono activity.
- **Funding** (14%): support organisations should offer grants, loans or other investment opportunities and give access to a network of investors and funders, to encourage young people turning their idea into a social enterprise or to help them grow their business.

**Year Here** is a London-based social enterprise that has piloted a model to help bright graduates and young professionals to build smart solutions to entrenched social problems. Over the course of the 10-month immersive programme, Fellows try their hand at building creative and entrepreneurial responses to social problems, supported by industry mentoring and a rigorous social innovation curriculum. The support methodology consists of a combination of: four months' frontline placement to understand the social challenges and identify space for innovation; a two-month consulting project, during which the Fellows, working in teams, produce a tangible output for clients, such as local governments, social enterprises and companies; four months at an incubator to prototype their ideas and pitch at a final crowdfunding event.

Year Here Fellows have launched successful social ventures such as:

- Rootless Garden (<http://www.rootlessgarden.org/>), running nature-inspired activities to reduce the isolation of older people;
- Birdsong (<http://birdsong.london/>), an online marketplace selling fashion products made by vulnerable women.

Year Here was launched in March 2013 and, since then, has run four programmes for 63 graduates and been named one of Britain's 50 New Radicals by Nesta and The Observer. As part of the course, Year Here Fellows have collectively volunteered 40,000 hours in frontline services – including homeless shelters, community centres and Pupil Referral Units.

- **Mentoring** (12%): matching experienced professionals with young entrepreneurs and facilitating regular one-to-one meetings, during which mentors can transfer knowledge to the aspiring entrepreneurs on specific business issues. A mentoring scheme is a process that can be run in partnership with private companies willing to offer this experience to their employees, as an opportunity to offer and develop their skills while creating positive impact on society.

*“In-kind support and mentoring are very important in our support package. Our beneficiaries mainly want money, but we see they primarily need knowledge.”*  
ETAP Organisation (Poland)

- **Networking opportunities** (7%): organising regular informal meetings – such as social drinks, business speed-networking<sup>21</sup> and business breakfasts – during which young people can engage with their peers and with other entrepreneurs, social entrepreneurs, business executives, like-minded individuals, community leaders, local authorities and investors. In addition, plan industry-specific events<sup>22</sup> where young social entrepreneurs have the opportunity to meet potential suppliers and buyers in their market;

**UnLtd webinar series** are part of the support package offered to social entrepreneurs. They are a series of 45- to 60-minute online seminars and master classes, each focusing on a business topic relevant to start up social entrepreneurs, such as how to create a one-page impact report, developing your sales pipeline and sales techniques, introduction to social franchising, amongst the others.

Upcoming webinars are listed at <https://unltd.org.uk/2015-webinar-series/> and recordings of all previous ones can be accessed at: <https://www.youtube.com/playlist?list=PLQZ9ucOSQNXvvrkl10eOowAHl04IDo7gq>

**Social Entrepreneurship Akademie have created a Massive Online Open Course (MOOC) on Social Entrepreneurship:** the MOOC has been created to enable entrepreneurs to shape a better world. Over an eight-week period, the course provides thousands of students and professionals from all over the world with the practical and scientific expertise needed to enable them to start their own social enterprises. Students from across disciplinary backgrounds can learn in virtual teams and generate their own social start-up models to resolve global social issues through real, problem-based cases from China, Mexico, and Germany. More here: <http://globalsummerschool.org/mooc>

- **Infrastructures and other physical facilities** (6%): providing young social entrepreneurs with hot desks in co-working spaces, to allow them to work and, at the same time, network with entrepreneurs at similar or later stages in their journey and working in different industries.
- **Peer support** (6%): organising regular peer-learning opportunities, during which young social entrepreneurs can exchange knowledge, experience, advice and emotional feedback with their fellows, to help each other. Peer support can also offer conditions for collaboration among people, creating positive connections and developing the professional network.

Other factors that have been highlighted as relevant are:

- **Legal advice** (5%): offering young social entrepreneurs opportunities to receive free-advice and practical guidance from legal experts, in matters related to the selection of the right legal structure for the social venture, intellectual property protection, setting service agreement, employment contracts, property lease, and more.

**MakeSense hold-ups** are the offline part of MakeSense. The objective of the hold-ups is to connect social entrepreneurs with individuals, to invent together solutions and take up their challenges. They are challenge-solving workshops set up individually in different cities, in an informal setting, aiming to suit social entrepreneurs' specific needs. Social issues tackled by social entrepreneurs belong to many different areas of interest: civic engagement, human rights, economic development, environment, health and education/e-learning. The hold-ups are the offline meeting-point between a community of socially-minded people ('sensemakers') and the social entrepreneurs. Hold-ups help resolve social entrepreneurs' challenges and create a network of support, while achieving MakeSense's mission to accelerate the impact of social entrepreneurs' projects and create a space in which young social entrepreneurs can meet motivated people wishing to become actors of change.

MakeSense is an open project built by a community of people interested in social entrepreneurship, innovation, web applications and IT solutions. It was born in January 2011, set up by two young students attracted by Muhammad Yunus' concept of social business. The MakeSense methodology has been used worldwide in different countries, creating a community of social entrepreneurs and sensemakers in Paris, Berlin, London, Barcelona, Shanghai, San Francisco, São Paulo, Medellín, Santiago de Chile, Buenos Aires, and many other cities.

- **Information** (3%): providing a help desk service to answer frequently asked questions related to general legal and administrative procedures and requirements for setting up a social venture, as well as sharing information about other support organisations and free-resources available for young social entrepreneurs.
- **Coaching** (2%): organising coaching opportunities, in which experienced coaches give regular one-on-one customised guidance to young social entrepreneurs, to help them overcoming challenges at business and personal level. Coaches should support young entrepreneurs over a relatively long period of time and look after them during the entire entrepreneurial journey, working on the development of their emotional resilience and business acumen.

Other support schemes include emotional support (2%), one-on-one meetings (2%), impact measurement tools (2%) and team-building opportunities (1%).

**Mouraria Creative Hub** in Lisbon, Portugal, is a co-working space for young social entrepreneurs. It is the first hub to support projects and business ideas from the creative industries, especially in the areas of Design, Fashion, Music, Tiles and Jewellery. It offers fully equipped workstations, a wide network of mentors, training and consulting solutions, access to financing solutions and support in marketing products and services. It values the social gathering of a group of people who are still working independently, but who share values and interests and can benefit from the synergies that can happen sharing the office. Co-working is not only about the physical place, but about establishing a community of people.

Mouraria Creative Hub was launched in May 2015 and has supported successful start-ups such as Red Clay, producing musical instruments from clay rediscovering the traditional craft of hand-throwing red clay, and Corque Design, producing design furniture using the traditional Portuguese cork.

**UnLtd Legal Help Guides** are a series of essential legal guidelines available online for social entrepreneurs. UnLtd have partnered with DLA Piper to provide social entrepreneurs with important legal support and guidance through a series of downloadable Legal Help Sheets. These fourteen help sheets are designed to offer answers to frequently asked questions related to starting up a social venture or for those who need to protect specific areas of their enterprise. Each help sheet has been put together to provide well needed practical guidance and key legal terms to protect social ventures while growing them to the next level. Each PDF can be accessed and downloaded at <https://unltd.org.uk/legal-help-guides/>

Addressing the need for free, concise legal advice elsewhere in Europe, UnLtd Spain has partnered with DLA Piper and Atos Madrid to produce legal help sheets to help social entrepreneurs in Spain.

As shown in Figure 2b, young social entrepreneurs rated 'Funding' (64%) as the most valued support and, currently, the most underprovided. 'Pro-bono advice' (57%) and specific 'Legal Support' (56%) have also been listed as beneficial support programmes, both in terms of business and personal development. 'Business Support' (52%), as well as 'Mentoring' (44%) and 'Peer-support' (44%) are also considered very important by young people surveyed. Finally, 'Networking opportunities' (40%) are perceived as opportunities to make valuable connections, although they cannot be considered a priority.

Keeping this information in mind, practitioners can gain insight into how to plan for an effective support offer for young social entrepreneurs; or identify room for improvements in their current programmes.

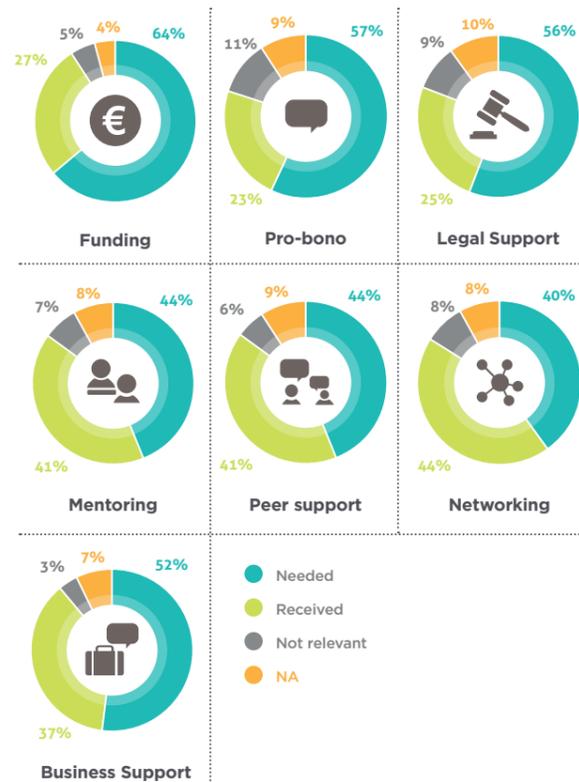
**TIP n°7 – When designing a support programme for young social entrepreneurs...**

**Business speed-networking** is a meeting format designed to facilitate business introductions and broaden the professional connections. Participants are paired and are given a limited amount of time to share their professional background, pitch their idea and explain their business goals.

An **industry-specific event** is an event organised so that social enterprises in a specific industry can showcase their products and services, meet with other companies in the same industry and potential suppliers, create professional connections and examine recent market trends. It can be a trade show, a business speed-dating event or a business breakfast, open exclusively to companies and social enterprises in the same industry.

**Action Learning** is an approach to problem-solving, based on the idea that the most effective learning takes place when we are faced with a real problem that we are obliged to solve. Action Learning occurs in a small closed group, called an Action Learning Team. This group meets regularly to engage in a collaborative learning process through reflecting on real work issues, exploring possible solutions and planning for action. Action learning is a powerful tool to enhance team working and collaboration skills, create solutions to an organisational challenge, create space for reflections and learning opportunities starting from the individual and collective experiences, and develop awareness of how individual behaviours, attitudes and assumptions impact on decision making. The School of Social Entrepreneurs and UnLtd have championed the use of action learning to help social entrepreneurs realise their potential.

Figure 2b: What kinds of support do you need?



**TIP n°8 – When designing a support programme for young social entrepreneurs...**

Combine different ingredients in a balanced mix:

- **Individual support**, including activities such as one-to-one support, coaching to overcome business issues and develop emotional resilience, shadowing opportunities to learn what being a social entrepreneur looks like, mentoring and pro-bono opportunities to offer expert advice;
- **Collective support**, such as peer-support to let young people exchange practices and know-how, training to develop soft skills (such as creativity, teamwork, self-confidence, leadership) and workshops on different business domains (such as idea generation, market research, business planning, pitching, value proposition, financial sustainability, marketing and communication, monitoring and evaluation), networking events during which they can build relationship, learn and have fun (e.g. hackathons, hold-up, etc.), and site visits to inspire them and help them getting into social entrepreneurs shoes;
- **Physical premises**, offering young social entrepreneurs the opportunity to work in a co-working space can be beneficial in terms of synergies and network with entrepreneurs at later stages in their journey.

**Identify partners.** Assess your strengths in terms of support services, what good quality ingredients you have already available in your kitchen and how you could source other components to create the best possible recipe of support. If you do not have the capacity to expand your offer internally, look for partners. Collaboration and joining forces is always a good answer. Partnering would strengthen your offer of support and would therefore benefit your target group that in the end will be able to receive a more inclusive support mix.

As seen in Figure 3b and Figure 4b, 'Local charities and non-profit organisations' are perceived as the entities providing the widest array of professional guidance and support services to young social entrepreneurs. According to data available from Italy, Poland and the UK, they provide mostly non-financial support. 'Private companies' are considered the second most supportive entities, followed by 'Accelerators and Incubators' - which offer the best combination of financial and non-financial support - and 'Schools and Universities'. Surveys also pointed out that 'Local authorities and other public entities' are perceived as the entities that supported the fewest social entrepreneurs. However, compared to the other organisations, a greater proportion of their support is financial (in Italy, Poland and the UK).

Figure 3b: What organisations support you?\*

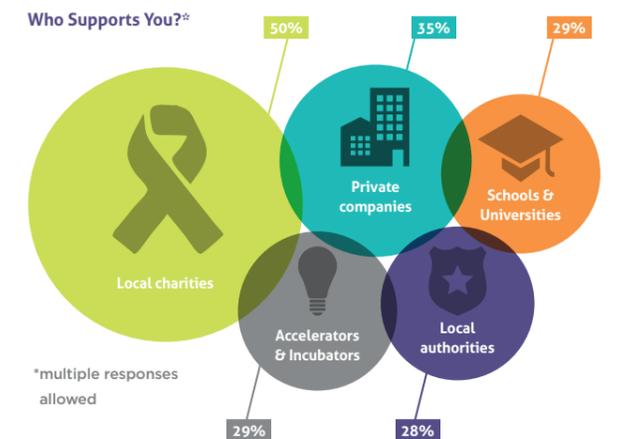
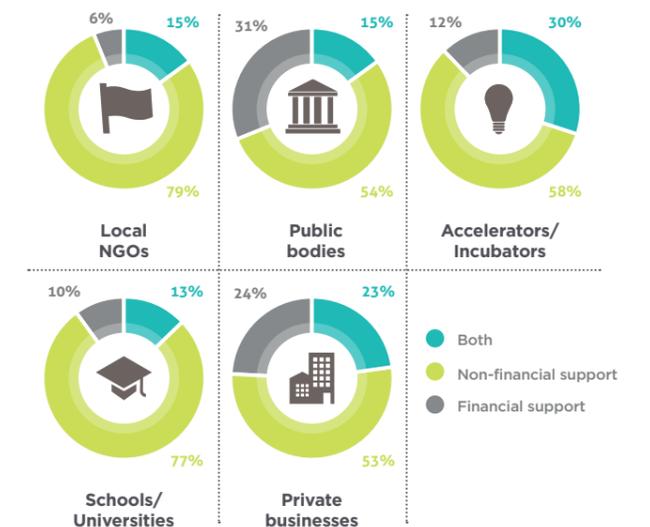


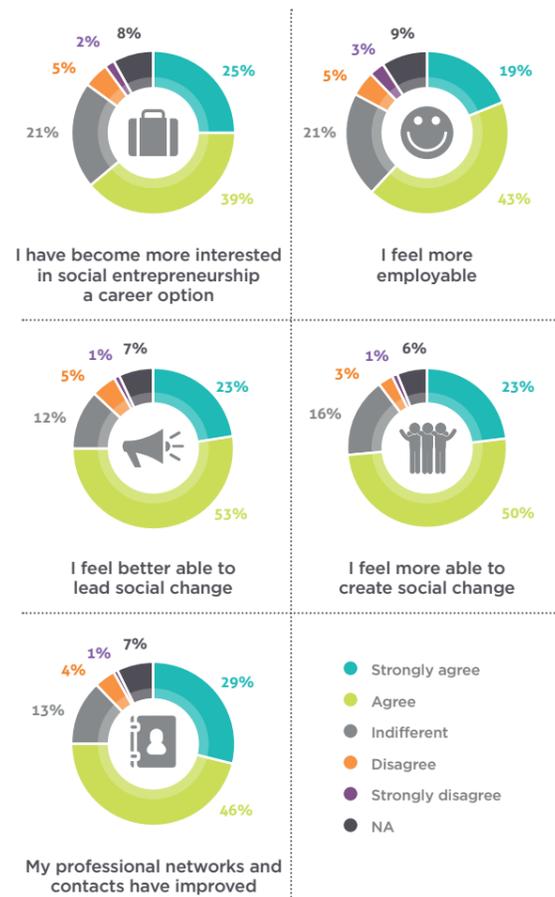
Figure 4b: What kinds of support do they provide? \*



\*data available only for Italy, Poland and the UK

Looking at the impact of the support provided, overall the existing support packages have had positive effects on young social entrepreneurs. Surveys pointed out that young people improved their leadership skills (76%) and professional networks (75%), and feel more able to act as catalysts for change (73%) as a result of the support received. Positive feedback has also been given in terms of likelihood in considering social entrepreneurship as a long-term career option (64%) and in terms of improved employability skills (62%).

Figure 5b: Overall, how far do you agree or disagree with these statements? As a result of the support received, ..

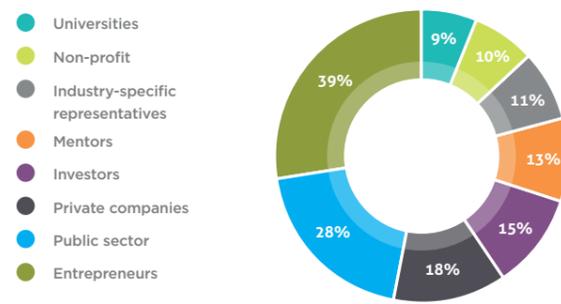


### vi. Networks required to support young social entrepreneurs

As shown in Figure 5a, practitioners interviewed pointed out the importance of encouraging more opportunities for young people to meet and connect with other entrepreneurs, both more experienced and at the same stage in the entrepreneurial journey, according to 39% of responses. 28% highlighted the importance of providing privileged access to networking opportunities with the public sector, mainly local authorities, in order to connect with potential customers or supporters. 18% of responses showed that practitioners believe stronger bonds with private companies would make the life of social entrepreneurs easier, by creating powerful professional connections that could result in learning opportunities, recruiting of new trustees or facilitating the access to market.

*“A key factor (...) is the network of social entrepreneurs, both virtual and physical, to enable the exchange of experiences, information and knowledge”*  
ACT Group (Croatia)

Figure 5a: What networks are required for young social entrepreneurs to further develop their social ventures?\*



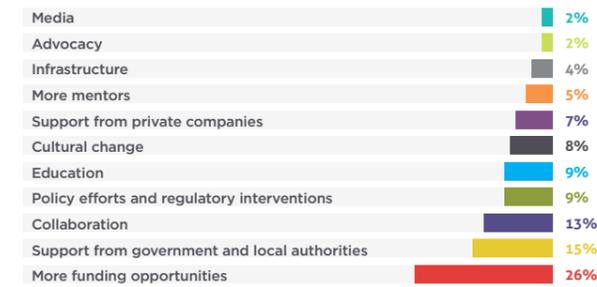
\*multiple responses allowed

More networking opportunities with investors (15%), mentors (13%) and industry-specific representatives (11%) are also encouraged. Finally, networking with the non-profit sector (10%) and universities (9%) can offer further occasions to get additional support (financial and non-financial) and create new professional contacts.

### vii. Factors enabling a more inclusive ecosystem of support

To improve the overall ecosystem of support and to create a more social entrepreneurship-friendly environment for young people, 26% of responses from practitioners recognised the importance of more funding opportunities, for both young entrepreneurs and support organisations. This would eliminate one of the main obstacles perceived by young social entrepreneurs and let the ecosystem grow.

Figure 6a: What is needed to make the ecosystem of support more inclusive?\*



\*multiple responses allowed

On the other hand, several other factors have been identified by practitioners as paramount to creating better conditions and enhancing the attractiveness of social entrepreneurship among young people:

- A more active involvement of government and local authorities (15%) could play a crucial role in terms of both public procurement and provision of funding opportunities to young social entrepreneurs.
- Partnerships and collaboration (13%) among practitioners can ensure a better response to the needs of existing social entrepreneurs and potential ones. Support organisations can learn from one another’s experiences, especially in countries where the development of a socially entrepreneurial mind-set among young people and general stakeholders is slowly emerging. Cooperation and joint forces amongst organisations, as well as public and private entities at different levels would ensure more stable and favourable conditions to foster youth social entrepreneurship.

*“A quadruple helix network, including representative of the public sector, as well as social enterprises, private companies and universities, would be desirable to improve the overall support for young social entrepreneurs”*  
Social Entrepreneurship Institute - IES (Portugal)

- Embed social entrepreneurship activities throughout the entire education system (9%), engaging young people in learning-by-doing activities run by educators and entrepreneurs, and giving students a taste of real-life business from the very early-age, would help equip the new generation of impact catalysts with business knowledge and life skills.

**SEE Change** is the UnLtd’s programme to support universities and Further Education colleges to build a vibrant culture of social entrepreneurship in Higher and Further Education. SEE Change is supported by the Higher Education Funding Council for England (HEFCE). It aims at supporting students, staff and graduates to grow business acumen and networks, helping to mainstream social entrepreneurship in education. SEE Change is developing an ecosystem of support in the Higher Education sector where social entrepreneurs can thrive. Over the past 7 years, UnLtd has worked with 89 universities and 30 FE colleges in England, and has supported universities in India, Thailand and USA. SEE Changemakers is the booklet showcases 30 of the 1600 social ventures supported through SEE Change University Partners to date. It is available at [https://unltd.org.uk/wp-content/uploads/2016/05/SEE\\_Change\\_Case\\_Studies\\_Booklet.pdf](https://unltd.org.uk/wp-content/uploads/2016/05/SEE_Change_Case_Studies_Booklet.pdf). Visit the online peer learning and knowledge sharing portal here: <https://see.unltd.org.uk/>

**The apprenticeship scheme for entrepreneurs.** In March 2016, a group of employers led by UnLtd gained government backing for a first of its kind learning experience: the apprenticeship for entrepreneurs, with a pathway for social entrepreneurs. This is an innovative initiative that UnLtd has been developing working closely with The UK Government and 100+ employers, training providers and entrepreneurs nation-wide. The apprenticeship will offer young people the opportunity to develop their own businesses and business skills, by incubating them among established organisations. Employers get a fast track to innovation from the next generation of enterprise leaders, while young people get an opportunity to learn by doing, gaining valuable employable skills, a qualification and a structured pathway into entrepreneurship.

This is also the first time the role of an “entrepreneur” is officially formulated and recognised by The UK Government. For more details regarding the knowledge, skills and behaviours of an entrepreneur as recognised by this apprenticeship please visit [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/524897/Entrepreneur\\_Apprentice\\_-\\_Standard\\_.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/524897/Entrepreneur_Apprentice_-_Standard_.pdf)

- **Focus policy efforts and regulatory interventions** (9%) on removing or alleviating the complex legal frameworks and administrative burdens, as well as ensuring that government bodies take social entrepreneurship seriously, as a mean to meet policy challenges (for example, ageing society and unemployment). This would help unleash the social entrepreneurial potential of young Europeans.
- **Cultural change** (8%) is a quite ambitious goal to achieve. To create the conditions towards a shift in the cultural mindset, all the stakeholders involved need to focus on changing some of the factors and conditions that affect culture, such as promoting awareness-raising activities and engaging media.
- **Increased collaboration between entrepreneurs and corporate sector** (7%) would be desirable to ensure transfer knowledge and provide experiences from day-to-day practice.
- **Investment in infrastructure** (5%), such as physical premises or digital platforms, would be extremely beneficial, especially for young people starting their entrepreneurial journey.



## Case studies

## Croatia - A support methodology for young refugees

### The Concept

The Quality Integration Solutions for Refugees is a project run by of CEDRA HR. It aimed to improve employability, social inclusion and quality of life for refugees living in Croatia through training, partnerships and advocacy actions. It was envisaged as an answer to several social challenges and it was conducted to strongly influence the creation of policies ensuring better employability and social rights for refugees living in Croatia.

### The Target

- Refugees seeking employment and socio-economic integration;
- Stakeholders in charge of policy initiatives and structural solutions;
- Civic organizations engaged in refugee integration and advocating structural solutions.

### The Issue

Croatian institutions offer inadequate facilitating services, policy measures and results in integration refugees through short or long term employment, vocational trainings and further education. Croatian civil society organisations lack material and non-material resources in social service provision, motivation trainings and direct support/work with refugees.

### The Partners

This project was prepared and conducted by a consortium of institutions – FADE IN (Zagreb County), the Centre for Peace Studies – CPS, Iskra, Izazov (Kutina, Sisak-Moslavina County), Cedra HR and NESsT – organisations dealing with social development, with different perspectives, yet supporting vulnerable social groups and their social inclusion. The project was prepared in cooperation between organisations with multi-perspective approaches.

### Specific Goals

- Empowering refugees with employability skills through training and innovative social entrepreneurial initiatives;
- Advocating for social inclusion and employability policies for refugees;
- Creation of a civic coalition for social service provision and social inclusion of refugees.

### The Structure and Outline

The project was divided in three working packages directly involving the three target groups identified:

1. EMER – Education, Motivation and Empowerment of Refugees. This core module consisted of activities such as employability skills trainings, social entrepreneurship capacity building trainings (focusing on entrepreneurial readiness, business planning, financial management and social impact), procedures to establish cooperatives and other social enterprises, pre-incubation support;
2. MLA – Media and Legislative Advocacy. This module included legislative advocacy, organisation of roundtables and other public events to raise awareness on the project;
3. CCN – Civic Coalition Networking. This package consisted of regular meetings, trainings and supervision to coordinate service provision and advocacy actions among civic organisations.

### Lessons learnt

#### Key-successes

- Increased competences of refugees resulted in initiating social cooperatives and other social enterprises. The project had a strong influence on the career choice and socio-economic empowerment of the participants (20 people). This model of education and support could be further used and developed by institutions and civic organisations to empower vulnerable social group.
- Strong civic network advocating for social and employability policies and provision of social services.

#### Key-challenges

- Policies on employability and social inclusion of refugees.

Despite the success of the project in terms of empowerment of the participants and creation of entrepreneurial activities, the project has not had the expected impact in terms of adoption of new policy measures.

#### Conclusions

This project promoted individual and civic partnerships as well as cross-sectorial cooperation in creating employability opportunities for refugees, promoting civic engagement and advocating for social inclusion policies. One of the result of this project is the social cooperative **Okus doma** (Taste of Home) run by refugees, migrants and volunteers. More about the Taste of Home @ <http://www.okus-doma.hr/en> (more information and a short video here: <https://www.indiegogo.com/projects/taste-of-home-a-kitchen-run-by-refugees#/>)

To learn more about CEDRA HR, visit <http://www.cedra.hr/hr/pocetna>



## Italy - Create an online competition to reach your target group

### The Concept

Naples 2.0 - International Social Innovation Competition is an online competition run by Project Ahead, aiming at inspiring young social entrepreneurs to find a solution to social problems and choose social entrepreneurship as a career option.

### The Target

Young social entrepreneurs and social innovators with innovative ideas aiming at solving social issues in Naples, Italy.

### The Partners

- Euclid Network connects civil society professionals facilitating knowledge sharing and partnerships;
- UniCredit Foundation is the non-profit foundation of the bank group. Youth entrepreneurship is one of its pillars.

### Objectives

- Share competences and resources among experts in social innovation and social entrepreneurs to tackle pressing challenges affecting the city of Naples;
- Establish or reinforce connections between professionals in social innovation and facilitate peer-learning and partnerships;
- Engage citizens and support them in making a change to their community through social innovation and social entrepreneurship.

### The Structure and Outline

An international call for ideas was launched to select innovative solutions to six social issues identified by local partners: the management of properties seized to criminal organisations, management of cultural heritage, ensuring the financial sustainability of non-profit organisations targeting school drop-out, social inclusion and waste-management.

Six projects were selected and supported financially and non-financially to turn them from ideas into viable social ventures. Social entrepreneurs were supported by Project Ahead, partners and organisations expert in the different challenges. A mid-term evaluation of the programme was conducted after six months and one-year after the participants were invited to assess their progress, achievements and issues. A final report was created to disseminate the result of the support programme and to showcase the initiative launched by the participants.

### Lessons learnt

#### Key-successes

- Over 500 people participated to the competition, generating 200 ideas from 40 countries;
- Five projects were founded; one social enterprise – La Kumpania, the first Roma ethnic restaurant in Italy – is still running after 3 years. It generates a turnover of €120,000 and employs four members of the cooperative and ten Roma and Italian women in Scampia in Naples;
- The news about the competition was widely covered by national media;
- Many participants started a social venture or get more interested in solving social issues affecting their city, as a result of the competition.

### Key-challenges

- The social issues should be selected more carefully, thinking in advance about the viability of the solutions proposed;
- Bureaucratic burdens encountered by the social entrepreneurs exceeded expectations;
- A tailored support offer is crucial especially in terms of coaching and training opportunities, to support young people developing the most useful skills;
- Team-building trainings are important to ensure good synergies in the team;
- Explain clearly the support offered and provide guidelines about how to invest the funding received;
- Business planning and leadership skills are needed to become good managers.

To learn more about Project Ahead, visit <https://pja2001.wordpress.com/>



## Poland - Mentoring for young entrepreneurs starting up and scaling up

### The Concept

Business Development Catalyst (BDC) is a six-month mentoring scheme for entrepreneurs and social entrepreneurs, designed and implemented by Youth Business Poland.

### The Partners

- National Bank of Poland – a Polish bank promoting business education and entrepreneurship among young people.
- Bank Gospodarstwa Krajowego – a Polish bank actively engaged in supporting aspiring entrepreneurs by providing access to low-interest loans
- Youth Business International - an organization which brings together 45 members fostering youth entrepreneurship.
- Accenture – a leading global company providing professional services and solutions in strategy, consulting, digital, technology and operations. It actively supports initiatives aiming at fostering new businesses and employment opportunities for young people.

### The Target

This mentoring scheme is designed to address the needs of young people aged 18-35, who are at risk of unemployment due to lack of job experience and the difficult situation on the job market related to the economic crisis. They need professional experience, business know-how and soft skills. Even those who have already started a venture often need support, in terms of know-how and expert advice since scaling-up is a very delicate phase in their entrepreneurial journey.

### Objectives

BDC is a comprehensive mentoring programme, involving training and one-to-one meetings aiming at supporting young unemployed people or young entrepreneurs facing difficulties in achieving the financial sustainability of their business with a tailored support package. According to their needs, entrepreneurs are backed during their entire journey, receiving support in diagnosing, designing and implementing effective business actions.

### The Structure and Outline

Each year the programme is open to 20 – 25 young people who have an idea for a business or have been running their venture for less than three years. Since its inception in 2013, 65 young entrepreneurs have been matched with mentors, provided with training opportunities and networking events. The mentoring scheme aims at:

- Transforming participants' projects from idea into fully-fledged businesses, creating new employment opportunities;
- Creating innovative business models and designing growth strategies, while increasing managerial skills;
- Engaging business experts to mentor and support aspiring entrepreneurs;
- Encouraging public, private and non-profit sectors to act jointly to fight youth unemployment and promote an entrepreneurial mindset among young people.

The outreach phase lasts 1.5 months and there is a two-step application process to select the right candidates (online application form, interview to identify needs, assess commitment to the programme and describe the mentoring scheme). The business trainings focus on vision and mission statement, business models, lean start-up, idea testing and marketing & sales. At the end of the programme, participants pitch their venture and sum up their experience as mentees.

### Lessons learnt

#### Key-successes

- 45 new ventures have been established (70% of the participants have started a business) and 68 employment opportunities have been created;
- Outstanding feedback have been provided by the participants with regards to both quality of the business trainings and the mentoring scheme;
- Participants who did not set up their own business valued this scheme as a unique opportunity to understand what skills are required to run a business, and felt more employable as a result of the support received and the new skills acquired;
- Mentors provided positive feedback about their experience and benefited in terms of engagement and satisfaction from building a rapport with the mentees;
- The network of mentors (entrepreneurs, business executives and managers) offering pro-bono advice had increased so far ensuring the long-term sustainability of the support scheme. The programme counts more than 110 mentors who devote at least four hours per month to their mentees.

#### Key-challenges

- Time commitment to participate to the programme can be challenging for young entrepreneurs;
- Separate training schemes for start-up, scaling-up and social enterprises would allow a better support offer. However, this change would require more resources in terms of promotion and recruitment of the applicants;
- A two-year project evaluation would be required to ensure a better evaluation of the support scheme.

To learn more about Youth Business Poland, visit <http://ybp.org.pl/>



## United Kingdom - A support offer for young people exploring social entrepreneurship as a learning opportunity

### The Concept

Live UnLtd is the banner under which UnLtd has delivered projects with young people aged 11 to 21. From 2009 to 2014, several programmes were designed and implemented, aiming to get young people involved in social entrepreneurship and increase their skills, confidence and aspirations to create social change. Award Winners (people selected to participate to UnLtd's programmes) were given cash and one-to-one support for about 12 months to help them start up and lead their own social projects.

### The Partners

The core Live UnLtd Award programmes were funded by Big Lottery Fund, Comic Relief and the Millennium Award Trust. Several other partners made possible the design and implementation of the pilot-schemes within Live UnLtd.

### Objectives

Given reduced employment opportunities, skills development has become even more critical for young people seeking work. Moreover, young people in the UK may lack a sense of belonging in their communities, due to a lack of shared values, little connections with others in their communities, little provision of activities and low confidence and aspirations. The aim of Live UnLtd, reflecting UnLtd's mission and role, was to increase the number of young people engaged in social entrepreneurship and to develop their skills, self-confidence and aspirations through social entrepreneurship.

### The Structure and Outline

Live UnLtd offered young people (aged 11 to 21) financial awards of £250 up to £10,000, alongside tailored one-to-one support, to help them start up and grow social projects or ventures. It also aimed at expanding the support available to young people by working in partnership with other organisations, developing networks and peer-to-peer support models, and exploring new ways to find, fund and share knowledge among young social entrepreneurs.

Live UnLtd included seven different award schemes. Alongside Live UnLtd's Core Awards, which ran continuously and with an ongoing application process, there were several other time-limited pilot projects and campaigns with specific focuses. Some of them tested innovative approaches in terms of support model, outreach methods, decision-making processes or size of financial awards:

- UnLtd Sport Relief, a two-year Award programme funded by Comic Relief;
- the NOMS Innovation Award scheme, a two-year pilot scheme funded by the National Offender Management Service;
- Big Challenge, a three-year programme funded by v and Vodafone;
- Run Dem Crew Youngers, a two-year programme funded by Nike;
- Fairwood Trust Future Leaders;
- Spaces for Change, a one-year programme funded by Channel 4.

Young people came to UnLtd with their own idea for a project to respond to a social issue or problem identified in their own neighbourhoods and communities. The majority of their projects aimed at primarily benefiting other young

people, engaging them by using different activities - sport, dance, creative arts, music and cooking.

- In terms of outreach strategy, the Awards were advertised online, through partner organisations and UnLtd staff actively promoted them through intensive outreach.
- Young people who were successful in their applications to Live UnLtd received tailored one-to-one support to help them develop basic skills needed in budgeting, planning and networking, and financial support to help them start up and grow their social projects or ventures, over a period of up to 12 months. Funds, as for all the other UnLtd's awards, were paid directly into the Award Winner's bank account (or that of a nominated adviser, for those aged under 16), to bring validation and credibility.
- Each Award scheme has been monitored and evaluated collecting data and feedback from all young Award Winners, as well as conducting and commissioning detailed pieces of research and evaluation into specific projects and campaigns.

### Lessons learnt

#### Key-successes

- From 2003 to 2014 more than 5,755 young social entrepreneurs were supported and over £13,500,000 was invested. Live UnLtd generated a ripple effect, creating positive outcomes at three levels: for young people themselves, for the participants and beneficiaries of the social enterprises, and for the community and wider society. More than 30,000 people benefited from the ventures and projects run by young social entrepreneurs;
- Social entrepreneurship or more broadly running a project is a powerful tool to increase self-confidence, improving resilience and develop soft, hard and technical skills;
- Winning an Award is an empowering experience, bringing recognition, credibility and a sense of personal validation and commitment to achieve the intended outcomes. It goes far beyond the money awarded and provides the personal development and increased self-confidence;
- Successful Award Winners' social motivation and commitment increased over time as they run their project, as they felt rewarded by seeing the difference they made and fuelled their motivation to continue running their venture beyond the Award period. An early experience of social entrepreneurship can generate longer-term interest in social action amongst young people;



- Youth-led initiatives have the potential to inspire other young people to become more proactive and involved in community work. Most of the Live UnLtd Award Winners ran social enterprises providing activities for young people, creating bonds between people from different backgrounds, and raising aspirations and encouraging growth in other young people skills. The young social entrepreneurs had become role models amongst their peers, effectively increasing the motivation of the young participants to act for social change;
- Although there was no specific expectation for the term of long-term sustainability of the project or venture started by young people, some of the Award Winners participating in the Live UnLtd programme succeeded in turning their project into sustainable ventures. Some of them earned an income through their project. Others formally constituted their organisation. Others had accessed further grants or funding of between £1,000 and £15,000.

#### Key-challenges:

- 44% of projects were no longer active after 12 months, because of factors such as running out of funding or lacking community support. Key factors identified by young people in not continuing to run the social venture were: lack of funding, lack of a longer-term plan, change in life circumstances or priorities, lack of community support or participants, lack of encouragement from family, friends and wider support network. In particular, a combination of two or more of these factors often resulted in a project not continuing. That said, young people often stop running their project for positive reasons, such as moving into further education or employment. Life stage clearly plays a significant role in whether projects continue in the longer term;
- The delivery team found it challenging to identify the 'right' candidates – young people ready to run a project and with the potential to become social entrepreneurs in the longer term. Young people often need help and support to form project ideas, as well as encouragement to take on the commitment involved in running a project. Working through partners to find and support young people can help.

The programme evolved into Young UnLtd (<http://youngunltd.org.uk/>), our new strategic programme driving forward innovation and continuous improvement in how young people are supported.

To find more about Live UnLtd, visit <http://change-the-world.unltd.org.uk/>

## United Kingdom - Inspire the new generation of social entrepreneurs adopting a socially-responsive design approach

### The Concept

Design, Social Innovation and Enterprise (DeSInE) is a research project championed by the University of the Arts London (UAL) Design for Social Innovation and Sustainability (DESI) Lab at Central Saint Martins College of Art and Design. A socially-responsive design approach is seen as an effective way of finding solutions to complex social goals and challenges. Whilst this approach has proven to be effective at enabling students to generate social innovations, there exists further opportunity to develop its potential within the context of social entrepreneurship.

### The Partners

- Team Academy is a learning community created in Finland with the specific aim of giving young adults the skills, knowledge and personal qualities required to run their own businesses while at the same time getting a university degree.
- Impact Hub Kings Cross is a co-working space for social entrepreneurs based in London. It is part of the Impact Hub network, a collaborative global community that inspires, connects and enables people across the world to sustainably impact society.

### The Issue

Although there have been striking developments in the field of entrepreneurial learning in recent years – particularly in Europe, with organisations such as Team Academy in Finland leading the way in offering experiential and team-orientated learning journeys, these methodologies have yet to be adopted by design schools such as Central Saint Martins (CSM) or combined with the experiential learning approaches common to art and design.

### Objective

This research project looks at how we can combine experiential learning in design-led social innovation learning and entrepreneurial learning to create new knowledge pathways for students with the desire to tackle today's societal goals and challenges. The overall aim of the project is to consider what practices and approaches can be drawn from existing innovations in social entrepreneurial teaching and support, and how we can best combine learning tools, processes, and pathways to develop and implement an elective action-learning module within the curriculum at CSM. This module is piloted within the Masters in Industrial Design (MAID) in 2016-17.

### The Structure and Outline

- The research project began with a mapping exercise which explored the commonalities and differences between the methodologies of design and social enterprise development. By comparing the two approaches, CSM hoped to understand their strengths and weaknesses and how they could bring together the two methodologies to support a programme of learning which integrates and applies the methods and tools of both design and social enterprise.
- The second part of the project focused on finding innovative examples of social entrepreneurial teaching and support currently delivered in the higher education sector across the UK and Europe. Cases included Team Academy in Finland, the Social Entrepreneurship Akademie in Germany, the European Research Institute on Cooperative and Social Enterprise in Italy and UCL Advances in London, England.
- Thirdly CSM mapped current social enterprise and enterprise support across the University of the Arts London (UAL) both within and outside the curriculum.
- Finally, the research team delivered three participatory workshops with social entrepreneurs from the Kings Cross Hub and UAL graduate social entrepreneurs that had received social enterprise support to understand the conditions

that foster social entrepreneurial activity and help social entrepreneurs to flourish with a view to designing and testing student experiences and support.

### Lessons learnt

- Findings from phase one of the report highlight the need to bridge the gap between a design-led approach and social entrepreneurial learning. Whilst it was identified that a design approach is strong at the 'front end' of the process helping entrepreneurs to discover the 'what' - identify beneficiaries needs and goals, define challenges to be addressed and opportunities for intervention, and developing and delivering prototype solutions' - it also identified that a design process had little to offer in terms of the 'how' of creating a sustainable delivery model for the solutions proposed. Social enterprise, conversely, was identified as lacking the practical methods and tools useful in the research and ideation stages of a project, faring better at promoting capacity building, and training and advice provision to ensure long term business sustainability. The case studies across Europe champion the effectiveness of entrepreneurial learning through experience and offer students the opportunity to apply their learning in the real world. Although each institution differed in approach the overriding message was that effective learning happens not through traditional modes of teaching which are 'top down' and directive in approach but by students 'learning by doing' and taking responsibility for the acquisition and application of knowledge - with coaching, mentoring and training provided in response to arising challenges and goals, an approach that can be understood to be 'reflective and supportive'.

- Findings from our participatory workshops which shared and mapped the experiences of three groups of social entrepreneurs (27 in total) suggest that through a combination of structured and supported learning experiences and opportunities for learner-led experiential development we

can contribute to the creation of the right conditions for social entrepreneurial learning. This includes understanding how you can connect students with the social, how you draw out what matters to people and exposing them to experiences and organisations which inspire and incentivise change. Also, how to awaken learners to social entrepreneurship as a means of responding to the societal challenges to which they are sensitised and which motivate them to action. This is a reflective process which requires an individual to understand who they are – their personal attitudes and characteristics and what they can bring to the social enterprise context. Most importantly it is about providing the opportunity which enables a student to explore and exploit their social entrepreneurial potential, be that through seed funding, the live project module or networking opportunities.

To find more about the Socially Responsive Design and Innovation research group at the University of the Arts London, visit <http://www.arts.ac.uk/research/researching-at-ual/research-infrastructure/research-groups-networks-and-collaborations/socially-responsive-design-and-innovation/>



# Country-specific Perspectives

## Croatia

Despite a tradition of cooperatives and other types of socially-oriented businesses in Croatia, social entrepreneurship is a recent notion, whose development has been driven by civil society initiatives. As a consequence of the lack of specific laws defining or regulating the sector in the country, social enterprises can be established using a variety of legal forms – social cooperatives, associations and private limited companies or limited liability companies – and there is not a clear distinction between social ventures and traditional businesses. In terms of size of the sector, there are no official estimates of the number of social enterprises in Croatia. As of 2013, there were 40 self-identified social enterprises registered on the SLAP (Association for Creative Development) database.<sup>23</sup>

The lack of policy and legal framework is reflected in a shortage of financial resources available for social entrepreneurs. The social investment market is just beginning and few social enterprises are investment-ready. Since most social enterprises come from the non-profit sector, there is a perceived lack of entrepreneurial acumen and business skills, which might inhibit investors. As such, social enterprises very often depend on grants from EU programmes or government support schemes for entrepreneurship and cooperatives.<sup>24</sup> According to NESsT, an international non-profit organisation developing sustainable social ventures in emerging market economies, a small share of their revenue is generated through fees for service, product sales, membership fees and renting of premises.<sup>25</sup>

Social entrepreneurship might be used as a tool to promote more active citizenship, as especially when it comes to young people their attitudes towards participation in communities indicate a lack of motivation to take part in the life of the community and low interest in the democratic process.<sup>26</sup> Social entrepreneurs in Croatia currently work in sectors such as: work integration and employment opportunities for people at risk of social exclusion (young unemployed, people with disabilities, women and migrants); provision of social services to vulnerable groups; agriculture, tourism and regional development; protection of the environment and conservation of natural resources.<sup>27</sup>

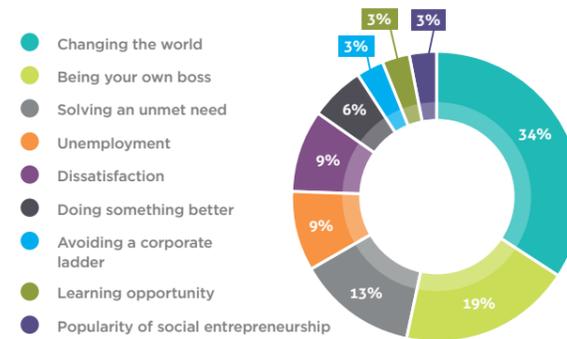
The majority of young people surveyed are aspiring entrepreneurs (54%), who have not turned their idea into reality yet. 11% are testing their idea, 25% have already started training and only 10% are ready to scale.<sup>28</sup>

### Motivations to become a young social entrepreneur in Croatia

According to 34% of responses from practitioners, the **desire to create change** for themselves and others appears as the main driver for young people to start a social venture, and in particular, a positive impact on the environment seems to be one of the major goals for aspiring social entrepreneurs. In general, young people in Croatia are not yet familiar with social entrepreneurship.

However, from the experience of the practitioners working with them, those who are heading in that direction are motivated by the **freedom and autonomy** (19%) in the decision-making process, and hence the responsibility that starting up a social venture offer them. 13% of responses also identified the opportunity to **solve unmet social issues** as a driver.

Figure 7a: What are the motivations for a young person to become a social entrepreneur? (Croatia)\*



\*multiple responses allowed

The **lack of job opportunities** (9%) – Croatia has a youth unemployment rate of 39% (March 2016)<sup>29</sup> – and **dissatisfaction** with the current precarious economic and political situation in the country (9%) have also been identified as equally important motivating factors for young individuals opting for social entrepreneurship as a career choice.

As shown in Table 3b, according to young people surveyed in Croatia, their decision to set up a social enterprise is motivated by a wide variety of reasons. 23% consider a career in social entrepreneurship as an opportunity to **change the world**. Another main motive indicated by our respondents is the desire to **be their own boss** (21%) and **solve unmet needs** (18%). The wish to **avoid a corporate career** (15%) is a relevant reasons suggested by young people. Finally, **seizing existing opportunities** (8%) and **improving existing goods** (8%) are other factors influencing their decision towards social entrepreneurship. Few young people (5%) are motivated by the perspective of becoming rich nor is it a decision by default (2%) to become a social entrepreneur.

Table 3b: What motivated you to become a young social entrepreneur? (Croatia)

Motivation	%
Changing the world	23%
Being your own boss	21%
Meeting a need	18%
Avoiding a corporate career	15%
Doing something better/improving an existing provision	8%
Taking an opportunity	8%
Becoming rich	5%
Can't think of anything better to do	2%

29 Eurostat "European Union Labour Force Survey"

23 European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: Croatia"  
 24 European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: Croatia"  
 25 NESsT (2012) "An Assessment of Self-Financing and Social Enterprise Among Civil Society Organizations in Croatia. Developments Since 2006"  
 26 Solidar (2014) "Europe 2020: How to Spur Social Progress for a More Inclusive Europe?"  
 27 Croatia Ministry of Labor and Pension System (2014) "Draft Strategy for the Development of Social Entrepreneurship in the Republic of Croatia for the period of 2014 - 2020"  
 28 All the data related to young social entrepreneurs in Croatia have been gathered from 18 organisations supporting young people and social entrepreneurs, and 61 young social entrepreneurs aged 18-30 years old.

### Barriers to becoming a young social entrepreneur in Croatia

Focusing on the perceived barriers, there are four issues indicated as the main factors constraining the development of social enterprises among young people in Croatia:

(i) The **lack of finance** and financial support (19%), due to an unclear distinction between social ventures and traditional businesses and a poor perception of the entrepreneurial potential of the younger generations;

*"(...) not understanding financial institutions, fear of failure and lack of technical and human support, lack of individual approach, a bad image of the young people and their potential, (...), the responsibility is not being given to the young people and that prevents them from growing"*  
 Ethical Finance (Croatia)

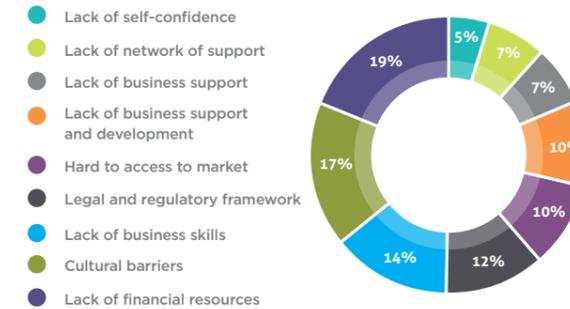
(ii) **Cultural barriers** and scepticism towards social entrepreneurship (17%), and the consequent lack of public awareness, visibility and understanding of the concept of social entrepreneurship beyond the stakeholders directly involved;

*"They have no self-confidence, they do not believe they can be successful, they do not have the approval and encouragement from their immediate surroundings, they have no awareness of the fact that entrepreneurship can realise their dreams, they do not know enough about inspiring examples of their peer social entrepreneurs"*  
 Impact Hub Zagreb (Croatia)

(iii) The **lack of business know-how** and skills (14%);

(iv) The **lack of a regulatory framework** (12%) and the complex bureaucracy seen as impediments to start and scale their businesses.

Figure 8a: What issues do young social entrepreneurs face? (Croatia)\*



\*multiple responses allowed

Similarly, as shown in Table 4b, 'Lack of financial resources' (19%), 'Lack of business experience' (15%), complex 'Legal and regulatory framework' (11%) and 'Lack of business support' (10%) are identified by young social entrepreneurs surveyed as the main barriers they face in setting up and scaling up a social venture.

Table 4b: What is the main issue or barrier do you face or have you faced as a young social entrepreneur? (Croatia)\*

Barriers	%
Lack of financial resources	19%
Lack of business experience	15%
Legal and regulatory framework	11%
Lack of business support and development services	10%
Hard to access to market	7%
Lack of leadership skills	6%
Hard to communicate your value	5%
Lack of self-confidence	5%
Hard to scale	5%
Age	5%
Competition	4%
Trade-off profit or social purpose	4%
Lack of a team	3%
Lack of training and research	2%

\*multiple responses allowed

### Reaching out to young social entrepreneurs in Croatia

While planning the outreach strategy, **building partnership** with local organisations, such as schools, existing groups, community leaders and role-models, has been highlighted as the key to succeed in 22% of responses.

*“The key to reach out to young people is cooperation with the private sector, especially to socially responsible entrepreneurs, in the context of (co)production and in the context of the opening of markets and sales. The second level is the network (virtual, physical) of social entrepreneurs for the exchange of experiences, information and knowledge.”*

ACT Group (Croatia)

Support organisations are active in raising awareness among young people and engaging them by organising **informal networking opportunities** (19%) – such as using Meetup or organising hackathons – during which young people can meet their peers, exchange and challenge their views and ideas, and are encouraged to discuss openly while learning new skills.

Figure 9a: What does effective outreach to young social entrepreneurs look like? (Croatia)\*



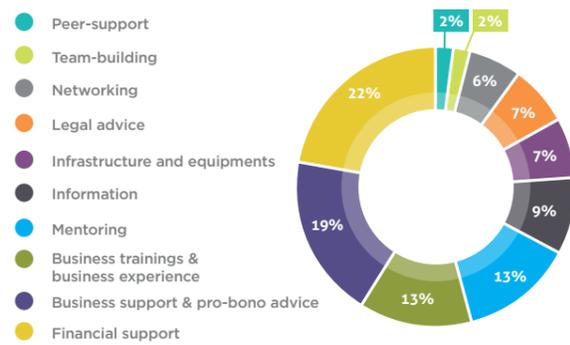
\*multiple responses allowed

Relying on word-of-mouth, as well as investing in a blended model – a combination of online and offline outreach – are considered by practitioners to be equally relevant to promote their support offer.

### Support methodologies for young social entrepreneurs in Croatia & enabling factors

The support methodologies implemented by several organisations working with young people and young social entrepreneurs in Croatia share common themes. Providing **funding opportunities** (22%) and offering **business support** (19%) – writing the business plan, identifying market opportunities, designing the impact evaluation, and so on – are considered the priorities to enable young people to start their business and grow.

Figure 10a: What kinds of support do young social entrepreneurs need? (Croatia)\*

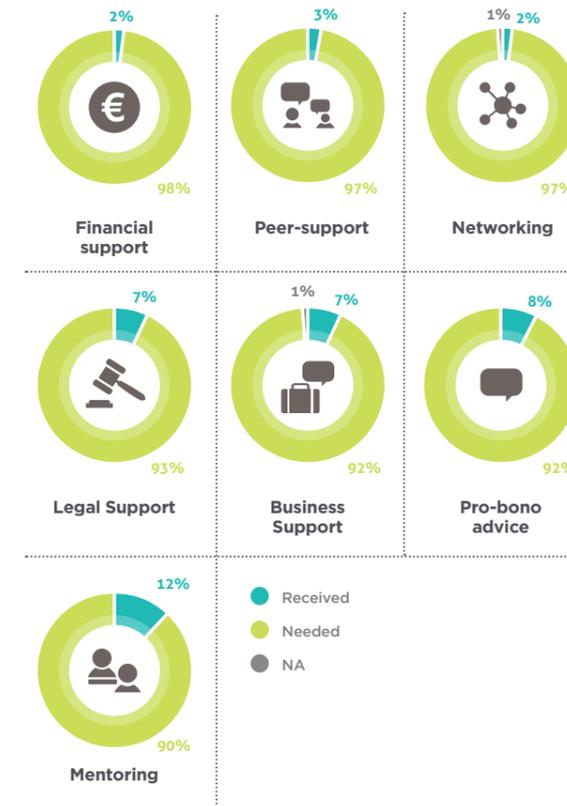


\*multiple responses allowed

Moreover, **offering mentoring opportunities** (13%), combined with the **provision of capacity-building activities** and opportunities to gain hands-on experience from social entrepreneurs (13%), have been listed as essential components of any successful support scheme aiming to develop business and leadership skills.

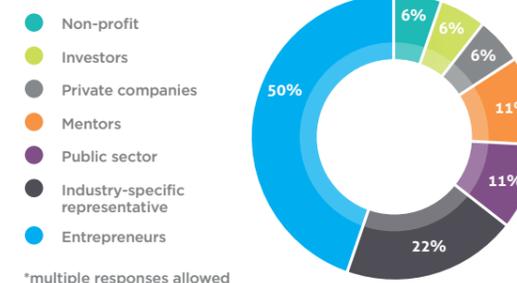
As shown in Figure 6b, young social entrepreneurs seek a combination of financial support (98%), peer-learning (97%) and networking opportunities (97%), legal support (93%), business support (92%) and pro-bono advice (92%). Mentoring is perceived as the least required (88%). 11% of our surveyed has already benefited from mentoring opportunities, 8% from specialist pro-bono advice, 7% from business support and legal support.

Figure 6b: What kinds of support do you need? (Croatia)



Half of the practitioners interviewed mentioned how fostering more opportunities for young people to **meet entrepreneurs** would be extremely beneficial to improve their professional network.

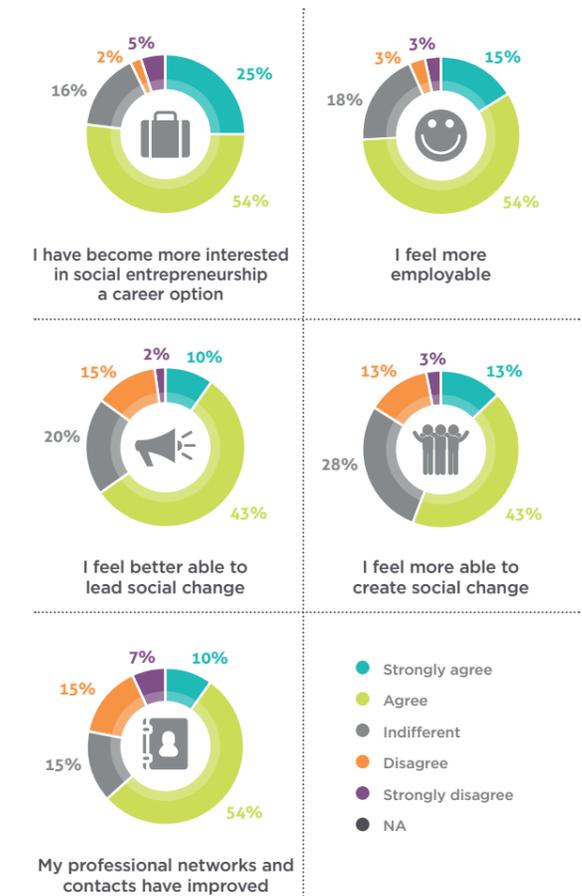
Figure 11a: What networks are required for young social entrepreneurs to further develop their social venture? (Croatia)\*



\*multiple responses allowed

Looking at the impact of the support provided, surveys pointed out that young people became **more interested in social entrepreneurship as a career option** (79%) and **feel more employable** (69%). They also improved **professional network** (64%). The support provided was less impactful in terms of **ability to act as catalysts for change** (56%) and **leadership skills** (53%).

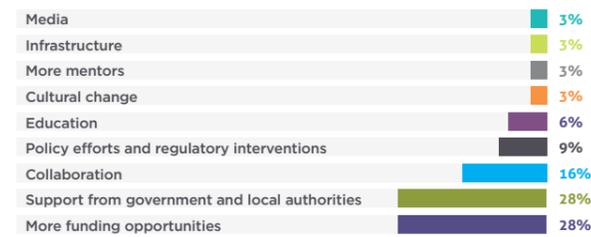
Figure 7b: Overall, how far do you agree or disagree with these statements? As a result of the support received, ... (Croatia)



Legend for Figure 7b:  
 ● Strongly agree  
 ● Agree  
 ● Indifferent  
 ● Disagree  
 ● Strongly disagree  
 ● NA

More financial resources dedicated to support organisations and young social entrepreneurs, as well as increased commitment from the government and local authorities, appear to be the priorities identified by practitioners to create a more inclusive and resilient ecosystem of support.

Figure 12a: What is needed to make the ecosystem of support more inclusive? (Croatia)\*



\*multiple responses allowed

Few stakeholders have also identified the need for advocacy to promote social entrepreneurship and, more generally, an entrepreneurial attitude in both formal and informal education from an early age, in order to develop stronger ties between education and the labour market.

Young social entrepreneurs in Croatia are enthusiastic people, who want to improve the world they live for their community and for themselves. They have a clear perception of problems affecting the society and they believe that taking responsibility and being innovative is part of the solution. They do not consider public entities as being very supportive, especially in comparison with not-for-profit organisations, schools and universities. Those who have already received some financial or non-financial support to launch their social business, now feel more interested in social issues, more employable and with a better network as a result of this. However, they do not perceive any substantial increase in their ability to create a change in their world as a consequence of the support received.

Figure 3: What a young social entrepreneur in Croatia looks like



## Italy

Compared to other European countries, Italy has a quite rich, well-developed and diverse ecosystem of support for social enterprises.<sup>30</sup> However, support organisations and young social entrepreneurs have identified several challenges and barriers to the growth of the sector.

Estimates say that there are roughly 35,000 social enterprises in Italy that fully meet the criteria laid out by the EU operational definition, representing 0.8 per cent of the total number of businesses. A third of them are social cooperatives and social enterprises by law. The rest is fragmented into associations, foundations, cooperatives and mainstream enterprises. Social entrepreneurs work on the provision of social services related to social care and civil protection, employment opportunities and economic development, healthcare services, education and cultural activities.<sup>31</sup> A rising number of social enterprises employ women, migrants and other marginalised groups.<sup>32</sup>

Young social entrepreneurs are mostly at the idea stage (41%), having not turned their plan into a social venture yet. 23% of young people run a start-up, trading but still early stage. Finally, 18% are scaling up and 17% are piloting their idea on a small scale.<sup>33</sup>

## Motivations to become a young social entrepreneur in Italy

Practitioners have identified the opportunity to create job opportunities for themselves and others (18%) and to improve existing products or services (18%) as equally important drivers for young social entrepreneurs. 16% of respondents also indicated unemployment as a critical factor affecting young people's choice towards social entrepreneurship. Finally, the personal experience, seizing existing opportunities – such as accelerator programmes or funding opportunities for social entrepreneurs – and solving unmet needs that could positively impact on other people's lives, have been highlighted as other equally relevant motives for young social entrepreneurs.

Figure 13a: What are the motivations for a young person to become a social entrepreneur? (Italy)\*



\*multiple responses allowed

Based on the data from the survey, young people in Italy choose social entrepreneurship as a career option driven by two equally important factors: solving a social problem (35%) and seizing existing opportunities (28%), and also by the opportunity to be their own boss (12%) using their skills and abilities to run their own venture. They are less interested in changing the world (9%) and doing something better (8%).

Table 5b: What motivated you to become a young social entrepreneur? (Italy)

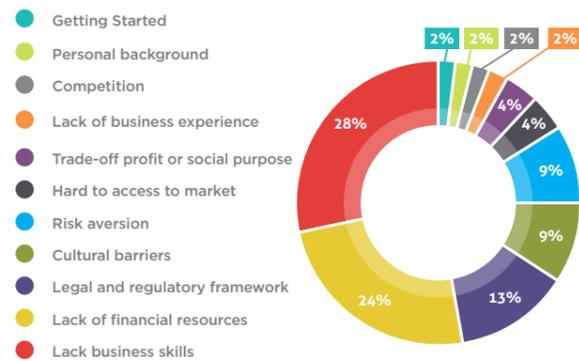
Motivation	%
Meeting a need	35%
Taking an opportunity	28%
Being your own boss	12%
Changing the world	9%
Doing something better/improving an existing provision	8%
Can't think of anything better to do	6%
Avoiding a corporate career	1%
Can't think of anything better to do	2%

<sup>30</sup> European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: Italy"  
<sup>31</sup> Istat (2014) "Censimento Industria Servizi"  
<sup>32</sup> Istat (2014) "Censimento Industria Servizi"  
<sup>33</sup> All the data related to young social entrepreneurs in Italy have been gathered from 25 organisations supporting young people and social entrepreneurs, and 66 young social entrepreneurs aged 18-30.

### Barriers to becoming a young social entrepreneur in Italy

The main constraints young people face when starting-up and scaling-up social enterprises in Italy, according to 28% of responses from support organisations, are related to lack of business and management skills. They reported that this could be due to the higher level of complexity in terms of management of social ventures: their hybrid nature oriented to both social and financial impact makes the management of the business and the measurement of the performance more challenging for social ventures than traditional enterprises.

Figure 14a: What issues do young social entrepreneurs face? (Italy)\*



\*multiple responses allowed

Another relevant constraint to youth social entrepreneurship is represented by the lack of funding opportunities and barriers to access traditional financing, according to 24% of responses. Reduced availability of public resources and reduced public sector demand for social enterprises - especially in sector such as welfare and healthcare - as a consequence of the economic crisis, bureaucracy and growing competition from traditional companies to access public procurement, are negatively impacting on the entire industry, not only on initiatives run by young people.<sup>34</sup>

The complex regulatory and administrative framework (13%), which generates confusion and discourages the launch of new entrepreneurial activities, has been identified by support organisations as another barrier young people have to face. According to 9% of responses from practitioners, young people seem far from being risk-takers, craving security and permanent contracts, and cultural barriers do not help either. A generalised scepticism towards social entrepreneurship and youth initiatives has indeed been identified as a constraint to youth social entrepreneurship.

Table 6b: What is the main issue or barrier do you face or have you faced as a young social entrepreneur? (Italy)\*

Barriers	%
Lack of financial resources	46%
Legal and regulatory framework	17%
Trade-off profit or social purpose	10%
Lack of business experience	8%
Lack of business support and development services	5%
Hard to scale	5%
Lack of a team	4%
Lack of leadership skills	3%
Hard to access to market	1%
Lack of training and research	1%

\*multiple responses allowed

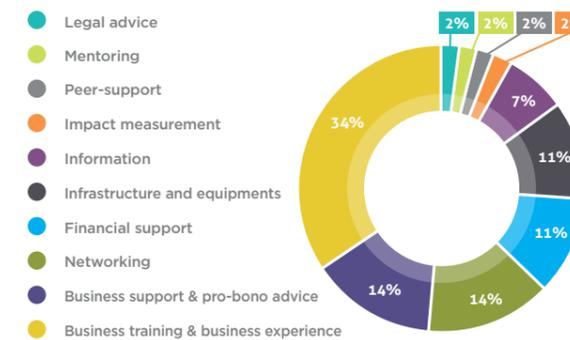
As shown in Table 6b, 46% of responses from young people surveyed revealed the lack of financial resources as the main critical barrier to their entrepreneurial journey. Complexity of the legal and regulatory framework (17%), the hybrid nature of the venture, struggling between financial sustainability and social impact (10%), and lack of business experience (8%) are the other most relevant perceived challenges.

### Support methodologies for young social entrepreneurs in Italy & enabling factors

According to 34% of responses from practitioners, business training and hands-on experience are a key priorities when supporting young social entrepreneurs. Theory and practice are both required to help young people develop managerial know-how, soft and technical skills, while learning directly from entrepreneurs.

*“Business trainings, alongside practical experiences offered by entrepreneurs, are required to develop entrepreneurial skills within the higher education sector”*  
ItaliaCamp (Italy)

Figure 15a: What kinds of support do young social entrepreneurs need? (Italy)\*



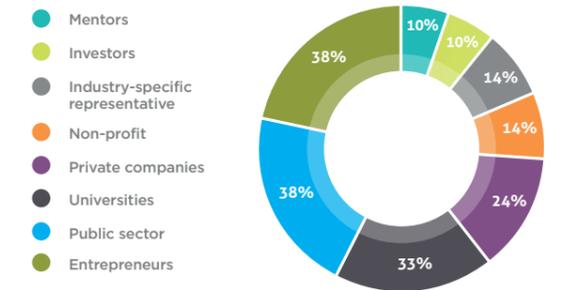
\*multiple responses allowed

Young social entrepreneurs in Italy count more on networking opportunities (14%) - especially with other entrepreneurs and social entrepreneurs, and public authorities, as shown in Figure 16a - and more structured business support in developing their business plan and identifying market opportunities (14%). Moreover, incubators and co-working spaces (11%) play an important role in offering learning and training opportunities in friendly working environment, combined with more financial opportunities (11%).

*“I strongly believe in the power of private incubators to gather people and provide an open space to debate and share knowledge”*

Fondazione Domus de Luna (Italy)

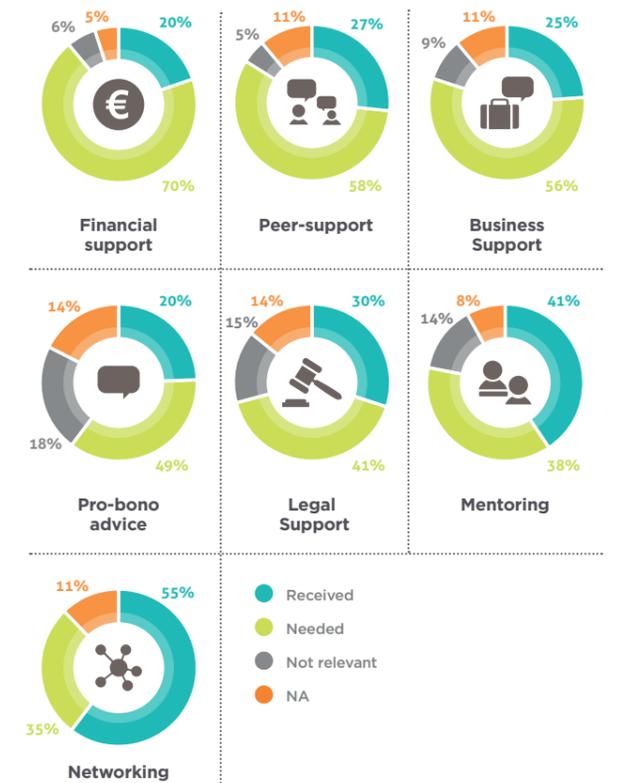
Figure 16a: What networks are required for young social entrepreneurs to further develop their social venture? (Italy)\*



\*multiple responses allowed

Young social entrepreneurs listed financial support (70%), peer support opportunities (58%) and business support (56%) as their priorities in terms of a support offer. 48% also seek pro-bono advice and 41% value legal support. They have already received support such as networking opportunities (54%) and mentoring schemes (41%).

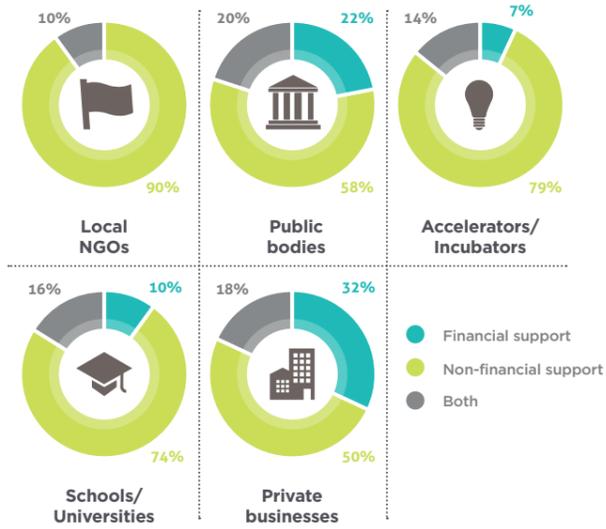
Figure 8b: What kinds of support do you need? (Italy)



<sup>34</sup> European Commission (2014) “A map of social enterprises and their eco-systems in Europe - Country report: Italy”

They look for support from different actors and sources. Local NGOs (90%) represent the main providers of non-financial support, followed by accelerators and incubators (79%) and schools and universities (74%). Although the financial support available is not adequate to the demand, it comes mainly from private companies (32%) and public initiatives developed by authorities at local and national level (22%).

Figure 9b: What organisations support you? (Italy)



Relevant improvements in their professional network (70%) and confidence in being able to create social change (67%) have been registered as resulting from the support received. The support provided also had a positive impact in terms of increased interest in social entrepreneurship as a long-term career option (62%) and improved leadership skills (60%), whereas employability skills (44%) improved less significantly.

Figure 10b: Overall, how far do you agree or disagree with these statements? As a result of the support received, ... (Italy)

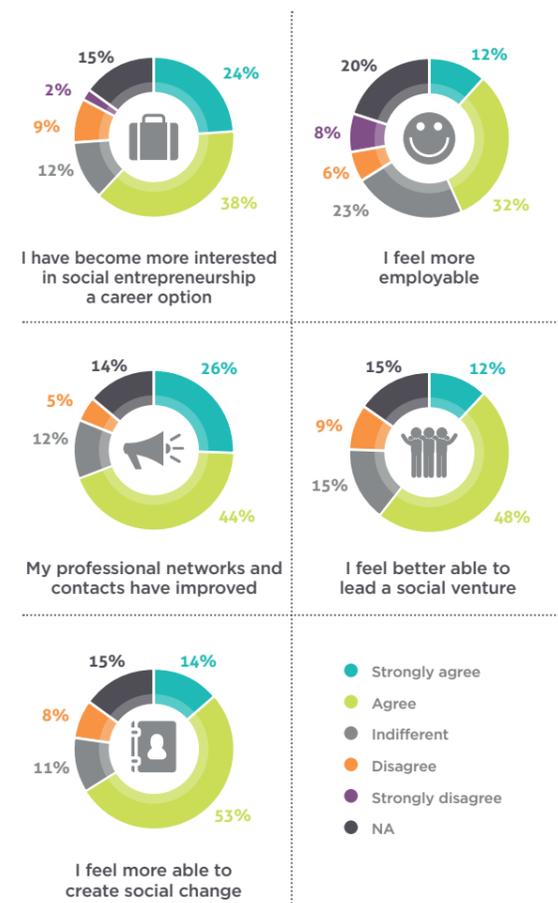


Figure 17a: What is needed to make the ecosystem of support more inclusive? (Italy)\*



\*multiple responses allowed

Among the measures to make the ecosystem of support more inclusive, 23% of responses from support organisations revealed the need for policy efforts and legislative interventions and more funding opportunities (23%) as the most desirable. Policy efforts should focus on improving access to finance for social entrepreneurs and support organisations. Starting a business with a better safety net provided by public institutions would increase the attractiveness of the sector.

*“The public involvement should reduce the innovation risk through financial participatory tools and a public market for social innovation. This would make the industry more attractive.”*

*Economic Development Innovation European Funds department of City of Turin (Italy)*

Including social entrepreneurship activities in national curricula has also been suggested in 19% of responses, to equip the new generation of social entrepreneurs with business knowledge and life skills. Finally, a cultural change, moving towards a more entrepreneurial mind-set would help the sector thrive.

Young social entrepreneurs in Italy have a clear perception of the most pressing problems affecting society and are committed to taking responsibility to solve those. They do not define themselves as ‘change-makers’ and do not specifically aim at changing the world. Instead, they actively seek opportunities: they pragmatically and creatively attempt to solve unmet needs, providing goods and services in social care and healthcare, to foster economic inclusion, improving education and cultural activities.

Figure 4: What a young social entrepreneur in Italy looks like



## Poland

The term social entrepreneurship is not much in use in Poland and social enterprises are often perceived as part of the social economy, a broader concept that does not have an official or commonly accepted definition in itself. There is still low awareness about the concept of social entrepreneurship among both the general public and investors. However, the ecosystem for social entrepreneurship has developed strongly during recent years, driven by a substantial allocation of public resources, mainly from EU funding.

There are no official estimates of the number of social enterprises in Poland. According to the Social Enterprise Mapping published by the European Commission in 2014, "there are around 5,200 entities (2012) in Poland that could be classified as social enterprises by applying the EU Operational Definition, employing around 70,000 people. This represents around 0.3 per cent of all registered and active enterprises and around 0.4 per cent of the total employment in the economy".<sup>35</sup> In terms of legal status, most social enterprises are associations, foundations and other non-profit organisations with revenue generating activities, followed by social cooperatives. Other entities include: cooperatives of the blind and the disabled; professional activity establishments (ZAZ); occupational therapy workshops; social inclusion centres and social inclusion clubs; limited liability companies pursuing a public benefit mission.<sup>36</sup> The more popular domains of action seem to be related to work integration activities for vulnerable groups, such as people with disabilities and unemployed people, or services in education, health and social care, and environment.

The social investment market in Poland is underdeveloped: on the demand side, this might be related to easy access to grants, limited understanding of financial markets, and supporting schemes focusing more on creation of new social enterprises rather than supporting existing one; on the supply side, this might be due to a relatively small portfolio of social enterprises being investment-ready, the perception of social entrepreneurs as higher-risk clients, and difficulties in assess accurately the financial viability of their business models.<sup>37</sup> Lack of financing is considered one of the main reasons behind the small size and relative weakness of social economy in Poland.<sup>38</sup> Even though social enterprises in Poland are mostly relying on EU funds, public funding has so far mainly targeted the building of institutions forming the social enterprise ecosystem – such as organisations providing advisory services, raising awareness, carrying out research – and less emphasis has been placed on initiatives directly supporting social entrepreneurs, especially those scaling up. In terms of self-financing, some social enterprises generate revenues from provision of fee-based services, sales of goods and public procurement.<sup>39</sup>

Young social entrepreneurs in Poland are mostly early-stage (35%) and scaling-up (28%). Those who are at the idea stage or testing it out represent only 20% and 17% of the total respectively.<sup>40</sup>

<sup>35</sup> European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: Poland"

<sup>36</sup> European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: Poland"

<sup>37</sup> Pelka W. (2012) "Market instrument for financing of social enterprises in Poland"

<sup>38</sup> National Programme (2013), Ministry of Labour and Social Affairs, Committee on Systemic Solutions in the Social Economy Sphere "National Programme for the Social Economy, Draft"

<sup>39</sup> European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: Poland"

<sup>40</sup> All the data related to young social entrepreneurs in Poland have been gathered from 24 organisations supporting young people and social entrepreneurs, and 60 young social entrepreneurs aged 18-30 years

### Motivations to become a young social entrepreneur in Poland

Interviews suggest that most young people in Poland do not have a clear understanding of social entrepreneurship.

*"(...) In Poland, young people are not very motivated to start a social enterprise. However, in the last few years, it is becoming more popular to become a social entrepreneur, because it is a 'hot topic' and a public opinion trend"*

NESsT (Poland)

However, social entrepreneurship is becoming a buzz word in the country and public opinion is getting more and more interested in this hot topic. An increasing number of young people are looking into more opportunities to explore social entrepreneurship as a tool to create a better world, be independent and respond to unemployment.

*"(...) Social entrepreneurship is still young in Poland, but some work has been done and young people start considering social entrepreneurship as a valid alternative career option"*

Asboka Poland (Poland)

What makes young people better social entrepreneurs? According to 30% of responses from practitioners, **young people are change makers**, with a strong knowledge of their territory and a clear understanding of the social problems their communities face. Social entrepreneurship in Poland has the potential to engage young individuals and leverage their skills and social attitude, while motivating them to participate more actively in the life of the community.

Figure 18a: What are the motivations for a young person to become a social entrepreneur? (Poland)\*



\*multiple responses allowed

Other young people embraced social entrepreneurship after working for companies or for non-profit organisations, seeing it as an opportunity to move towards a more sustainable model while pursuing a social goal and creating their own job (22%).

*"(...) In Poland, generally speaking, only 15% of young people have been involved in something social (e.g. a project for local community, social enterprises, volunteering, etc.). We want to engage, educate and inspire the remaining 85%. Nowadays, social entrepreneurship is not seen as a first choice by young people in Poland. The majority of young people think of social entrepreneurship as a way to get some work experience and learn how to work in a team, not as a career option in the long term. But by the end of their project, we see a change in their motivation and they become more committed to the social issues"*

Social Wolves

As shown in Table 7b, young people are motivated by the opportunity to do something better (32%), change the world (20%) and be their own boss (18%). 12% decided to choose social entrepreneurship by chance. Seizing existing opportunities has been indicated as another reason to start a social venture by 10% of the surveyed.

Table 7b: What motivated you to become a young social entrepreneur? (Poland)\*

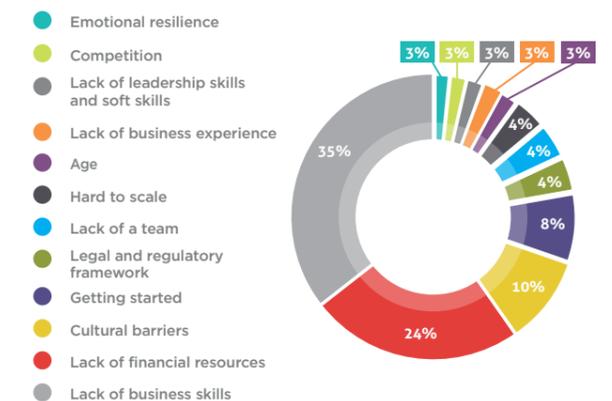
Motivation	%
Doing something better/improving an existing provision	32%
Changing the world	20%
Being your own boss	18%
Can't think of anything better to do	12%
Taking an opportunity	10%
Meeting a need	3%

\*multiple responses allowed

### Barriers to becoming a young social entrepreneur in Poland

According to 35% of responses from practitioners, the main internal barriers young people face starting their journey as social entrepreneurs are related to lack of entrepreneurial spirit and lack of business management skills. Business planning, market analysis and understanding of financial spreadsheets are relatively rare skills among young social entrepreneurs.

Figure 19a: What issues do young social entrepreneurs face? (Poland)\*



\* multiple responses allowed

The **lack of financial resources** (24%) is the second most relevant challenge they need to face. Other critical constraints, affecting social entrepreneurs of all ages, are strictly related to a **negative connotation of social enterprises** (10%), which leads to a narrow perception of social ventures and negatively impact on their growth. Some entrepreneurs deliberately prefer not to highlight their social purpose, as if employing marginalised groups or targeting specific vulnerable groups would negatively affect the perception of the quality of their products or services.<sup>41</sup>

*"Often, in Poland there are negative stereotypes of young people in the media and wider society, and because of their young age their initiatives are not taken seriously by the traditional business sector."*

SZOWES (Poland)

Young social entrepreneurs consider the lack of financial resources (26%) and the complex legal and regulatory framework (17%) the most critical barriers to face. Lack of a team (9%) and lack of business experience (8%) are other obstacles they encounter. Similarly, lack of business support and development services, trade-off profit or social purpose, and difficulties to scale account for 6% each.

<sup>41</sup> Coffey (2013a) "Final report. Evaluation of support for social economy funded from the ESF under the OP HC"

Table 8b: What is the main issue or barrier do you face or have you faced as a young social entrepreneur? (Poland)\*

Barriers	%
Lack of financial resources	26%
Legal and regulatory framework	17%
Lack of a team	9%
Lack of business experience	8%
Lack of business support and development services	6%
Trade-off profit or social purpose	6%
Hard to scale	6%
Hard to access to market	5%
Hard to communicate your value	3%
Lack of self-confidence	3%
Competition	3%
Age	5%
Lack of leadership skills	1%

\*multiple responses allowed

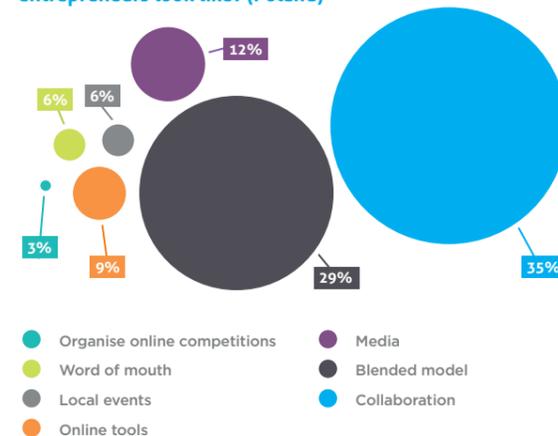
### Reaching out to young social entrepreneurs in Poland

35% of responses from practitioners suggested **work in partnership with other support organisations**, local groups, schools and community-leaders at local levels, in order to maximise their outreach and connect with more young people. Envisioning opportunities to connect with young people who have participated to other support schemes is another good way to reach and inspire more of them.

*“From my experience, the best way to reach out to young people, is receiving referrals from other support organisations”*  
SZOWES (Poland)

*“Schools and universities are the best channels to reach out to young people. We implemented a ‘Social Wolves Ambassador programme’: we train our Alumni on how to become ambassadors and promote our competition”*  
Social Wolves (Warsaw, Poland)

Figure 19a: What does effective outreach to young social entrepreneurs look like? (Poland)\*



\*multiple responses allowed

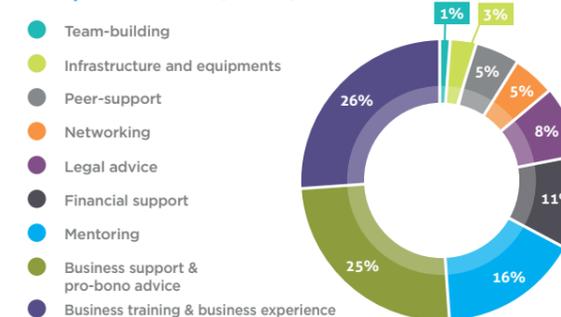
In addition to traditional social media, an important communication channel for social entrepreneurs of all ages in Poland is the website ekonomiaspoleczna.pl. This makes it relatively easy to access information related to social ventures and opportunities for social entrepreneurs. 29% of responses from support organisations showed that online tools are important to reach out to young people, but a blended media strategy should be prioritised, as online tools need to be combined with offline events to maximise their impact.

### Support methodologies for young social entrepreneurs in Poland & enabling factors

*“How can we help young people transform their dreams into viable business plans?”*  
OWES Bielsko-Biala (Poland)

In order to provide a pathway for young people to develop their business idea and turn it into reality, **capacity-building activities and hands-on experiences** are essential, according to 26% of responses from practitioners. These would help young entrepreneurs acquire skills they have not learnt at school or at university.

Figure 20a: What kinds of support do young social entrepreneurs need? (Poland)\*



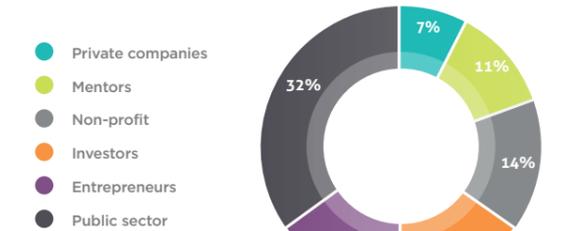
\*multiple responses allowed

25% of responses indicated **overall business support** as the second most relevant factor to consider when backing young social entrepreneurs, while developing the business plan, defining the financial strategy and designing the impact assessment. Mentoring (16%), funding opportunities (11%) and legal advice (7%) shall also be included.

*“Most of our beneficiaries seek funding opportunities, but we know that what they really need is knowledge. The most useful support we can offer is ‘soft-support’, as well as mentoring opportunities to help them overcome their challenges.”*

Foundation Cluster of Social Economy (Poland)

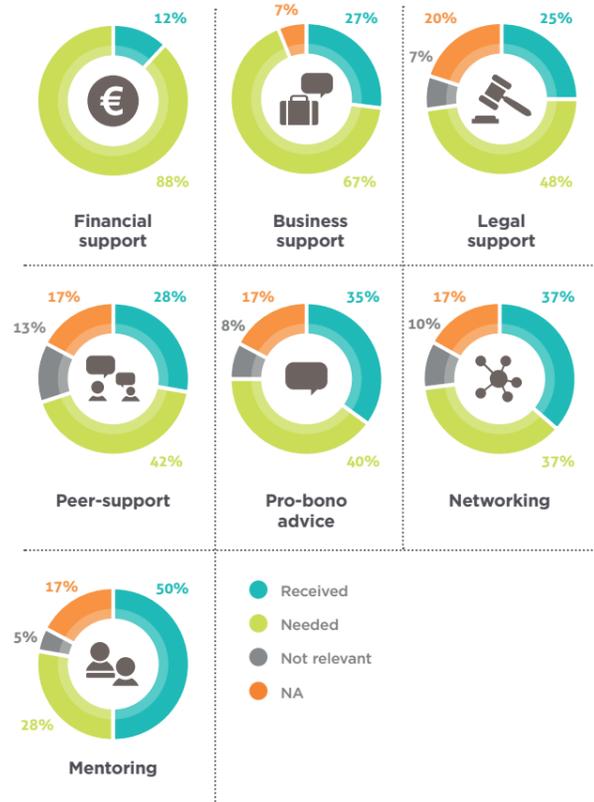
Figure 21a: What networks are required for young social entrepreneurs to further develop their social ventures? (Poland)\*



\*multiple responses allowed

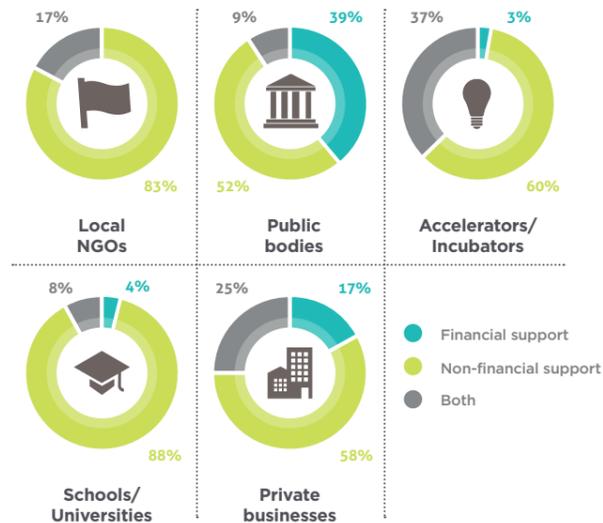
Interviews suggest that stronger connections with public entities, especially local authorities, as well as other entrepreneurs and investors would help young people succeed in developing their social ventures.

Figure 11b: What kinds of support do you need? (Poland)



The ideal support package, according to young social entrepreneurs, should include financial support (88%), business support (67%), legal support (48%), peer support (42%) and pro-bono advice (40%). They consider mentoring (28%) and networking opportunities (37%) as less relevant.

Figure 12b: What organisations support you? (Poland)



Schools and Universities (88%) and Local NGOs (83%) are perceived as the most supportive in terms of non-financial support, whereas financial support comes mostly from public entities (39%) and private companies (17%). Accelerators and Incubators (37%) offer the best combination of financial and non-financial support.

Figure 13b: Overall, how far do you agree or disagree with these statements? As a result of the support received, ... (Poland)



As a result of the support received, young social entrepreneurs feel more able to create social change (89%) and have improved their professional network (87%). Similarly to other countries, the employability skills are the least affected by the support offer (64%).

Figure 22a: What is needed to make the ecosystem of support more inclusive? (Poland)\*



\*multiple responses allowed

More funding opportunities for both young entrepreneurs and support organisation, and a more active engagement of private companies do appear as equally desirable opportunities to strengthen the sector, creating a more cohesive ecosystem of support and fostering a positive cultural change.

*“What is really needed, is more direct involvement of companies. They need to overcome the reluctance and disbelief towards non-profit organisations. If they would realise the interdependency of the two sectors, this would impact positively on the overall ecosystem of support.”*  
Ashoka Poland (Poland)

Young social entrepreneurs in Poland have strong knowledge of their territory and a clear understanding of the social problems their communities face. They are at the early-stage or scaling up. They perceive the lack of financial resources, the complex bureaucracy and the lack of a team as the main constraints in their entrepreneurial journey.

Figure 5: What a young social entrepreneur in Poland looks like



## Portugal

The roots of social entrepreneurship in Portugal can be ascribed to the emergence of the cooperative movement at the end of the 20th century. Social entrepreneurship and, more broadly, social innovation are increasingly at the heart of the public debate as key-topics in a country facing high unemployment rates and with an increasingly ageing population. The term social enterprise is often replaced by 'social organisation', a concept usually related or perceived as applicable only to non-profit entities. As a matter of fact, social entrepreneurship in Portugal is emerging from practice, thanks to a growing number of initiatives promoted by individuals, small groups or associations, replicating a trend common to other European countries.

Although there is no official data accounting for the social enterprises in Portugal, the estimated size of the broader social economy industry – comprising cooperatives, mutualidades (mutual), misericórdias (mercies), foundations, associations and other private institutions of social solidarity – is 55,383 entities.<sup>42</sup> This number does not include the IPSS – Private Institutions of Social Solidarity, a legal status officially regulated and which definition resembles the EU Operational Definition for social enterprises. There are 5,099 IPSS officially registered in Portugal, including associations, mercies, foundations of social solidarity and institute of religious organisation.<sup>43</sup> The 'Map of Innovation and Social Entrepreneurship in Portugal' prepared by the Social Entrepreneurship Institute) – a non-profit organisation that identifies, supports and encourages training among organizations and individuals promoting the social entrepreneurship agenda in Portugal – has identified 134 initiatives with high-potential for social innovation and entrepreneurship, out of over 4,000 initiatives initially referred.<sup>44</sup> Several universities programme related to social entrepreneurship and social economy have also been recently launched.

In terms of financial resources available to social entrepreneurs, public-funded programmes are by far the main source of funding and the recent government cuts have reduced the resources available to the sector. Furthermore, the high dependence of social enterprises to public funding endangers their long-term sustainability and increases their vulnerability. Social entrepreneurs are constantly looking for new revenues streams – such as fee-for-service model and sales of goods and services- to ensure the financial sustainability of their ventures.

It is possible to identify a wide variety of social challenges addressed by social entrepreneurs in Portugal, related to the needs of an aging population in areas such as health and well-being, to the valorisation of traditional crafts, environment preservation, agriculture and employment opportunities. They mostly target people with disabilities, children and youth, elderly and unemployed.<sup>45</sup>

Young people are mostly aspiring entrepreneurs (75%), who have not started turning their idea into a business plan. 13% are trying out their social venture and only 4% are starting-up.<sup>46</sup>

### Motivations to become a young social entrepreneur in Portugal

Young social entrepreneurs in Portugal are highly-motivated individuals, who find important to **solve unmet needs** (33%) and **become their own boss** (17%). 11% of responses from practitioners have also identified **unemployment** – the youth unemployment rate is nearly 31% in Portugal (March 2016)<sup>47</sup> – as a key reason for young people to get into social entrepreneurship.

*“The unemployment rate and the lack of choices in the market motivate young people to start thinking about creating their own businesses”*

*Cooperativa Antonio Sergio para a Economia Social – CASES (Portugal)*

Figure 23a: What are the motivations for a young person to become a young social entrepreneur? (Portugal)\*



\*multiple responses allowed

Another 11% of responses from support organisations interviewed pointed out how **social entrepreneurship is on the rise** and has become increasingly popular among young people as a career option. Nowadays, starting a social enterprise not only has a positive social impact, but it is also perceived as a popular choice.

Table 9b: What motivated you to become a young social entrepreneur? (Portugal)

Motivation	%
Being your own boss	36%
Doing something better/improving an existing provision	23%
Taking an opportunity	12%
Meeting a need	11%
Avoiding a corporate career	8%
Becoming rich	4%
Changing the world	3%
Can't think of anything better to do	2%

As shown in Table 9b, young people choose social entrepreneurship driven by the opportunity to be their own boss (36%), do something better (23%) and seizing existing opportunities (12%). Solving unmet needs (11%) and avoiding a corporate career (8%) are other factors influencing their choice.

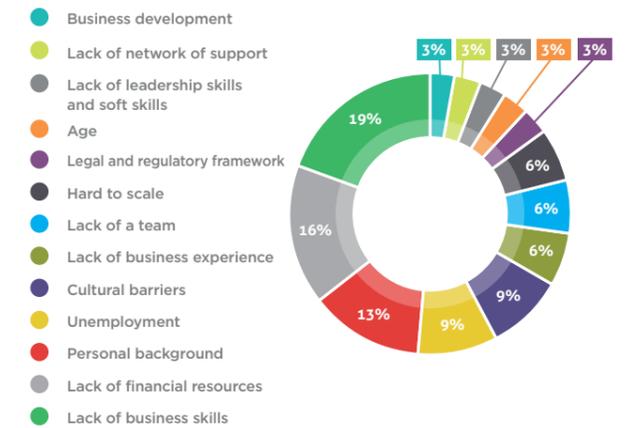
### Barriers to becoming a young social entrepreneur in Portugal

When looking at the main barriers to social entrepreneurship, the **lack of business know-how and soft skills** especially affect young social entrepreneurs, according to 19% of responses from practitioners.

*“Young people usually spend 80 percent of their time to work on 20 percent of their output – what they like doing and what they are good at – investing the remaining 20 percent of their time to complete the 80 percent of their work – usually the most complicated part of the business. They need to learn how to manage their time more effectively, supported by mentors. (...) Also, they are always more interested in funding opportunities, but they realise in due course that what they really need is technical support and know-how”*

*Alto Comissariado para as Migrações – ACM (Portugal)*

Figure 24a: What issues do young social entrepreneurs face? (Portugal)\*



\*multiple responses allowed

16% of responses from support organisations mentioned the **difficulties in accessing finance** as the second most critical constraint young social entrepreneurs are confronted with. Another 13% highlighted how the **background of young people** – especially if living in deprived areas of the country – might result into fewer opportunities and could be perceived as an obstacle to launch a social venture. Finally, unemployment (9%) and cultural dampeners (9%) have been identified as other sources of restraints for young individuals who want to setup new social ventures.

42 CASES (2010) "Conta satélite da Economia Social"

43 CASES (2010) "Conta satélite da Economia Social"

44 MIES (2015) "Mapa de Inovação e Empreendedorismo Social"

45 Ávila, L. and Amorim, M. (2014) "The State of Social Entrepreneurship in Portugal - SEFORIS Country Report"

46 All the data related to young social entrepreneurs in Portugal have been gathered from 9 organisations supporting young people and social entrepreneurs, and 99 young social entrepreneurs aged 18-30 years old.

47 Eurostat "European Union Labour Force Survey"

Table 10b: What is the main issue or barrier do you face or have you faced as a young social entrepreneur? (Portugal)\*

Barriers	%
Lack of financial resources	23%
Trade-off profit or social purpose	12%
Legal and regulatory framework	11%
Lack of a team	9%
Hard to communicate your value	7%
Lack of self-confidence	7%
Age	7%
Lack of business experience	6%
Hard to access to market	5%
Lack of business support and development services	4%
Lack of training and research	4%
Lack of leadership skills	3%
Hard to scale	1%

\*multiple responses allowed

As shown in Table 10b, young people consider the lack of financial resources (23%) as the main obstacle to their entrepreneurial initiative. Dealing with the hybrid nature of social ventures, finding a balance between the financial sustainability and the social purpose (12%) and the complex legal and regulatory framework (11%) represent other challenges for potential young entrepreneurs. 9% also consider the lack of a team as a challenge to overcome. Lack of self-confidence (7%) and difficulties in communicating the value proposition (7%) might represent a constraint as well.

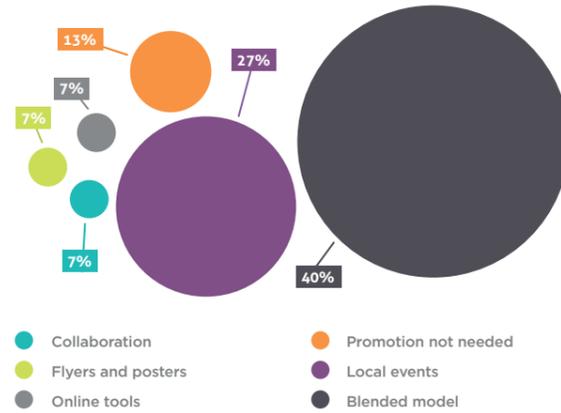
### Reaching out to young social entrepreneurs in Portugal

To reach young people, practitioners interviewed use a wide range of tools. 40% of responses revealed how using a **blended-model**, combining social media strategies with offline tools, and organising **local events run in partnership with local associations and role models (27%)**, are the most effective ways to engage young social entrepreneurs and aspiring ones. Support organisations agree that online presence is important to create conversations that lead to offline meetings and in-person networking occasions, as sharing a meal or a drink is an important social custom in Portugal and probably the most effective way to attract young people, build relationship and brainstorm ideas.

*"(...) Start to make projects at dinner, talking to people and sharing a good meal!"*

Alto Comissariado para as Migrações – ACM (Portugal)

Figure 25a: What does effective outreach to young social entrepreneurs look like? (Portugal)\*



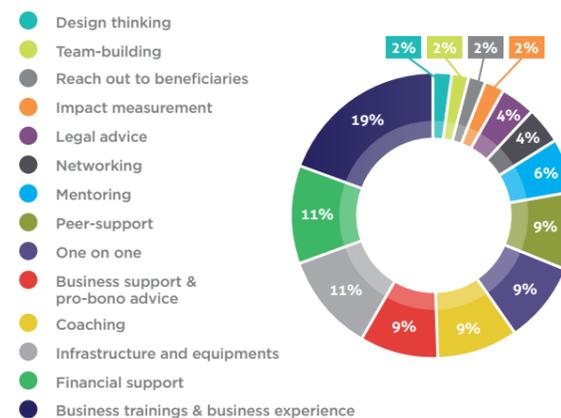
\*multiple responses allowed

Interestingly, 13% of responses pointed out how young people proactively come to support organisations, without any promotional effort from the practitioners, as young social entrepreneurs are attracted by the reputation and the high quality of the support offered.

### Support methodologies for young social entrepreneurs in Portugal & enabling factors

Ideally, according to 19% of responses from practitioners, an effective support package designed for rising social entrepreneurs in Portugal should include **business development opportunities**, such as trainings to improve entrepreneurial skills and hands-on experiences to develop soft skills.

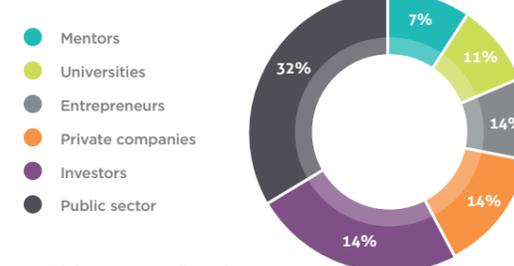
Figure 26a: What kinds of support do young social entrepreneurs need? (Portugal)\*



\*multiple responses allowed

**Funding opportunities and access to infrastructures**, such as co-working spaces, are also equally important factors to support young people, according to 11% of responses from stakeholders. Peer-support, business support, one-to-one meetings and coaching have also been mentioned by support organisations.

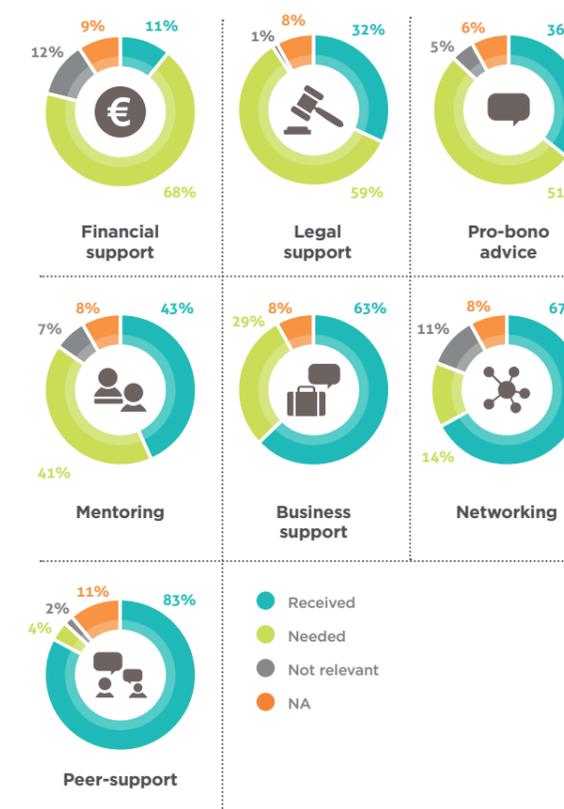
Figure 27a: What networks are required for young social entrepreneurs to further develop their social ventures? (Portugal)\*



\*multiple responses allowed

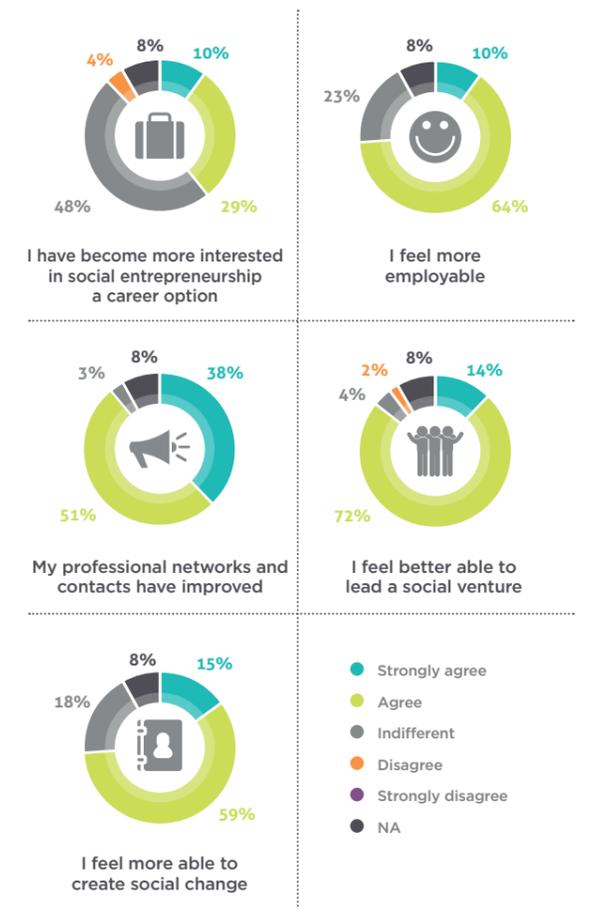
Furthermore, interviews highlighted the importance of networking opportunities with public authorities (32%) and investors (14%) to support young people developing their ventures.

Figure 14b: What kinds of support do you need? (Portugal)



According to young social entrepreneurs, financial support (68%), legal support (59%) and pro-bono advice (51%) are the most needed support schemes. Portuguese young social entrepreneurs feel satisfied in terms of peer-support (83%), networking opportunities (67%) and business support (63%) provided by support organisations, and would recommend support organisations to focus their support on what they consider their priorities.

Figure 15b: Overall, how far do you agree or disagree with these statements? As a result of the support received, .. (Portugal)



As a result of the support received, young social entrepreneurs have improved their professional network (89%) and their leadership skills (86%). They also feel more employable (74%) and better able to create social change (74%). The least impact has been achieved in terms of thinking of social entrepreneurship as a long-term career option.

Figure 28a: What is needed to make the ecosystem of support more inclusive? (Portugal)\*



\*multiple responses allowed

In order to create a really vibrant ecosystem to support young social entrepreneurs in Portugal, more engagement at government level and more funding for both support organisations and social entrepreneurs are equally required, according to 50% of responses from practitioners. Stronger collaboration between experienced social entrepreneurs, private companies, non-profit organisations, academics would also help practitioners improve their support package.

*"A network including representative of the public sector, as well as social enterprises, private companies and universities, would be desirable to improve the overall support for young social entrepreneurs"*  
Social Entrepreneurship Institute - IES (Portugal)

Young social entrepreneurs in Portugal are socially engaged people, actively involved in associations and social causes, re-thinking the way of addressing existing social needs. Their main interests are in culture, agriculture, arts, and social care. As a result of the support received, they improved their professional network and they feel better leaders.

Figure 6: What a young social entrepreneur in Portugal looks like



## United Kingdom

The last decade has seen a significant evolution in the social enterprise sector in the United Kingdom. Today, the UK is seen by other European countries as a pioneer of social entrepreneurship. The concept of social enterprise is well established and there is an official definition given by the UK Government<sup>48</sup>, according to which a social venture is a mission-driven business, reinvesting the majority of its profits into the business itself to further the social mission. However, different approaches and interpretations are given to the term 'social enterprise' by different stakeholders, where emphasis is given to the entrepreneurial, social or managerial aspects of the social venture.

Government estimates around 70,000 social enterprises in the UK, contributing £24 billion to the economy and employing nearly a million people.<sup>49</sup> The sector is extremely diverse in terms of legal structures, including companies limited by guarantee, company limited by shares, Community Interest Companies, cooperatives, community enterprises, social firms and trading arms of charities, sole traders and unincorporated associations.

Almost half of the social enterprises are under five years old. Funding and finance remains a key barrier for social enterprises of all sizes. A vast majority of social ventures derive most of their income from sales – mainly trade with the general public and public procurement (the latter especially for largest social enterprises) – and a good percentage of the total number of ventures have reported a profit. Social entrepreneurs deliver social impact in the most deprived areas of the country by providing goods or services in health and social care, by creating employment opportunities in the food industry and hospitality, by offering services in education, environment, culture and affordable housing.<sup>50</sup>

The social investment market is as dynamic and fast growing as the entire industry. Strongly supported by the UK government, it has grown steadily over the last decade. However, the UK Government's social investment strategy in 2011<sup>51</sup> identified several barriers to growth in the social investment market, including the supply of appropriate finance, the pipeline of investment-ready demand, and the development of a robust and efficient market infrastructure.

Focusing on youth entrepreneurship, there are thousands of success stories across the UK. Those individuals share a good eye for opportunities, an innovative business proposition and the skills and bravery to turn their ideas into a sound business. According to the Global Entrepreneurship Monitor, UK early-stage entrepreneurial activity in the UK is higher than in other European countries and there is a general optimism among young people about starting a new business, motivated by opportunity rather than necessity and considering it as a career choice. However, especially among under 30s, many who start the entrepreneurial journey abandon within 12 months, in contrast with those aged over 30.<sup>52</sup> Finance, lack of knowledge and skills, and team-building are the biggest challenges perceived by young entrepreneurs in the start-up process. They tend to rely more consistently on family for sources of funding to start their venture. The UK has a strong base for supporting early-stage young entrepreneurs, by offering business support, mentoring programmes, accelerator schemes and funding schemes specifically designed for young entrepreneurs.<sup>53</sup>

Young social entrepreneurs are mostly early-stage (40%), running a venture with a trading history of less than three years. 28% are piloting their idea on a small scale, 20% are ready to scale and 10% are at the idea stage.<sup>54</sup>

## Motivations to become a young social entrepreneur in the United Kingdom

Young people in the UK have a more positive attitude towards social entrepreneurship – and entrepreneurship – than the general population, and they are more likely to consider supporting social causes important when setting up a business. Nevertheless, they might perceive more barriers to starting their own social venture than the general population and they are most worried about securing funds and the need for skills and networks. Last but not least, they are consistently more likely to think that starting their own business is not a serious career goal.<sup>55</sup>

According to 32% of responses from practitioners, young social entrepreneurs are change-makers, aspiring to make things happen to improve their community and their lives, by creating something new or improving existing products or services. They are keen observers and 'experiential entrepreneurs' encountering an 'awakening moment', motivated to start a social venture by their personal experience or by noticing unmet needs in their community.

*"Motivation comes from those 'life-changing moments', switching moments related to personal experience and roots; or from the so-called 'awakening moments', when you got to understand an issue and see how you can do something to change it; (...)"*  
Central Saint Martins (UK)

*"They are experiential entrepreneurs. Something happened to them and they want to change it for other young people (...)"*  
Islington Impact Hub (UK)

Figure 29a: What are the motivations for a young person to become a social entrepreneur? (UK)\*



\*multiple responses allowed

48 In "A Guide to Legal Forms for Social Enterprise" by the UK Department for Business, Innovation and Skills (2011) a social enterprise is defined as "a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners".  
49 Cabinet Office (2013) "Social enterprise: market trends, based upon the BIS Small Business Survey 2012".  
50 BMG Research  
51 European Commission (2014) "A map of social enterprises and their eco-systems in Europe - Country report: UK".  
52 Cabinet Office (2011) "Growing the social investment market: a vision and strategy".  
53 Global Entrepreneurship Monitor (2011) "2009 Report on Social Entrepreneurship".  
54 All the data related to young social entrepreneurs in the UK have been gathered from 20 organisations supporting young people and social entrepreneurs, and 143 young social entrepreneurs aged 18-30 years old  
55 RBS Group (2014) "RBS Enterprise Tracker, in association with UnLtd"

**Personal experience** (27%) is the second most relevant factor influencing their choice.

*“(...) Social entrepreneurship is an essential component of their personality from the early years and they tend to be social entrepreneurs for life (...)”*

Asboka UK (UK)

Finally, 10% of responses from support organisations mentioned **freedom and being fully in charge of their business** as another powerful driver to start a social enterprise.

As shown in Table 11b, similarly to what has been mentioned by support organisations, 27% of young people surveyed listed the opportunity to make a change as the main motivation to start a social venture. 25% are driven by the possibility to improve existing goods and services, and 20% want to solve unmet needs. Seizing existing opportunities (6%), freedom (6%) and finding a valid alternative to a corporate career (4%) have been identified as other important motives to start their social entrepreneurial journey.

**Table 11b: What motivated you to become a young social entrepreneur? (UK)**

Motivation	%
Changing the world	27%
Doing something better/improving an existing provision	25%
Meeting a need	20%
Taking an opportunity	6%
Being your own boss	6%
Avoiding a corporate career	4%
Becoming rich	1%

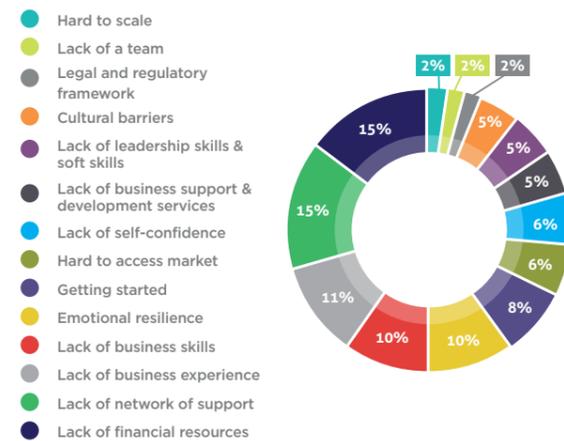
### Barriers to becoming a young social entrepreneur in the United Kingdom

In terms of issues and barriers, concerns about **accessing funding and identifying funding opportunities** (15%), as well as **lack of strong network of support** (15%) are the biggest obstacles for young people starting a business or enterprise. For many young entrepreneurs, getting their parents' and friends' support for a new venture can make a huge difference, especially from an emotional point of view. One of the most unfortunate situations that young entrepreneurs face is a family that is not supportive and does not understand their entrepreneurial aspirations.

*“Young social entrepreneurs might feel a lack of understanding from friends and families. They are supportive but they do not entirely understand what they are doing”*

Year Here (UK)

**Figure 30a: What issues do young social entrepreneurs face? (UK)\***



\*multiple responses allowed

11% of responses from practitioners revealed the **lack of business experience**, due to their young age, as another big constraint for aspiring social entrepreneurs. The **inadequacy of business skills** and know-how (10%) and the lack of the so-called **'emotional resilience'** (10%) – identified as the set of skills to cope with or adapt to stressful situations and stay motivated – have been listed as other critical barriers. **Getting started** (8%) might also represent an obstacle, as young people often find difficult to clarify the issue they want to tackle and laying the foundation to transform the idea into a business.

*“Clarifying the issue to solve is somehow challenging for young people. They usually identify very broad issues, for instance, helping homeless people, or fostering women rights, etc. and they need our help to breakdown the initial social challenge and define a more specific issue to tackle (...)”*

Bootstrap Company (UK)

Lack of self-confidence and difficulties accessing the market, due mainly to lack of understanding of market opportunities and competition, have been suggested as additional restraints to youth social entrepreneurship.

**Table 12b: What is the main issue or barrier do you face or have you faced as a young social entrepreneur? (UK)\***

Barriers	%
Lack of financial resources	22%
Lack of a team	12%
Lack of business experience	10%
Hard to access to market	8%
Lack of business support and development services	7%
Legal and regulatory framework	7%
Hard to communicate your value	7%
Lack of self-confidence	6%
Hard to scale	6%
Age	4%
Trade-off profit or social purpose	4%
Lack of training and research	4%
Competition	2%
Lack of leadership skills	1%

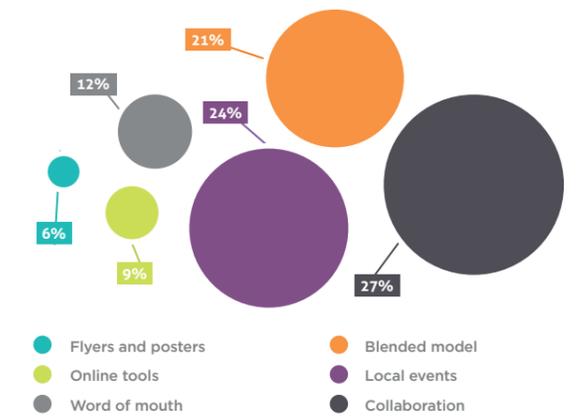
\*multiple responses allowed

Young people who choose to set up a social enterprise are worried about the difficulties in accessing financial resources (22%), how to grow the team (12%) and the lack of business experience (10%). They have also concerns related to accessing the market (8%), inadequacy of business support services (7%), and complex legal and regulatory framework (7%) when launching their social venture.

### Reaching out to young social entrepreneurs in the United Kingdom

**Collaboration** among practitioners and partnership with existing groups, community leaders, job centres and schools at a local level, has been mentioned in 27% of responses from practitioners as the key success factor when reaching out to young people.

**Figure 31a: What does effective outreach to young social entrepreneurs look like? (UK)\***



\*multiple responses allowed

**Fun, informal, local events** are recommended in 24% of responses from practitioners to hook in and engage young social entrepreneurs. Asking young people what they are most interested in and involving them in the event planning might really make the difference.

A **blended model** (21%) is desirable, combining online tools – such social media, newsletters, website, online competitions – as channels to promote offline events in which young people can connect with their peers and get inspired.

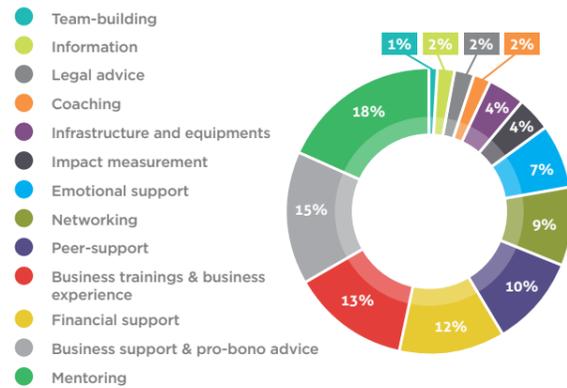
*“For the Ashoka Changemakers programme, we combine online outreach, with local offline networking events organised in partnership with network partners, with expertise and know-how specific to the challenge and geographic area (...). Offline outreach is more powerful in terms of creating bonds than online outreach”*

Asboka UK (UK)

### Support methodologies for young social entrepreneurs in the United Kingdom & enabling factors

According to 18% of responses from practitioners, in order to help young people improve their business and soft-skills, it is crucial to connect them with mentors from the corporate sector or more experienced social entrepreneurs.

Figure 32a: What kinds of support do young social entrepreneurs need? (UK)\*



\*multiple responses allowed

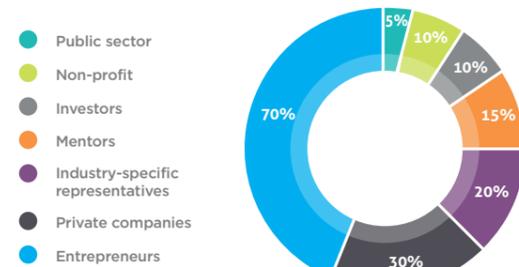
Moreover, supporting young social entrepreneurs to develop their business models from the very beginning of their journey would be beneficial, according to 15% of responses from interviewed.

Despite the increasing number of grants and award schemes for young social entrepreneurs, 13% of responses revealed the importance of providing funding opportunities across all stages of business growth, particularly at pre- and early-start up phases where small-scale grants and unsecured loans are vital to get started.

Business training adapted to the needs of young social entrepreneurs (e.g. identifying a clear issue and business proposition, social business planning, impact evaluation, value proposition development, storytelling, financial forecasting, etc.) and opportunities to get some hands-on experience (such as job shadowing, placement, on-site visits) should also be included in any support package, according to 12% of responses from stakeholders.

Facilitating occasions for peer-support (10%), offering networking opportunities (8%) – as shown in Figure 33a, especially with entrepreneurs, private companies and organising ‘industry-specific’ events – and providing ‘emotional support’ (7%) – for instance organising action learning sessions<sup>56</sup> and creating a community of supporters around the entrepreneurs – would be beneficial as well.

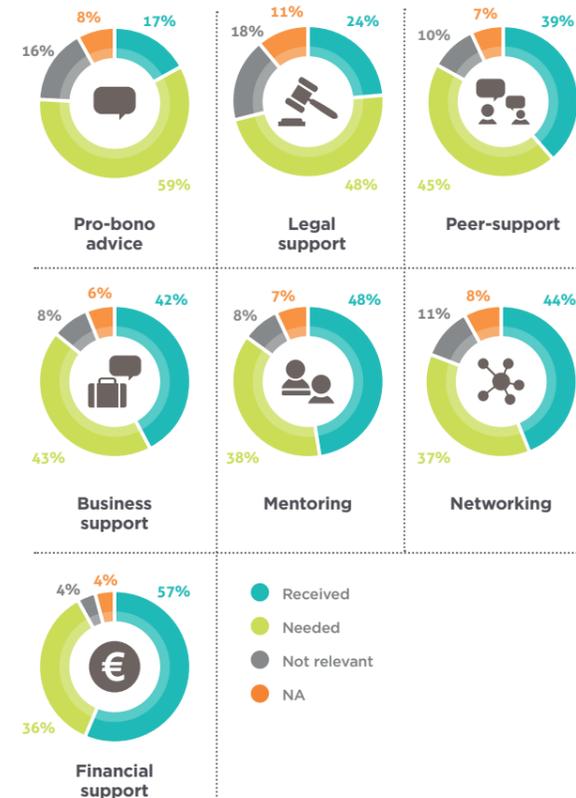
Figure 33a: What networks are required for young social entrepreneurs to further develop their social ventures? (UK)\*



\*multiple responses allowed

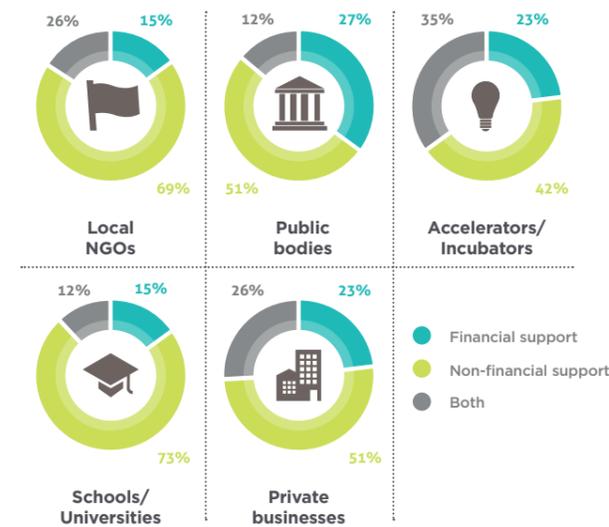
According to 59% of young social entrepreneurs surveyed, what would help them the most would be receiving more pro-bono specialist advice (e.g. finance, marketing, accounting, etc.), as well as legal specialist advice (48%) and peer-learning opportunities (45%). Being matched with a mentor, especially a more experienced entrepreneur or social entrepreneurs, would help gain experience about managing a business, for 48% of surveyed. Networking opportunities and more general business support are important, but the least critical factors.

Figure 16b: What kinds of support do you need? (UK)



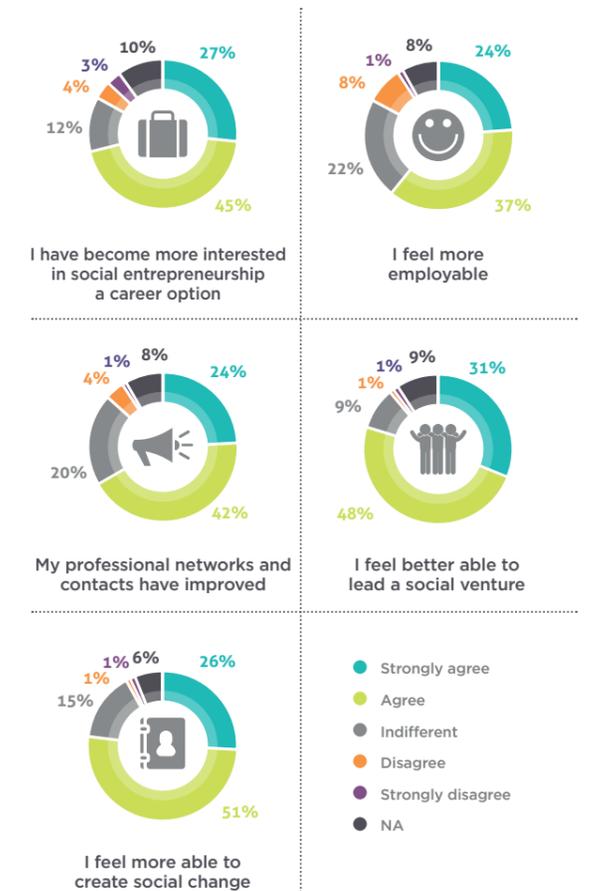
As shown in Figure 17b, young social entrepreneurs consider Schools and Universities (73%) as the most supportive organisations, in terms of non-financial support (e.g. business support, management trainings, peer-support, mentoring opportunities, etc.), followed by local charities (69%), public institutions (51%) and private companies (51%). As for the financial support, public entities (27%), accelerators and incubators (23%) and private companies (23%) have been listed among those offering more funding opportunities. Finally, accelerator programmes and incubation schemes, offer the best combination of financial and in-kind support.

Figure 17b: What organisations support you? (UK)



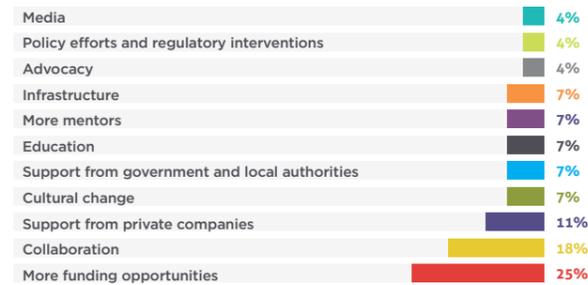
As a result of the support received, 79% of young people consider themselves better leaders and more confident in their ability to create social change (77%). A quite relevant percentage of surveyed (72%) also consider themselves increasingly committed to solving social issues as a long-term career option. 66% has improved the professional network and 61% feel more employable.

Figure 18b: Overall, how far do you agree or disagree with these statements? As a result of the support received, (UK)



In terms of key enabling factors to build a more inclusive ecosystem of support, 25% of responses from practitioners interviewed mentioned **more funding opportunities** for both support organisations and young social entrepreneurs. 18% of responses revealed the importance a **more cohesive ecosystem**, in which practitioners, public sector, private sector and social entrepreneurs cooperate to help the sector shine. **Increased engagement from private companies**, contributing both in-kind and financially, would also enable further growth according to 11% of responses from practitioners. Finally, building the conditions to facilitate the **creation of infrastructure** - such as physical premises in which young people can meet, learn and co-create, and digital platforms aiming at creating a global ecosystem of support, including **social entrepreneurship in formal education** from a very early-age, and **engage more mentors**, are three measures equally relevant to nurture future generations of social entrepreneurs and help social entrepreneurship move into the mainstream.

Figure 34a: What is needed to make the ecosystem of support more inclusive? (UK)\*



\*multiple responses allowed

Young social entrepreneurs have a more positive attitude towards social entrepreneurship than the general population. They are more likely to consider supporting social causes important when setting up a business. They are change-makers, aspiring to make things happen to improve their community and their lives. They are keen observers and 'experiential entrepreneurs' encountering an 'awakening moment', motivated to start a social venture by their personal experience or by noticing unmet needs in their community. They are concerned about funding opportunities, how to grow a team and how to acquire business experience. They benefit from the well-established ecosystem of support. As a result of the support received, they feel more confident to take leadership, make social change happen and consider social entrepreneurship as their permanent job.

Figure 7: What a young social entrepreneur in the UK looks like



# Conclusions

Young Europeans aged 18-30 come to social entrepreneurship through diverse routes, motivated by the desire to create a change and the opportunity to be their own boss while improving their communities and their lives. Personal experience, solving unmet needs and unemployment have been listed as other relevant motives influencing their decision to become social entrepreneurs.

Young people face several constraints in setting-up and growing their social ventures. The lack of entrepreneurial know-how and the difficulties accessing funding opportunities are perceived as the main barriers. Similarly, legal and administrative burdens, lack of business experience and skills, unsupportive families or friends, have been identified as obstacles to youth initiatives.

Any outreach strategy for young social entrepreneurs should be organised in collaboration with other local organisations, schools, universities, community groups and shall adopt a blended model, in which online tools are combined with offline events. To plan an attractive event, able to hook young people in, practitioners suggest organising it locally, keeping it informal and interactive with a learning-by-doing approach, engaging their peers and fellow social entrepreneurs.

The ideal support package for young social entrepreneurs should be tailored to the stage of development of the social enterprise. Several elements of support have been mentioned by practitioners in their interviews, and data suggests that business training and business experience, business support in developing the entrepreneurial idea and funding opportunities to get started or grow are the most vital to a support programme. Mentoring, networking opportunities, co-working space and peer support have also been mentioned by the organisations interviewed.

To improve the overall ecosystem of support and create a more social entrepreneur-friendly environment, practitioners widely agree on the importance of more funding opportunities for both young entrepreneurs and support organisations. Several other factors that could be improved to benefit young social entrepreneurs have been identified, such as a more active involvement of government and local authorities, an increased number of government departments embracing social entrepreneurship as a means of meeting major policy challenges, more collaboration among practitioners, social entrepreneurship activities embedded throughout the entire education system, and policy efforts and regulatory interventions focused on removing or alleviating the complex legal frameworks and administrative burdens. A cultural change, stronger relationships between social entrepreneurs and commercial companies would also help enhance the attractiveness of social entrepreneurship among young people.

A selection of key tools and resources for young social entrepreneurs and their supporters:

A toolkit for young social entrepreneurs by UnLtd - <https://unltd.org.uk/socialentrepreneurshiptoolkit/>

Selected resources for young social entrepreneurs by Young UnLtd - <http://youngunltd.org.uk/resources/>

Selected resources for young social entrepreneurs by Ashoka - <http://ashokau.org/resources/student-resources/>

I-LINC, the stakeholders' platform on digital inclusion and skills opportunities to boost youth employment and entrepreneurship in Europe - <http://www.i-linc.eu/>

MOOC Enabling entrepreneurs to shape a better world by Social Entrepreneurship Akademie - <http://globalsummerschool.org/mooc>



# Acknowledgements

We would like to thank the following organisations for taking the time to share their data with us and for contributing to the report, which would not have been possible without their participation.

## Croatia

Zagorka Prce Veseli, Centre of Technical Culture Rijeka - [www.ctk-rijeka.hr](http://www.ctk-rijeka.hr)

ACT Grupa - <http://actnow.hr>

Impact Hub Zagreb - <http://zagreb.impacthub.net/>

NESsT - <http://www.nesst.org/>

Rijeka Development Agency Porin d.o.o. - <http://www.porin.hr/>

Association for Civil Society Development SMART - <http://www.smart.hr/>

Cooperative for ethical finance - Ebanka - <http://www.ebanka.eu/>

DEŠA Dubrovnik - <http://desa-dubrovnik.hr/>

Sustainable Alternative to Community - <http://oazainfo.hr/en/>

School for Design, Graphics and Sustainable Construction - <http://www.gospodarska-vz-webshop-vjezbenicka-tvrka.hr/en/gogss>

Brodoto d.o.o. - <http://www.brodoto.hr/>

Organisation for Promotion of Women's Rights and Development of Civil Society - <http://www.domine.hr>

Udruga Bu enje - <http://www.budenje.hr/>

Meta Consulting - <http://www.metaconsulting.hr>

Scout Seamen Association Poseidon - <http://wp.me/P5a8Rn-C>

Socijalna zadruga Start - <http://www.zadrugastart.hr/o-nama/>

## Italy

Fondazione BNL - <https://bnl.it/comunicazione/responsabilitasociale/intermal/la-fondazione-bnl.html>

Fondazione Sviluppo e Crescita CRT - <http://www.fondazione.crt.it/>

PerMicro - <http://permicro.it/>

Unicredit Foundation - <https://www.unicreditfoundation.org/>

Banca Etica - <http://www.bancaetica.it/>

Fondazione Con Il Sud - <http://www.fondazioneconilsud.it/>

Fondazione della comunità salernitana onlus - <http://www.fondazionecomunitasalernitana.it/>

I3P Incubatore Imprese Innovative del Politecnico di Torino - <http://www.i3p.it/>

Universita' degli studi di Napoli Federico II - <http://www.unina.it/>

Seconda Universita' degli studi di Napoli - <https://www.unina2.it/>

City of Turin

City of Naples

Comitato don Peppe Diana - <http://www.dongiuseppediana.com/>

Fondazione Sodalitas - <http://www.sodalitas.it>

Confcooperative Toscana - <http://www.toscana.confcooperative.it/>

SocialFare - <http://www.socialfare.org/>

European Network of Social Integration Enterprises (ENSIE) - <http://www.ensie.org/>

Fondazione ItaliaCamp - <http://italiacamp.com/>

L'Altra Napoli onlus - <http://www.altranapoli.it/>

Fondazione Domus de Luna onlus - <http://www.domusdeluna.it/>

Centro Europeo per l'Organizzazione e il Management Culturale (ECCOM) - <http://www.eccom.it/>

Fondazione Mondo Digitale - <http://www.mondodigitale.org/>

## Poland

Fundacja Edukacji i Działa Społecznych - <http://www.fundacjaeds.pl/>

Fundacja Inicjatyw Lokalnych - <http://www.fil.lublin.pl/>

Fundacja Merkury - <https://www.facebook.com/fundacja.merkury>

Fundacja By Razem - <http://www.fundacijabycrazem.pl/>

Wama-Coop - <http://www.wamacoop.olsztyn.pl/>

Wielkopolski O rodek Ekonomii Społecznej - <http://www.woes.pl/>

PISOP - <http://www.pisop.org.pl/>

SZOWES - <http://www.owes.koszalin.pl/kompleksowa-oferta-szowes/>

WCES - <http://www.wces.eu/>

Organization ETAP - <http://www.owesetap.pl/>

OWES in Nidzica - <http://www.nida.pl/>

Agencja Rozwoju Regionalnego w Cz stochowie - <http://www.arr.czestochowa.pl/>

OWES Bielsko-Biala - <http://www.owes.bcp.org.pl/>

OWES Łom a - <http://www.owes.lomza.pl/>

Rzeszowski OWES - <http://es.rops.rzeszow.pl/>

OWES Opole - <http://www.owes.wszia.opole.pl/>

Fundacja Fundusz Współpracy i KRES - <http://www.cofund.org.pl/>

Małopolski O rodek Wsparcia Ekonomii Społecznej - <http://www.fundacja.e-gap.pl/mowes/>

MOWES - <http://mowes.tozch.edu.pl/>

OWES w Zamo ciu - <http://www.eslubelskie.pl/strona,owes>

LOWES - <http://pisop.org.pl/projekty/lowes-leszczynski-osrodek-wsparcia-ekonomii-spolecznej/>

Dolno I ski O rodek Wspierania Ekonomii Społecznej - <http://wroclaw.owes.pl/>

Klaster Ekonomii Społecznej - <http://www.klasterospoleczny.lomza.pl/>

Fundacja Instytut Innowacji - <http://ii.org.pl/>

Ashoka Poland - <http://www.poland.ashoka.org/>

Social Wolves - <http://www.socialwolves.com/>

NESsT - <http://www.nesst.org/>

School for Leaders - <http://www.leaderschool.pl/>

Sie Sensownego Biznesu - <http://www.sensownybiznes.pl/>

## Portugal

Alto Comissariado para as Migrações (ACM) - <http://www.acm.gov.pt/MourariaCreativeHub> - <http://www.cm-lisboa.pt/en/mouraria-creative-hub>

Cooperativa António Sérgio para a Economia Social (CASES) - <http://www.cases.pt/>

IES Social Business School - <http://ies-sbs.org/>

GEMT - local entrepreneurship and employment network - <http://www.seagency.org/gemte-grupo-de-empregabilidade-territorial/>

Fundação Eugénio de Almeida - <http://www.fundacaoeugenioalmeida.pt/>

Câmara Municipal de Cascais

DNA Cascais - <http://www.dnacascais.pt/>

Câmara Municipal de Oeiras

## UK

Omagh Enterprise - <http://www.omaghenterprise.co.uk/>

Bethnal Green Ventures - <https://bethnalgreenventures.com/>

Ashoka UK - <http://www.uk.ashoka.org/>

Youth Business International (YBI) - <http://www.youthbusiness.org/>

Islington Impact Hub - <http://islington.impacthub.net/program/hub-youth-academy/>

Bootstrap Company - <http://www.bootstrapcompany.co.uk/>

Year Here - <http://www.yearhere.org/>

Social Enterprise UK - <http://www.socialenterprise.org.uk/>

Hamara - <http://www.hamara.org.uk/>

Solutions for the Planet - <http://www.solutionsfortheplanet.co.uk/>

Social enterprise Acumen CIC - <http://www.socialenterpriseacumen.co.uk/>

Aspire4u CIC - <http://www.aspire4u.co.uk/>

Uncaged Ventures - <http://uncagedventures.com/>

Citizen Coaching CIC - <http://www.citizencoaching.com/>

Barnsley Metropolitan Borough Council

Sheffield Hallam Students' Union - <https://www.hallamstudentsunion.com/>

Participate Project - <http://www.participateprojects.org.uk/>

MakeSense UK - <http://www.makesenseuk.com/>

Central Saint Martins - <http://www.arts.ac.uk/csm/>

Start Up Loans - <https://www.startuploans.co.uk/>

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# Appendix I

## Survey form for young social entrepreneurs

### About ELYSE

The European Learning for Youth in Social Entrepreneurship (ELYSE) project - co-funded by the Erasmus+ Programme of the European Union - recognises the importance of social entrepreneurship among young people, and therefore the need to understand and share best practice to underpin support for these budding young social entrepreneurs. This project aims at gaining knowledge and creating a European understanding of how to best provide practical social entrepreneurial experiences to young people. The main objective of the project is to produce a report for practitioners defining the best ways to inspire, educate and support young social entrepreneurs.

### What is a social enterprise?

A social enterprise according to the definition elaborated by the Social Business Initiative refers to any enterprise:

- 1) Whose primary objective is to achieve social impact rather than generating profit for owners and shareholders;
- 2) Which operates in the market through the production of goods and services in an entrepreneurial and innovative way;
- 3) Which uses surpluses mainly to achieve these social goals;
- 4) Which is managed by social entrepreneurs in an accountable and transparent way, in particular by involving workers, customers and stakeholders affected by its business activity.

(Social Business Initiative adopted by the European Commission. "MEMO/11/735" available at [http://europa.eu/rapid/press-release\\_MEMO-11-735\\_en.htm?locale=en](http://europa.eu/rapid/press-release_MEMO-11-735_en.htm?locale=en))

### We want to hear from you!

#### 1) What motivated you to become a Young Social Entrepreneur (YSE)? (select only one answer choice)

- Can't think of anything better to do
- Avoiding a corporate career
- Being your own boss
- Becoming rich
- Exploiting an opportunity
- Meeting a need
- Doing something better/ improving an existing provision
- Changing the world

#### 2) At what stage is your social venture?

- Idea
- Testing
- Early-stage
- Scaling up

#### 3) What main issues or barriers do you face or have you faced? (max 3 choices)

- Legal and regulatory framework
- Financial resources
- Age
- Access to market
- Business support and development services Training and research
- Lack of business experience
- Communicate your value
- Leadership
- Self-confidence
- Lack of a team
- Hard to scale
- Competition
- Trade off profit-mission

4) What kinds of support do you need?	Received	Needed	Not Relevant
Can't think of anything better to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Avoiding a corporate career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being your own boss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Becoming rich	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exploiting an opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting a need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Doing something better/ improving an existing provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing the world	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5) What organisations support you?	Financial support	Non-financial support	Both
Non-profit organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerators & Incubators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schools & Universities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4) What kinds of support do you need?	Strongly agree	Agree	Neutral	Disagree	Strongly agree	NA
I feel more able to create social change	<input type="checkbox"/>					
I feel better able to lead a social venture	<input type="checkbox"/>					
My professional networks have improved	<input type="checkbox"/>					
I feel more employable	<input type="checkbox"/>					
I've become more interested in social entrepreneurship a career option	<input type="checkbox"/>					
Changing the world	<input type="checkbox"/>					

Thank you! If you have any questions about the project, please ask below.

# Appendix II

## The interview guide for support organisations

Interviewer:

Date Interview:

Name stakeholder:

Category:

1) What are the motivations for a young person to become a young social entrepreneur?

2) What barriers does a young social entrepreneur face?

3) What issues do practitioners face when reaching out to young people?

4) What would an ideal support package for young social entrepreneurs look like?

5) What networks would be beneficial to young social entrepreneurs to further develop their social ventures?

6) What enabling factors would make the overall ecosystem of support for young social entrepreneurs more inclusive and effective?





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