DELIVERABLE D.T3.1.1

COACHING MATERIAL ABOUT INNOVATION PROCESSES

VERSION 1/DRAFT

PP8 MUNICIPALITY OF KIELCE/KIELCE TECHNOLOGY PARK

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Introduction to coaching material about innovation.

Material Description: Introduction to the field of social innovation that covers areas such as defining the context for social innovation, overview of basic terminology characteristics and patterns of social innovation. Material introduces participant of coaching's with the concept of social innovation ecosystem and sets grounds for understanding social innovation as a cross sectoral and multi-disciplinary theme.

Material Objectives: Objective is to introduce a training participant with basic definitions and terminology in social innovation, to showcase regional examples and context in which social innovation emerges as well as to give fundamental framework for understanding the importance of social innovation through different socio-economic sectors, as well as impact of social innovations on individuals and the community.

Learning Outcomes: By the end of coaching sessions based on this material participants will be able to successfully use the terminology and to independently recognize and evaluate social innovation as well as its impact on the social environment in which it occurs. Will be able to understand multidisciplinary character of the topic, identify and explain factors that influence the creation of opportunities for social innovations and social-entrepreneurial endeavours.

Chapter 1: Innovation. Introduction, general definitions.

WHAT IS INNOVATION?

Innovation goes far beyond R&D

It goes far beyond the confines of research labs to users, suppliers and consumers everywhere – in government, business and non-profit organisations, across borders, across sectors, and across institutions.

The Oslo Manual for measuring innovation defines four types of innovation: product innovation, process innovation, marketing innovation and organisational innovation[1].

How to categorize innovation?
The term innovation is very versatile and is frequently inflated. A clear definition of the term is important for a clear, common understanding in companies. To this end, there are various types of innovation with regard to the object of innovation and the degree of innovation. This knowledge of classification is necessary for innovation management.

Object of innovation - what is being innovated?

Innovation can happen anywhere, whether it is a profit-driven or non-profit organization. It can affect the performance of the organization itself, i. e. the product or service, but also the structures of how the service is provided.

- **Product innovation**
  Products concern both material products and intangible services such as services that meet customer needs and are thus acquired by the customer. With product innovations, a company earns its money and tries to differentiate itself from the competition.

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[1] *Oslo Manual 2018; Guidelines for collecting, reporting and using data on innovation:* http://oe.cd/oslomanual

- **Service innovation**
  service innovations are like product innovations when it comes to selling them directly to the customer, e. g. insurance or management consultancy. Even if services are not actively sold, as in the case of manufacturing companies, each company still provides services to its customers, for example in logistics, complaints, sales advice, etc., even if they are not actively sold. This is also where innovation comes in when it comes to differentiation and customer enthusiasm.

- **Business model innovation:**
  business model is the way a company functions and earns money. Business model innovation encompasses innovations in marketing, strategy, value creation, supply chains, cost structures or pricing.

- **Process and technology innovation**:
  technological innovations, such as the creation of products and services. In principle, they are also process innovations. These include, for example, production processes or IT technologies for apps. Product innovations, quality improvements or cost savings often go hand in hand with process and technology innovations.

- **Organizational innovation**
  organizational innovations affect the process and organizational structure. These can be organizational process innovations or management innovations, e. g. optimizing delivery processes to reduce costs or new tools for measuring customer satisfaction.

- **Social innovation:**
  social innovations are innovations where the benefit lies with society and the purpose is not primarily profit. Examples include innovation in education, poverty reduction, equal opportunities and health.

- **Environmental innovation**:
  innovations that contribute to improving the environment are environmental innovations. This concerns for example environmentally friendly products, contributions to environmental protection or the avoidance of emissions[2].

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[2] *Oslo Manual 2018 Guidelines for collecting, reporting and using data on innovation* http://oe.cd/oslomanual

Graphic: Pixaby

WHAT IS SOCIAL INNOVATION?

Defining Social Innovation

'Social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress.

Social innovation is not the prerogative or privilege of any organizational form or legal structure. Solutions often require the active collaboration of constituents across government, business, and the non-profit world.' —Soule, Malhotra, Clavier[3].

The six stages of social innovation

These stages are not always sequential (some innovations jump straight into 'practice' or even 'scaling'). They provide a useful framework for thinking about the different kinds of support that innovators and innovations need in order to grow.

1) Prompts, inspirations and diagnoses.

In this stage we include all the factors which highlight the need for innovation – such as crisis, public spending cuts, poor performance, strategy – as well as the inspirations which spark it, from creative imagination to new evidence. This stage involves diagnosing the problem and framing the question in such a way that the root causes of the problem, not just its symptoms, will be tackled. Framing the right question is halfway to finding the right solution. This means going beyond symptoms to identifying the causes of a particular problem.

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[3] https://www.gsb.stanford.edu/faculty-research/centers-initiatives/csi/defining-social-innovation

2) Proposals and ideas.

This is the stage of idea generation. This can involve formal methods – such as design or creativity methods to widen the menu of options available. Many of the methods help to draw in insights and experiences from a wide range of sources.

3) Prototyping and pilots.

This is where ideas get tested in practice. This can be done through simply trying things out, or through more formal pilots, prototypes and randomised controlled trials. The process of refining and testing ideas is particularly important in the social economy because it's through iteration, and trial and error, that coalitions gather strength (for example, linking users to professionals) and conflicts are resolved (including battles with entrenched interests). It's also through these processes that measures of success come to be agreed upon.

4) Sustaining.

This is when the idea becomes everyday practice. It involves sharpening ideas (and often streamlining them), and identifying income streams to ensure the long term financial sustainability of the firm, social enterprise or charity, that will carry the innovation forward. In the public sector this means identifying budgets, teams and other resources such as legislation.

5) Scaling and diffusion.

At this stage there are a range of strategies for growing and spreading an innovation – from organisational growth, through licensing and franchising to federations and looser diffusion. But scaling is a concept from the mass production age, and innovations take hold in the social economy in many other ways, whether through inspiration and emulation, or through the provision of support and know-how from one to another in a more organic and adaptive kind of growth.

6) Systemic change.

This is the ultimate goal of social innovation. Systemic change usually involves the interaction of many elements: social movements, business models, laws and regulations, data and infrastructures, and entirely new ways of thinking and doing. Systemic change generally involves new frameworks or architectures made up of many smaller innovations. Social innovations commonly come up against the barriers and hostility of an old order. Pioneers may sidestep these barriers, but the extent to which they can grow will often depend on the creation of new conditions to make the innovations economically viable. These conditions include new technologies, supply chains, institutional forms, skills, and regulatory and fiscal frameworks. Systemic innovation commonly involves changes in the public sector, private sector, grant economy and household sector, usually over long periods of time[4].

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[4] TOWARD A THEORY OF SOCIAL INNOVATION Kristen Pue, Christian Vandergeest, and Dan Breznitz: http://www.transitsocialinnovation.eu/content/original/Book%20covers/Local%20PDFs/216%20SOCINN%20White%20Paper%20SI%20theory%202016.pdf

When does social innovation occurs:

Social innovations often emerge in :

1. fields where problems are intensifying (from diversity to conflict, to climate change and mental illness),

2. in fields where existing models are failing or stagnant (from traditional electoral democracy to criminal justice)

3. In fields where new possibilities are not being adequately exploited (e.g. Mobile technologies and open source methods)

There are many social challenges (political, technological and economic changes) that existing structures, policies and institutions have failed to address.

• Some of these have been present for a long time: unemployment, marginalisation, child poverty, growing inequalities, addictions, homelessness.

• Some are emerging over the past decades: rapidly growing aging population, climate change, obesity, demographic shifts, financial crisis.

All of these result in growing awareness that institutions and structures as they are currently constituted are incapable of dealing with the complexity and scale of these challenges. There is a need for new approaches, problem solving methods and ways of sustainable impact and collaboration5.

There are many social innovations, still there are some areas where there is an urgent need for new solutions. These are:

• Rising life expectancy

• Climate change

• Growing diversity of countries and cities

• Stark inequalities

• Rising incidence of long term conditions

• Behavioural problems or affluence

• Difficult transitions to adulthood.[6]

SUMMARY
- There is no final and ideal definition of social innovation.
- Social innovation is transformative.
- Social innovation has a distinctive character (from technology to culture and values).
- Due to complexity of issues social innovation is not ˝one size fits all˝ - there is no single valid model for all types of social innovation.

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[5] Christian Wahl, D. (2017). The transformative power of social innovation – Age of Awareness – Medium. [online] Medium. Available at: https://medium.com/age-of-awareness/the-transformative-power-of-social-innovation-ab537d9e5d52

[6] Murray, R., Mulgan, G. and Caulier - Grice, J. (2008). How to Innovate: The tools for social innovation. [ebook] The Young Foundation and NESTA. Available at: https://youngfoundation.org/wp-content/uploads/2012/10/How-to-innovate-the-tools-forsocial-innovation.pdf

Chapter 2. Tools and approaches for development and support social innovation.

How CAN YOU introduce and implement a social innovation?

1. FIRST FRAME THE QUESTION

All innovations start with a central idea.

But the idea itself is often prompted by an experience or event or new evidence which brings to light a social need or injustice. Some organisations initiate the prompts themselves – using feedback systems to identify possible problems. Creative leaders can use symbols and demonstrations to prompt social imagination. In many cases, research, mapping and data collection are used to uncover problems, as a first step to identifying solutions. One of the critical challenges at this stage is in identifying the right problem. A 'good' problem contains within it the seeds of the solution. The trick is in framing the question.

Like medicine, the key issue in social policy is one of diagnosis, of going beyond the symptom to the cause. Once the problem is recognised, it needs to be interrogated, and contextualised. This is the process of reformulating the problem in such a way as to stimulate workable solutions. Those running ideas competitions for the crowdsourcing of innovations say that it is the stage of framing a good question which is the key to the competition's success.

All of the methods that follow are not only prompts, but also steps towards refining the question and generating a solution.

Triggers and inspirations

1) **Crisis.** Necessity is often the mother of invention, but crises can also crush creativity. One of the definitions of leadership is the ability to use the smallest crisis to achieve the greatest positive change. Many nations have used economic and social crises to accelerate reform and innovation and in some cases have used the crisis to deliberately accelerate social innovation

2) **Efficiency savings**. The need to cut public expenditure often requires services to be designed and delivered in new ways.

3) **Poor performance highlights the need for change within services**. This can act as a spur for finding new ways of designing and delivering public services.

4) **New technologies** can be adapted to meet social needs better or deliver services more effectively

Recognising problems

Problems need to be recognised. Too often they are hidden, or marginalised. Or there is a belief that nothing can be done about them.

Mapping needs to estimate the existence, nature and distribution of the actual and potential need for goods and services, specifically where the need is a social need

Identifying differential needs and capacities through market research, consumer categories and geo-demographic segmentation techniques. Segmentation is becoming increasingly important

to social innovation in fields such as health (sometimes under the misleading label 'social marketing') – where policies and programmes that work well for one group may fail for others.

New perspectives

New ideas are often prompted by new ways of seeing that put familiar things in a new light. These may be paradigms or models, and may be encouraged by formal roles that are designed to help organisations think in fresh ways.

Making problems visible and tangible

Social phenomena are not automatically visible. One of the crucial roles of social science, and of statistics, is to bring patterns to the surface that are otherwise invisible to people living within them, or governing them. Seeing an issue in a new way can then prompt more creative thinking about alternatives

Commanding attention In today's media-intensive environment, one of the most valuable resources is attention. Without it, social change is painfully slow. A key stage in many innovations is securing people's attention – particularly of those with power.

Foto: Pixaby

2. DIAGNOSE PROBLEMS YOU FACE

Diagnosing problems is a first step to developing solutions. A key challenge is to get to the underlying causes of a problem. To a hammer every problem looks like a nail. It's always easier to deal with symptoms rather than causes. Some of the methods for digging deeper involve the analysis of systems while others involve mobilising people's own experiences and perspectives.

The diagnostic process.

The gathering and presentation of data requires a process of interpretation. This should ideally include those involved in the implementation of ideas and those affected by the proposals. Often there are conflicting interpretations, which can only be settled by trying out the suggested alternatives in practice.

Diagnostic professions.

Many professions – from medicine to engineering – have their own framework for diagnosis, of looking beyond symptoms to causes. Some of the most interesting insights come from analysts of human behaviour – anthropologists, psychoanalysts, and sociologists. In analysing an issue or a set of data, it is useful to have the perspectives of a variety of professional disciplines, as each 'reading' will suggest different ideas for action.

3. USE ONE OF THESE METHODS:

Systems thinking models

Aim to analyse all the many feedback links that may help to explain why, for example, a community remains poor, or why a group of young people don't find work. These models have to use multiple disciplines and include practical as well as academic knowledge. At their best they give insights into where action can be most effective.

Proposals and ideas

Asking the right question is the first step to finding the right answer. But once the right question has been framed, there are a series of methods for searching out and suggesting solutions. Some of **methods are specifically designed to encourage creativity and new ideas** – such as competitions and prizes, online platforms and idea banks. Others are adapted from neighbouring fields, such as the **arts and product design**.

Imagine possible solutions, there are a series of methods, especially within the field of design, which bring people together to develop solutions. Often this is called 'co-design'. Increasingly, some of these approaches are being used within the public sector to re-design services.

WHAT IS CO-DESIGN?

There is much in Co-Design for creative professionals. But, what are we talking about when we talk about Co-Creation or Co-Design? Co-Design is a process involving end-users, customers and other relevant stakeholders in the design process to ensure the outcome meets their needs. It is based on four steps:

  I.   **engage,**
 II.   **understand**
III.   **ideate**
 IV.   **validate.**

Co-design is a well-established approach to creative practice. It has its roots in the participatory design techniques developed in Scandinavia in the 1970s.

Co-design is often used as an umbrella term for participatory, co-creation and open design processes. Co-design reflects a fundamental change in the traditional designer-client relationship. Through the co-design approach, a wide range of people can help to define and find solutions for problems creatively[7].

This approach goes beyond consultation. Instead, all stakeholders affected by or attempting to resolve a particular challenge build and deepen equal cooperation. A key tenet of co-design is that users, as 'experts' of their own experience, become central to the design process.

A co-creation process can enable organizations/ projects to:

- find a connection between groups that would normally not collaborate;
- raise awareness and sensitivity towards important issues with certain groups/individuals
- create a safe space for sharing
- create a common understanding
- empower minority perspectives

You can get to know about co-design in following webpage:
http://www.cocreate.training/

https://www.youtube.com/watch?v=54HTo63K4D4&feature=emb_logo

Think differently

New solutions come from many sources – e.g. adapting an idea from one field to another, or connecting apparently diverse elements in a novel way. It's very rare for an idea to arrive alone. More often, ideas grow out of other ones, or out of creative reflection on experience. They are often prompted by thinking about things in new or different ways. Here, we outline some of the processes that can help to think and see differently.

- **Starting with the user** through user research and participant observation, including ethnographic approaches such as user/citizen diaries, or living with communities and individuals to understand their lived worlds

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[7] *THE CO-CREATE HANDBOOK FOR CREATIVE PROFESSIONALS* http://www.cocreate.training/wp-content/uploads/2019/03/co-design_handbook_FINAL.pdf

PARTICIPATORY METHODS - USER DRIVEN APPROACH

USER-LED DESIGN

Users are often best placed to identify their own needs and come up with ideas about how best to meet them. In practice much of what is called 'user-led design' would be better described as 'user engagement in design', with designers and professionals still playing key roles as orchestrators and facilitators

- Re-designing services with users and producers such as the work undertaken by design consultancies
- Creative thinking methods such as Edward De Bono's 'Six Thinking Hats' and 'Lateral Thinking'
- Quality circles are a group of employees who volunteer to meet up to identify, analyse and solve work-related problems. They present their solutions to management who are then responsible for implementing these new ideas. The aim is to tap into the experience and insight of front line workers, who are often best placed to identify problems.
- Engaging citizens through media.

PARTICIPATORY PROCESS

Most of today's public & private services are part of a greater, wider array of products, services and stakeholders, who serve the lives of diverse populations and various types and sizes of organizations and companies. Increasingly, the needs of people and the use situations are driving innovation. Products & services are challenged to not only fit into people's lives, but allow people to reinvent how they participate in the world.

One goal when creating new products, services or experiences is that they should integrate seamlessly into people's lives. This has great implications for how people are studied and participate in the design process.

> **You can use a simple approach how to use participatory process and easily go though it basing on steps and guidelines from TOOLBOX OF SMART PARTICIPATORY METHODS & TOOLS, created in frame of URBANINNO project, funded from Interreg Central Europe, click here for more details:**
> **https://www.user-participation.eu/**

Shortly about the toolbox:

WHAT IS IT?

A toolbox of Smart urban innovation participatory methods & tools is a unique tool that will help you engage end-users (citizens, consumers) into urban innovation process (developing urban development strategies, smart urban solutions, services or technologies).

WHO IS IT FOR?

The toolbox is designed for advanced users, which means that you need at least some basic experience with participatory processes (like participatory workshops). In case you don't have that, you can find a list of experts for moderating and facilitating the participatory process in your language (to be provided at the later stage).

HOW TO USE IT?

Toolbox will guide you through the planning of participatory process step-by-step, so the best way is to follow it through starting at step one.
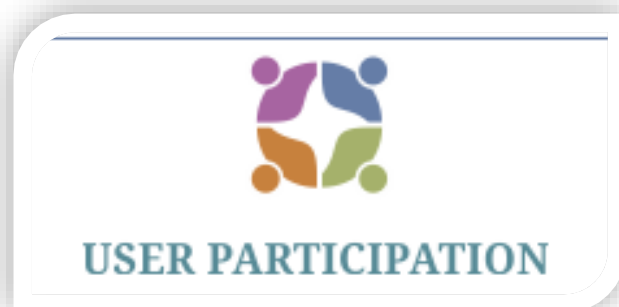
HOW TO PLAN PROCESS

Step 1: Defining a problem & objectives

Defining a challenge and objectives of the process is crucial for the success of the collaboration with end-users. You might review your definition of the problem or objectives after first interaction with target groups to make it clearer.

Step 2: Building relationships

Building relationships is the first step, and is revisited for subsequent events in this continuous and ongoing process. It shows combinations of ICT tools and steps to be taken for reaching out and starting the first interactions with the target group.

Step 3: Invitations

Describing combinations of ICT tools for sharing and signing up to invitations of your interactive event.

Step 4: Starting interactions

Engage stakeholders before the event by interacting with them, giving them opportunities to give input leading up to the event.

Step 5: Participatory methods

Different participatory methods you can use at physical meetings with your target groups and stakeholders with some practical tips deriving form practice.

Step 6: Documentation

Different ways of preparing and carrying out the documentation at the event using existing technology and ICT tools.

Step 7: Follow-up

Tools and checklist for getting back to participants following the event.

Step 8: Continued Interactions

System for curating prolonged interaction of the participants from the event based on level of engagement[8].

Open innovation

The term open innovation means a situation where an organisation doesn't just rely on their own internal knowledge, sources and resources (such as their own staff or R&D for example) for innovation (of products, services, business models, processes etc.) but also uses multiple external sources (such as customer feedback, published patents, competitors, external agencies, the public etc.) to drive innovation[9]**.**

Some examples:

- **Calls for ideas** involve asking a wide range of people to suggest ideas for strategy, projects, experiments, grantees or solutions to particular problems. There are a range of organisations which call for ideas: Social Innovation Camp, for example, launches a call for ideas to receive suggestions for projects in advance of its weekend-long events; Innovation Exchange use calls for ideas to solicit ideas for potential projects;
- **Ideas marketplaces**, such as the World Bank's Development Marketplace which seeks ideas from development practitioners and their own staff, and then provides support to the winners.
- **Competitions and challenges** can be an effective means of uncovering new sources of social innovation. They can also help accelerate the development of new solutions to social problems. Unlike the private market, however, competition is not always the driving force behind the development of new innovations in the social economy. This means that competitions need to be structured in such a way that participants have the opportunity to collaborate, share and learn with each other.
- **Ideas banks** were pioneered by the Institute of Social Invention in the UK, Global Ideas Bank – an online repository of ideas and experiences – that has a database of 4,000 ideas online, receives a quarter of a million visitors a year, and, of those, 160,000 voted for one or more ideas. These websites include a vast range of ideas – everything from the brilliant to the downright absurd.

Open innovation has many positive qualities.

1. The organization does not only use its own solutions, but also uses ideas from outside

Open innovation is an idea that companies do not have to close their activities only within the limits of their own abilities. Continuous development of research and development departments is not a bad solution, but this model assumes high costs, which we will spend on the development of research departments, as well as on the subsequent protection of the intellectual property generated. Equally effective, and cheaper and more beneficial for the environment, may be opening up to innovations and solutions that arise in other companies. Then, thanks to cooperation, we achieve the business goal, we do not lose funds, and our solutions can serve the society.

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[8] https://www.user-participation.eu/

[9] https://www.oxford-review.com/oxford-review-encyclopaedia-terms/encyclopaedia-open-innovation-definition-explanation/

Example from big company:

An interesting example is the company Procter & Gamble (P&G), known primarily for the production of cosmetics and personal care products. The company carries out many activities that require advanced technologies or solutions that are not related to its core business. To be able to do this, P&G actively seeks solutions from external suppliers. On the company's website, you can find a tab containing a list of tenders for services that P&G needs at the moment. Each potential supplier may decide to cooperate with the cosmetics giant to use their skills, earn and enrich the company's portfolio.

Example from sme:

The idea of open innovation is also used by small and medium-sized enterprises. The Giganci Programming IT and training company, which has been operating since 2015, and runs programming courses for children and teenagers, used, among others, ready-made, innovative languages and tools for learning programming, such as Scratch and App Inventor, which were created at the Massachusetts Institute of Technology in the United States. It is therefore a great example of using existing technological solutions to develop your own product offer in the formula of open innovation.

2. The company establishes cooperation with specialists from outside the company

By using the solutions of external suppliers, you choose the knowledge and skills of people who work outside the structures of your company. The fact that it is possible means that you do not have to hire the best specialists in your industry to use their ideas - it is enough to establish project cooperation within a specific order, in line with the open innovation model. Thanks to this, you will have access to the most modern solutions, and at the same time you do not have to hire expensive specialists inside your own organization. Also in this situation, both parties benefit - you spend less money on a ready solution or its production, while the specialists with whom you worked can use the acquired knowledge and experience in their further professional work, also for other companies.

3. You don't have to be the first to reap the benefits of innovation

Many people may be asking themselves to what extent all the features of open innovation correspond to the iron rule of the market that you will win if you have a competitive advantage. We answer - this principle also applies to open innovation. However, in this case, your advantage will not be that you are the first, but that you are able to plan your company's development well. In such a way that it does not depend on the fact that you or your employees have to come up with more and more creative solutions. The world's giants can afford it, but small and medium-sized entrepreneurs - naturally not giving up trying to discover new solutions - not always. Therefore, they should use those concepts that are good, effective, and accessible. After all, you have to remember that investing in your own development research does not always have to give you a competitive advantage. Working on a new product or process takes a long time, and the competition is awake and working on their own solutions that may be even better. Perhaps also here the solution should be cooperation in the formula of open innovation?

4. The company's success is the effective use of available ideas, and not their continuous delivery

While, of course, no one will deny that staying ahead of the competition is good for the company, it is often difficult for small and medium-sized enterprises to compete effectively in the innovation race. Therefore, referring to the previous point, they should learn how to effectively use the already available ideas. Interestingly, it is often huge enterprises that prove that the key is the skilful use of existing ideas.

Example:

Onet-RASP - media giant efficiently uses innovative communication tools provided by global media and social media market leaders. Onet journalists have been broadcasting video broadcasts for several years, not only on their website, but also via Facebook. Their additional activity is creating content on thematic YouTube channels. As a result, Onet could offer recipients a way of communication tailored to them, using modern solutions of competition in the fight for the time of a potential Internet user. The innovative ideas of Facebook and YouTube are also used by small and medium-sized entrepreneurs, incl. to strengthen your own brand (YouTube vlogging) or advertise your products[10].

5. Open innovation does not label solutions

A good solution can be used in any industry, and thanks to open innovation, that's what happens. After all, this idea assumes that enterprises cooperate with various partners and do not block the flow of knowledge, skills, licenses or technology. This means that a given innovation can be used by specialists from various industries, and the solutions themselves can therefore develop even faster.

4. PARTICIPATION

These methods are still being experimented with, and are as much about creating a culture of openness to ideas as they are about generating ideas themselves.

- Platforms for engaging citizens
- Processes for involving children in generating innovations, decision making, urban design, planning, and school management.
- Participatory planning
- Citizen petitions and other online platforms for capturing citizens' ideas on a range of matters including public service improvement.

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[10] based on https://siecotwartychinnowacji.pl/baza-wiedzy/5-cech-otwartych-innowacji/

Graphic: Pixaby

Facilitating participation

There are also a range of techniques – widely used in the developing world – for engaging participants in more effective and meaningful ways. Many meetings remain unproductive and uncreative they may not always be the place where new ideas first come into people's heads, but they play a crucial role in innovation. However they are decisive in shaping ideas and building support. Much attention is now being given to meetings to make them more effective – sometimes with much more open processes, sometimes with much more formal structures. Face to face meetings remain the most important in generating commitment to innovations, but increasingly technologies of all kinds are helping to transform meetings, enabling people to interact verbally, visually, and through simulations.

- **Events and conferences for networking and learning**
- **Virtual meetings and conferences**
- **Webinars**
- **Participatory workshops**
- **Dialogue Café**

There are different types and forms of platforms, but in the main, they involve giving people the tools and resources they need to organise themselves.

The various stages from design, testing, development and diffusion occur almost simultaneously.

✓ **Information platforms.** This includes websites which provide user generated information provides information on a variety of local resources.

✓ **Platforms for connecting.** This includes social networking websites like Facebook, as well as websites which aim to connect people together in real life for particular causes like Meetup; https://www.meetup.com/ an online platform which enables people to organise meetings and events. There are thousands of meetups across the world taking part in a range of activities, from yoga and language lessons to campaigning and networking.

✓ **Platforms for pro-ams**, that is, people pursuing amateur activities to professional standards. Examples range from Wordpress to projects like the School of Everything that blurs the boundary between formally accredited professionals and others that provide similar services.

✓ **Co-production platforms**. Traditionally, we think of businesses providing and charging customers for a particular service. With platforms, the distinction between customers and producers dissolves as 'customers' produce services themselves. There are also a number of clothing companies and boutique design agencies which have adopted this 'design and order' approach. Here, customers are co-producers and co-creators.

✓ **Online laboratories** equip innovators with the tools to carry out their own experiments. The aim of this virtual lab is to share expensive equipment and educational materials related to lab experiments as widely as possible to support distance learning and distributed innovation.

✓ **Peer-to-peer platforms** are distributed and do not require central co-ordination. Users make their resources (time, disk-storage etc),available to other users for free. This includes file-sharing services. Peer-to-peer platforms can be characterised by decentralisation, self-selected participation, self-allocated tasks, community based moderation, and diversity of participants.

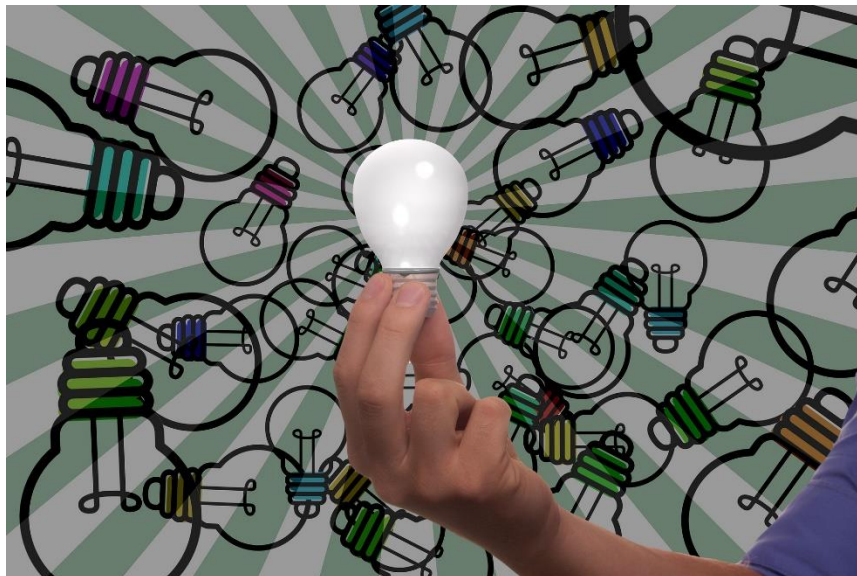## PROTOTYPE AND PILOT PROJECTS

Once a promising idea has been proposed, it then needs to be tested in practice.

There are many methods in use for testing ideas out and refining them, ranging from the formal methods of randomised controlled trials to pilots and experiments. Social entrepreneurs often dive into practice and hope to learn quickly without using formal evaluations or tests.

- **Prototyping** refers to the design of a working model of a product or service that can be used to test out the reactions of potential clients and providers. The concept comes from manufacturing, but is increasingly used to refer to services as well.

- **Fast prototyping** emerged first in the software field, the idea being that faster implementation would speed up learning. This idea has now spread into service prototyping and the social field – and organisations that aim to move quickly to put new ideas into practice (albeit on a very small scale) to learn quickly about what might work.

- **Slow prototyping** is only beginning to be used as a term to refer to situations where new capacities are necessary for a new model to succeed. Fast prototyping methods are bound to fail in such circumstances.

- **Proof of concept** testing occurs before the prototyping stage and is a method for testing the idea – rather than the product or service. It usually involves asking members of the target audience to assess, rate and/or refine the product or concept.

- **Beta testing** usually follows prototyping and concept testing and moves testing out to the users' actual environment for a 'real-world' test. The service/product is introduced to a small number of people who are then tasked with trying it out and reporting back any problems to designers and manufacturers.

Graphic: Pixaby.

- **Partnership pilots** that bring together the public sector, philanthropists and NGOs to test out alternative models of provision. The work on eldercare by Atlantic Philanthropies in Ireland is a good example of this.

- **Public pilots and experiments** use formal evaluation methods, and in some cases, controls. Pilots usually freeze a model for a period of time, and then measure its impact, sometimes in a number of different locations.

Chapter 3.

HOW TO FINANCE YOUR IDEA?

FINANCING POSSIBILITIES FOR SUPPORTING SOCIAL INNOVATION

Finance

A wide range of financial tools can be used at these early stages: small grants, convertible loans, to quasi equity, prizes, direct commissions, and tendering. Some of the most useful approaches link money to development.

Some of the examples:

- ✓ **Grants and support for early ideas.**
- ✓ **Small grants** aimed at community organisations and local groups, usually to shape and demonstrate innovations involving volunteers and/ or community action.
- ✓ **Prizes and public challenges** can be an effective means of distributing funds and incentivising innovation.
- ✓ **Funding for incubation**
- ✓ **EU grants**
- ✓ **National or local funding**

Public Finance: methods to generate internal innovation

The generation and adoption of innovation within the public sector depends on how money and accountability are organised – how public budgets are developed and agreed, and which structures of taxation and financial accountability promote rather than hinder innovation.

- ✓ **Dedicated innovation funds and internal public venture funds**
- ✓ **Social clauses in public contracts**, for example, to promote innovative methods for employing unemployed people, those with disabilities or to reduce carbon footprints.
- ✓ **Open forms of consultation and participation**
- ✓ **Participatory budgeting** enables citizens to define local priorities and allocate public money accordingly
- ✓ **Public subscriptions, lotteries, and competitions** provide another source of funding for activities at one remove from the state. In some countries (e.g. New Zealand), lotteries provide a primary source of funding for community ventures.

Philanthropic grants should be the ideal funding for social innovation. Donors can handle high levels of risk, and do not need the certainty of returns of the private sector. Yet there has been surprisingly little attention to how finance could best support innovation, and what mix of funding for individuals, teams The State The Market The Grant Economy The Household and enterprises works best, or how to stage funding to maximum effect. We anticipate rapid evolution in this space as philanthropists develop more sophisticated hybrid tools that can combine grants, loans, and equity.

Grant giving

Increasingly, donors are trying to avoid some of the limitations of traditional grant funding. Some are using prize funds to catalyse innovations and others are treating grants more like investments – alongside project involvement, technical support, continuous funding, and the coverage of core costs.

- ✓ **Direct funding for individuals**

- ✓ **Award and recognition prizes** are intended to celebrate or mark a person or organisation's achievement. These prizes have become increasingly popular over the last decade for rewarding social entrepreneurs, non-profit organisations, and others working in the field.

- ✓ **Intermediaries** who allocate grants for specific projects on behalf of the donor, for example in the cultural sector.

- ✓ **Micro R&D grants** for concept development and prototyping

- ✓ **Initial Public Offerings** (IPOs) originally used by companies to sell shares to the public, are now used by non-profit organisations to secure longer-term funding with a detailed pledge to provide a social return on the 'investment'

- ✓ **Grants as investment** including tapered grant funding, public equity, and preference shares

- ✓ **Inverse tapering**: grant growth based on performance. Organisations that advise donors and funders how to give more effectively and closely monitor the performance of the charities with which they are engaged. New Philanthropy Capital in the UK and Geneva Global in the US perform this role.

- ✓ **Social innovation partnerships**: tax holidays and contributions in kind.

Improving the grant relationship

There are a range of intermediaries and online platforms which are attempting to improve the relationship between those giving and those receiving grants, often by linking the two together in more efficient and effective ways. In this field, the web offers new ways to cut costs and widen connections. Websites like Kiva, which connect donors with social entrepreneurs, have already been making these links. Experiments in 'crowdfunding' potentially enrich the gift relationship, and democratise the sector's source of finance.

Creating a business

Turning a good idea into something sustainable outside of the public sector depends on a business model – a clear idea of how it will generate a sufficient income stream that covers more than costs. Effective supply and effective demand need to be brought together. Effective

supply means that whatever is being provided has been shown to work and to be cost-effective. Effective demand refers to the willingness of someone to pay for what's on offer, which may be a public agency or the public themselves.

- **Innovative business models.**

The business concepts of the social economy require as much care and creativity in their generation as the social ideas. The two are best developed together to sustain and reinforce each other. For social enterprises, the business model represents a strategy for sustainability. It needs to be simple, persuasive and striking, since along with the social idea, it is a key part of a venture's attraction. Business models that work are themselves a prime area for social innovation. They are as diverse as business models in commercial markets, ranging from direct service provision to commissioners, through models that create value for customers to models similar to those around the web that share knowledge and intellectual property.

- **Business strategies.**

The context for a business model is a business strategy about how the proposed venture is positioned on the economic field of play. There will be key points of control in any sector of production. In some it is retailing and distribution; in others it is a key stage in processing; or in knowledge management systems; or the control of a key input such as a critical site or personnel (as in sport). Mapping a sector will suggest the points at which a new social venture has the best chance of success, and of influencing the way the sector works.

- **Incomes and outcomes.**

There are a range of social business models that involve recognising the potential value of a venture's assets and disaggregating its activities to generate alternative income streams. Particularly instructive for social ventures are the lessons from the business models adopted by web companies which, like social ventures, have an interest in maintaining free access, while at the same time generating revenues indirectly as the result of the response that the free service attracts.

- **Business plans.**

Business models together with business strategies then need to be turned into business plans. Although it is rare for a social venture to be a straightforward implementation of a blueprint (it is much more like a process of discovery and unfolding), plans help to clarify tasks, milestones, and sequencing – for example of investment in people, equipment and market growth. Business plans cannot design the future, and few survive their first encounters with reality. But they provide a chart for a venture's theatre of operations and demonstrate the competence of those engaged in taking the venture forward. 109) Business plan assessment methods. There are many methods that help to define business models and business plans.

Chapter 4. Examples of good practices of finding a solution for social problems in cooperation with altruistic entrepreneurs.

Stories and examples are collected by CE RESPONSIBLE partners:

- ❖ Alma Mater Studiorum University of Bologna
- ❖ BRODOTO d.o.o.
- ❖ Budapest Chamber of Commerce and Industry
- ❖ Centre for Economic and Regional Studies, Hungarian Academy of Sciences
- ❖ E-Institute, Institute for comprehensive development solutions, LP
- ❖ Ikosom – Institute for Communication and Social Media
- ❖ Metropolitan City of Bologna
- ❖ Municipality of Kielce/Kielce Technology Park
- ❖ Slovak Centre of Scientific and Technical Information
- ❖ South Bohemian Agency for Support to Innovative Enterprising
- ❖ University of Applied Sciences Salzburg

You can find below one story from each project partner country.

AUSTRIA

Die Fairmittlerei – making the best of unused products

Topic/Sector of the Cooperation

- No Poverty

- Sustainable Cities and Communities

- Responsible Consumption and Production

Story of a Successful Cooperation

1	Title of the success story: Die Fairmittlerei – making the best of unused products
2	**Short introduction of the SE and AE** The "Die Fairmittlerei" is an association and example for waste avoidance by making a social contribution, as it sells usable, but not marketable non-food products at a small price to charitable organizations via their online shop (https://shop.diefairmittlerei.at/). The product range offered by Die Fairmittlerei extends from care products, detergents and cleaners, office supplies or furniture, to shoes and electronics – depending on what the cooperation partners can provide. For a better understanding of how the cooperation works, we want to make one example of such a cooperation partner: Henkel is a multinational chemical and consumer good company, which is organized in the three business units (1) Laundry & Home Care, (2) Beauty Care, (3) Adhesive Technologies. It is a perfect example of an Alturistic Entrepreneur, as it has anchored resource conservation and sustainability in the corporate culture, runs a number of partnerships with charitable organizations, publishes a yearly sustainability report, and has several external sustainability assessments (https://www.henkel.com/sustainability). Henkel hands on products that they can't sell to Die Fairmittlerei, who offers them at their webshop to charitable organizations at a small price (with a minus up to 90% of the selling price). While any user can see the products that are offered on the webshop, only registered charitable organizations that are based in Austria, can see the price of the goods, and order them. The "Die Fairmittlerei" also explains why they even take money for the products, and assure that it is only to cover their expenses, and not to make any profit.
3	**The social issue that the collaborators dealt with** According to the webpage of Die Fairmittlerei they want to contribute to the following three issues: (1) Save usable products from being thrown away (2) Support people in social needs and at poverty risk (3) Save the environment by using products

Story of cooperation

For various reasons, companies are sometimes not able to sell their products as intended, what often results in the products being thrown away unused. This is where the "Die Fairmittlerei" begins to intervene with its business model.

Companies can donate their leftover products to reduce piles of garbage, do something good for the society, and at the same time save storage space and disposal costs. The "Die Fairmittlerei" stores the donated products and sells them to charitable organizations via their online shop at an expense allowance. As a result, a win–win situation for all involved occurs, since donors avoid waste and costs by contributing to the society and receiver organizations spare money with which they can pursue other projects.

(https://www.youtube.com/watch?v=ApJK52X3tag)

With their innovative idea, Die Fairmittlerei acts as a pioneer in establishing cooperation networks between Altruistic Entrepreneurs and Social Entrepreneurs in Austria.

The association manages the entire interaction process between donors and receivers voluntarily and by winning major supporters, they create an environment that encourages other companies to join the already established cooperation network.

Therefore, it can be said that the "Die Fairmittlerei" is a prime example for creating social and environmental impact by establishing company cooperation and managing cooperation networks.

Basic Information

Name of the SE:	Die Fairmittlerei
Webpage / social media links:	https://www.diefairmittlerei.at/
Contact info (e-mail):	office@diefairmittlerei.at
Name and webpage / social media links of the AE:	Henkel: https://www.henkel.at/ Logwin: https://www.logwin-logistics.com/de/index.html

CROATIA

COLLABORATION FOR REFORESTATION

Topic/Sector of the Cooperation

- Climate Action

Story of a Successful Cooperation

1	**Title of the success story:** Boranka	
2	**Short introduction of the SE** **The Scout Association of Croatia** is a national scouting organization and the largest organization for children and young people in Croatia. The Alliance was founded in 1952 and has 60 years of experience in working with children and young people, and is also the heir to the 100-year tradition of the scout movement in Croatia.	

	Pulfer is a craft brewery located in Zagreb, Croatia As proud representatives of the Croatian beer scene, they are committed to create premium beer made with the highest quality raw materials.
3	**The social issue that the collaborators dealt with** After devastating wildfires in Croatia that happened in the past 5-year period, destroying hundreds of hectares of forests threatening both whole ecosystems and human lives, Pulfer Brewery and The Scout Association of Croatia started collaborating for the cause.
4	**Story of cooperation** The Scout Association of Croatia (biggest NGO in Croatia by the number of involved persons), with the support of Pulfer Brewery had started a crowdfunding campaign with the aim to regenerate the affected areas with reforestation. This way, they are gaining funds for the sake of the environment, resolving heavy problems which were partly influenced by the climate change and having a loud public voice therefore sensibilising the general public about the problematics. Pulfer has an "altrupreneurial" role on Boranka project in three forms: 1) PR for the Boranka campaign and reforestation process; 2) Naming their product after the initiative's name - Boranka; 3) Donating a percentage of every bought beer to the cause.

Basic Information

Name of the **SE**:	Boranka
Webpage / social media links:	http://scouts.hr/o-savezu/ Boranka crowdfunding campaign
Contact info (e-mail):	sih@sih.hr
Name and webpage / social media links of the **AE**:	Pulfer Brewery https://www.facebook.com/pg/PulferPivo/about/?ref=page_internal

CZECH REPUBLIC
Long-term partnership of TKP GEO & Domov sv. Anežky

Topic/Sector of the Cooperation

- Partnerships

Story of a Successful Cooperation

1	**Title of the success story** Long-term partnership of TKP GEO & Domov sv. Anežky
2	**Short introduction of the SE and AE** TKP GEO Ltd. (AE) is one of the biggest survey companies in the Czech Republic in land surveying and GIS for almost 30 years (originally GEFOS a.s.), located in České Budějovice. TKP geo won 3rd place in the National Award for Corporate Social Responsibility (category SME) in 2018. Domov sv. Anežky o.p.s. (SE) encourages the employment of the disabled and other socially excluded persons through the production and selling goods and services (e.g. in carpentry, weaving, ceramic, printing of promotional items, production of gifts and souvenirs and New Year cards, cleaning and maintenance work, maintenance of greenery etc.)

3   The social issue

Bad position of people with disabilities

4   Story of cooperation

TKP GEO Ltd. has been purchasing 100% wooden geodetic pins from the sheltered workshop of Domov Sv. Anežky in Týn nad Vltavou for more than 15 years. These geodetic pins are used by the company. The company was involved into the development of these pins. During the excellent regional cooperation, the total transaction is more than 5.3 million CZK. From the sheltered workshops of Domov Sv. Anežky the company also buys other promotional items.

Basic Information

Name of the SE:	Domov Sv. Anežky
Webpage / social media links:	https://www.anezka-tyn.cz/ / https://www.facebook.com/pg/Domov-sv-Ane%C5%BEky-225503771733/about/?ref=page_internal
Contact info (e-mail):	anezka@anezka-tyn.cz
Consent for publication (YES / NO)	NO
Name and webpage / social media links of the AE:	https://www.tkpgeo.cz/en/ / https://www.facebook.com/tkpgeo/

GERMANY

Betterplace cooperation.

Topic/Sector of the Cooperation

- Cross-sectoral / all SDGs

Story of a Successful Cooperation

Betterplace cooperation with financial institutions - Betterplace is a donation-based crowdfunding platform based in Berlin. They are one of the largest donation-based platforms in Germany. The platform allows the raising of funds for charities, but it also has been used by social entrepreneurs. Betterplace (or the Gut AG) which runs the platform is a stock company which re-invests its profit into the company.

Betterplace has created a number of corporate partnerships. For instance, it allows staff of corporates to volunteer time to non-profits. It has also partnered with a number of banks, creating white-label versions of the crowdfunding platform which serves as a local gateway to non-profit projects. The banks, regional Volksbanken and Sparkassen, support the platform and co-fund donation-based crowdfunding campaigns.

Since 2009, the platform Betterplace cooperates with the Payback company. Payback is a bonus system based in Germany and Austria founded by large retail stores. It was funded in 2000 and has a turnover of

about 281 million Euro. All large retail stores, supermarket chains, gas station chains and a number of other corporates participate In the Payback system, which renumerates payments in one of the associated stores through bonus points which then can be spent in the stores. The PayBack Spendenwelt allows to donate these bonus points to selected non-profits.

The cooperation allows the social enterprise GUT.org gAG (Betterplace) to make more donation-based crowdfunding platforms successful, for Payback it is beneficial because it allows the customers of Payback to exchange their bonus points for charity causes.

Basic Information

Name of the SE:	gut.org gemeinnützige Aktiengesellschaft
Webpage / social media links:	www.betterplace.org
Contact info (e-mail):	info@betterplace.org

HUNGARY

EMPOWERING BY YOGA

Topic/Sector of the Cooperation
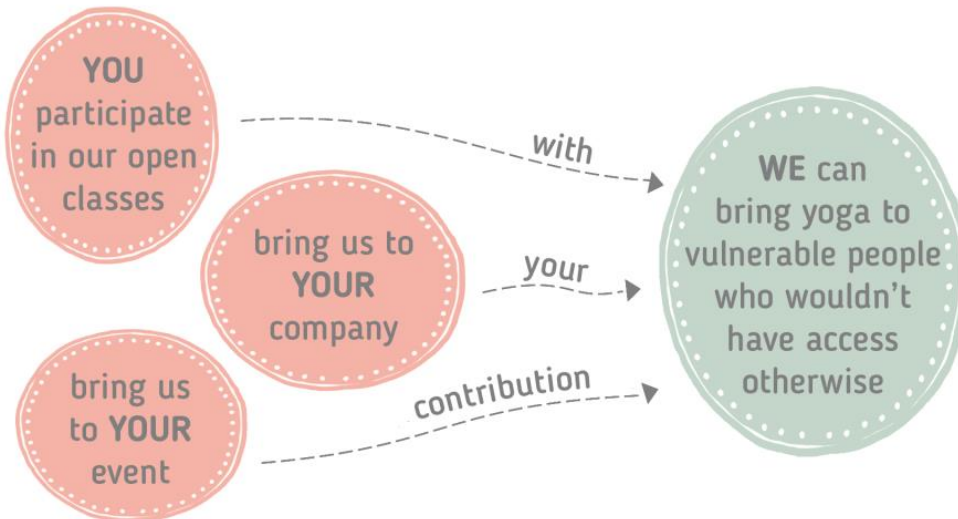
- Good Health and Well-Being
- Reduced Inequalities

Story of a Successful Cooperation

1	Title of the success story: EMPOWERING BY YOGA
2	Short **introduction of the SE and AE** AdniJoga (Giving Yoga) is a social business that offers yoga services, classes for businesses and use the income for another yoga lesson to margnialized people. Their mission is to bring the practice of yoga into the daily life of more and more people.
3	The **social issue** that the collaborators dealt with Marginalized people are struggling with deeply-rooted systems of discrimation, including economic, political, social, and cultural beliefs, norms, and laws. Discrimination against marginalized people is a major factor in poverty and inequality. As a result, these people often have challenges in accessing any kind of support service.
4	**Story of cooperation**

AdniJoga was created with the intention to help people who would otherwise not have access to yoga groups could try the yoga experience. The essence of the model is that the AdniJoga team runs a yoga class at profit-oriented companies and, in exchange for a fee lessons,

provide another lesson for people who are marginalized in society (residents of orphanages, refugees, injured people, criminals, etc.)

These sessions take a trauma-focused approach. So the AdniJoga team helps on two sides: for profit-oriented business employees and vulnerable groups.

Basic Information

Name of the SE:	AdniJóga
Webpage / social media links:	https://www.adnijoga.hu/en/
Contact info (e-mail):	adnijoga@gmail.com

ITALY

From Social agriculture to e-commerce: "LOCAL TO YOU"

Topic/Sector of the Cooperation

- Decent Work and Economic Growth
- Industry, Innovation, Infrastructure
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Climate Action
- Partnerships

Story of a Successful Cooperation

1. **From social agriculture to e-commerce: here is "LOCAL TO YOU"!**

2. **La Fraternità** is a social cooperative promoted by the Pope Giovanni XXIII Community Association, operating in the social-assistance, job placement and social rehabilitation for disabled, marginalized or disadvantaged people.

Local To You was founded in 2016 by some farms and social cooperatives in the Bologna area, including La Fraternità. It is a benefit company: for-profit but with a social mission.

3. La Fraternità believes in an anthropocentric conception of the economy, being certain that a productive activity must produce social well-being at all levels and obtain adequate economic recognition, so that it can be efficient and functional for the people's good. According to this perspective, social agriculture allows to combine the valorization of man's work with the preservation of the environment.

4. Local To You is an innovative company that promotes a conscious and healthy consumption thanks to the sale and home delivery of local organic fruits and vegetable products. It encourages the employment of disadvantaged people and gives particular attention to the ethics with which the products are grown. The project was born from the encounter between an idea of business and those who became the partners of Local To You: three social agricultural cooperatives.

Local To You products are grown exclusively with organic methods, without the use of synthetic chemicals, enhancing the entire agricultural ecosystem and exploiting the natural fertility of the soil without environmental impact, respecting the land and the workers who cultivated it. The online platform showcases seasonal, organic and local products, especially fruits, vegetables and cereals. A specific section of the platform presents the production companies.

Basic Information

Name of the **SE**: Il Cassero LGBTI Center	LOCAL TO YOU
Webpage / social media links:	https://www.localtoyou.it/
Contact info (e-mail):	mariagiulia.resca@lafraternita.com
Consent for publication (YES / NO)	Yes
Name and webpage / social media links of the **AE**:	LA FRATERNITA' http://www.lafraternita.com/

SLOVENIA

Cooperative "POMELAJ - Rural Development Hub"

Topic/Sector of the Cooperation

- No Poverty
- Sustainable Cities and Communities
- Reponsible Consumption and Production

Story of a Successful Cooperation

1	Title of the success story: COOPERATIVE "POMELAJ - RURAL DEVELOPMENT HUB"
2	**Short introduction of the SE and AE** Rural Development Cooperative Pomelaj z.o.o., was established in February 2003. The founders of the cooperative were Velika Polana, Črenšovci and Dobrovnik municipalities, companies LKC Velika Polana d.o.o and Dart Lendava d.o.o, Regional Development Agency Mura and individuals. Over the years, the ownership structure is changed.
3	**The social issue that the collaborators dealt with** Pomurje region is the least developed region in Slovenia. For more than two decades, region is faced with collapse of big industry factories, high unemployment, unqualified work force for changed needs, people coming from rural areas with a lot of economic and social issues.
4	**Story of cooperation**

Cooperative brings together people, who are using local resources and know-how to create their own jobs. Cooperative offers support in the form of educational programs, workshops, trainings, common marketing and retail of local products and services (local craft and food products). Cooperative is also functioning as daily working center, employing disabled people and vulnerable groups.

Other services:

- Touristic tours on the farm and learning about local crafts for individuals and groups
- Organizing educational workshops and events for schools
- Organization of summer festival with other local partners
- Catering services of cooperative's local food products
- Online store and webpage: where members of cooperative can promote sell their local products

Basic Information

Name of the SE:	ZRP POMELAJ, z.o.o
Webpage / social media links:	https://www.pomelaj.si/ ; https://www.facebook.com/pomelajmalapolana/
Contact info (e-mail):	info@pomelaj.si
Consent for publication (YES / NO)	YES
Name and webpage / social media links of the AE:	Today, individuals are owners of cooperative

SLOVAKIA

Dedoles – Responsible eShop

Topic/Sector of the Cooperation

- Decent Work and Economic Growth
- Responsible Consumption and Production
- Partnerships

Story of a Successful Cooperation

Dedoles – Responsible eshop reflecting on social, environmental and ethical issues

Dedoles is an eshop with an unique concept offering only quality clothing with original design that were manufactured in responsible way. The company´s philosophy supports human diversity, environmental protection, and ethical production. Dedoles cooperates with responsible brands only and socially responsible products are chosen the portfolio of products that are offered in the eshop. Furthermore the business concept incorporated environmental friendly campaigns in form of planting a tree for each sold pair of eco socks and donations from customers from voluntary roundups of final order price.[11]

The business concept creates a specific space of responsible textile products to be sold at one place and contributes to closing the niche, where responsible small producers and entrepreneurs can promote and sell their products.

Dedoles was facilitated by a cooperative Socialni Inovatori, which provides support with setting up business models and funding structures for social enterprises, prepares documentation for financial institution and fundraising, supports creation of strategic partnerships and ecosystems and brings enlightenment in the social economy and field visits. Socialni Inovatori established cooperation to finance social enterprises with the social bank TISE, and the constantly search for various financial resources options to support social entrepreneurship. [12]

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[11] https://www.dedoles.sk/filozofia

[12] https://www.socialniinovatori.sk/financovanie

Basic Information

Name of the SE:	Dedoles
Webpage / social media links:	www.dedoles.sk
Contact info (e-mail):	ahoj@dedoles.sk
Consent for publication (YES / NO)	(the information is retrieved from publicly available websites of companies or other publicly available articles)
Name and webpage / social media links of the AE:	Sociálni Inovátori/ www.socialniinovatori.sk / FB. @socialniinovatori

POLAND
THE LEWIATAN STORY

Topic/Sector of the Cooperation

- Good Health and Well-Being
- Quality Education
- Gender Equality
- Decent Work and Economic Growth

Story of a Successful Cooperation

THE LEWIATAN STORY
The Association of Private Employers of Świętokrzyskie Lewiatan was established in 2002 in Kielce. Is a regional association of the Lewiatan Confederation - the largest organization of employers in Poland. It is a voluntary, self-governing and independent organization in its operations, associating employers from the area of the Świętokrzyskie Province. ŚZPP Lewiatan Lewiatan is a member and one of the most dynamically operating Regional Unions of the Lewiatan Confederation - the largest employers' organization in Poland representing the private sector. The Confederation, as the only Polish employers' organization, has a representative office in Brussels and belongs to BUSINESSEUROPE - the largest European organization representing the interests of entrepreneurs and employers towards the European Commission, the European Parliament and other EU institutions. At the central level, they are seeking interests of the Świętokrzyskie SME sector companies. From a group of over 70 members, employing almost 5,000 employees. Organizes dozens of different on odzaju events of substance, of which the majority are destined Disable lifted for the business environment. Experts and employees of the ŚZPP Lewiatan office constantly monitor all aspects of the functioning of enterprises in the region and the country as well as the legislative changes introduced.

An important area of the company's activity is economic education of children and youth. The Association has been cooperating with the Świat Money Fund for many years, which is the publisher of publications for children and young people of the same title. They support all activities regarding, among others health of employees - he took the patronage of the "Cancer is Your Business!" campaign on cancer prevention in women. Implements projects of awareness and information that, among others, " We have working mothers!" Dedicated to entrepreneurs and young women, aimed at promoting flexible forms of

employment, supporting women in returning to the labor market after maternity leave and encouraging companies to employ them.

Basic Information

Name of the SE:	ŚZPP LEWIATAN
Webpage / social media links:	www.szpp.eu
Contact info (e-mail):	biuro@szpp.eu
Name and webpage / social media links of the AE:	https://www.facebook.com/lewiatan.pracodawcy.kielce/

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