



WP.T1_CONTEXT ANALYSIS

A.T1.1_RESEARCH

D.T1.1.4 Regional Report_Poland
SWR

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SUMMARY:

1. INTRODUCTION	6
2. METHODOLOGY	8
2.1 Quantitative part	8
2.2 Qualitative part	9
2.3 Stakeholder discussion	10
3. FORMAL LEGAL BASIS	10
3.1. Introduction	10
3.2. Strategic documents	12
3.2.1. National Programme of Social Economy Development	12
3.2.2. Regional Programme of Social Economy Development in Śląskie Voivodship by 2020	15
3.3. Legal bases for the operation of social enterprises and other social economy entities	18
3.4. Conclusion	20
4. SURVEY RESULT	21
4.1. Purpose and scope of the survey	21
4.2. Results - presentation and interpretation	22
4.2.1. Respondents role in the company / organisation	22
4.2.2. Legal form of the company / organisation	22
4.2.3. Status of a company / organisation	23
4.2.4. Areas of operation	23
4.2.5. Level of services / manufacturing development	27
4.2.6. Financial results of WISEs - loss or profit?	28
4.2.7. Annual turnover of WISEs	28
4.2.8. Number of employees	30
4.2.9. Respondent's experiences with the employment of vulnerable groups' members	31
4.2.10. Assessment of the competences' relevance	32
4.2.11. Assessment of the competences' development	35
4.2.12. Most important factor of success - prevailed beliefs	37
4.2.13. Features of the WISEs and their intensity	37
4.2.14. Needs and availability of leadership and managerial ICT support systems or tools	39
4.2.15. Needs and availability of marketing ICT support systems or tools	40
4.2.16. Needs and availability of product and service ICT support systems or tools	40
4.2.17. Modernity of ICT tools and systems used by WISEs	41
4.2.18. Areas of operation and features of the WISE	42
4.2.19. Operation areas of the WISEs and their needs and availability of leadership and managerial ICT support systems or tools	45
4.2.20. Operation area of the WISEs and their needs and availability of marketing ICT support systems or tools	51
4.2.21. Operation area of the WISEs and their needs and availability of product and service ICT support systems or tools	54
4.2.22. Relevance and development of the competences of the vulnerable groups in WISEs	56
5. INTERVIEWS RESULT	63
5.1. Purpose and scope of the survey	63
5.2. Results of open coding	65
5.2.1. Overall assessment	65
5.2.2. 5.2.2. Leadership and management	65
5.2.3. Market and partners	67
5.2.4. Marketing	68
5.2.5. Tools and Technologies	69
5.3. Results of selective and axial coding	71
6. STAKEHOLDERS MEETING	78



6.1. Purpose and scope of the survey	78
6.2. Results of open, axial and selective coding.....	79
6.3. Summary and conclusions	84
7. SYNTHESIS OF THE RESULTS.	86
8. LIST OF REFERENCES	87
9. APPENDIXES	88
9.1. ANNEX No. 1 “RESULTS OF OPEN CODING”	88
9.2. ANNEX N. 2 OPEN CODES - CODES’ MARKS	175
9.3. ANNEX N. 3 “Axial and selective coding - data list”	176
9.4. ANNEX N. 4 - Transcripts of interviews with WISEs and stakeholders meeting.	181
9.5. Transcript of stakeholders’ meeting	401



TABLE OF FIGURES

Figure 1: Respondents' structure.....	22
Figure 2: Structure of surveyed companies / organisations - legal form	22
Figure 3: Structure of surveyed companies / organisations - legal status.	23
Figure 4: Number of organisations and time of their operations in particular areas.	27
Figure 5: Maturity of production / services in organization.....	28
Figure 6: Financial results of WISE's in 2016	28
Figure 7: Number of WISEs which have reached in 2016 the annual turnover in particular ranges....	29
Figure 8: Mean value of WISE's annual turnover including sales value and public subsidies	30
Figure 9: Employment structure in all of the WISE's jointly.....	30
Figure 10: The median value of employment in WISE	31
Figure 11: Respondent's experiences with the employment of vulnerable groups' members.....	32
Figure 12: Assessment of the competences' relevance - average value	34
Figure 13: Relevance of the competences.....	34
Figure 14: Assessment of the competences' development - average value	36
Figure 15: Assessment of the competences' development level.....	36
Figure 16: Results of the choice of most important factor of success	37
Figure 17: Features of the WISEs and their intensity.....	38
Figure 18: Needs and availability of leadership and managerial ICT support systems or tools	39
Figure 19: Needs and availability of marketing ICT support systems or tools	40
Figure 20: Needs and availability of product and service ICT support systems or tools.....	41
Figure 21: Modernity of ICT tools and systems used by WISE's	41
Figure 22: Legal form of WISEs represented by the respondents.	64
Figure 23: The developmental needs concerning managerial capacities.....	74
Figure 24: ICT use in management	75
Figure 25: ICT use in management.	76
Figure 26: Use of technologies facilitating the inclusion of vulnerable groups into working process. .	76
Figure 27: ICT use for getting new employees from vulnerable groups.	77

LIST OF TABLES

Table 1. Data concerning the effectiveness of the survey	21
Table 2. Areas of WISEs operation	24
Table 3. Average values of the features assessment of WISE operating in particular areas.....	43
Table 4. Needs and availability of leadership and managerial ICT support systems or tools - assessment for each operation area.....	47
Table 5. Needs and availability of marketing ICT support systems or tools - assessment for each operation area	52
Table 6. Needs and availability of product and service ICT support systems or tools - assessment for each operation area.	55
Table 7. Priority of competences' development - for all WISEs	57
Table 8. Priority of competences' development - for WISEs of 4.Training area	58
Table 9. Priority of competences' development - for WISEs of 7.Cleaning area.....	58
Table 10. Priority of competences' development - for WISEs of 15.Food services area	59
Table 11. Priority of competences' development - for "XXX" WISE.....	59
Table 12. Axial and selective codes.	71
Table 13. Stakeholders meeting - Results of open, axial and selective coding.	79
Table 14. Overall assessment - results of open coding.....	89
Table 15. Leadership and management - results of open coding	96
Table 16. Market and Partners - results of open coding	113
Table 17. Marketing - results of open coding.....	128
Table 18. Tools and Technologies - results of open coding	142
Table 19. Summary of data for the selective code category: "Needs in the scope of managerial skill development"	177
Table 20 Summary of data for the selective code category: "Needs and possibilities of the ICT use in WISEs"	178



1. INTRODUCTION

Work integration of disadvantaged groups - WISE, has become an important actor of social economy sector in Europe, even though official definitions of such entities are different in particular countries, or does not exist at all. WISEs could contribute and encourage innovative ways of employment and social integration of disadvantaged people. The framework of the present study builds upon the previous reports by the European Commission (e.g. "A map of social enterprises and their eco-systems in Europe") revealing that business performance of WISEs is severely hindered by the lack of ICT tools and proper knowledge to exploit such technologies. The focus of the study is on the Polish national environment, and it aims to contribute to the solution of common territorial challenges of WISEs in Central Europe area.

The main goal of the study is first: to understand how the lack of proper tools and competences negatively impact the growth of WISEs sectors, and second: what are the main factors influencing such conditions. Above mentioned findings should bring proposals of concrete actions how to overcome such deficits. Based on the in-depth study of the WISE sector and wider business environment in Poland, the attempt is to recognise and select innovative solution and technologies that can be applied to WISEs and to determine shortages requiring such innovative approaches. As such, it will be contributing to the common transnational challenges of the area.

In Poland official definitions of neither social enterprise nor work integration of disadvantaged groups (WISE) does not exist in legislation system. Instead the concept of 'social economy' is more prevalent. These include non-profit organizations carrying out economic activity, social cooperatives, Vocational Development Centres (ZAZ), Vocational Integration Centres (CIS) and non-profit companies.

Despite the lack of an unified legal act for social enterprises, it needs to be highlighted that the eco-system of social economy, including WISEs has developed strongly during the last few years. But it would be fair to state that this development is significantly driven by a substantial allocation of EU funds received by Poland (mainly: European Social Fund). National funding was mainly used to build institutions providing advisory services, promotional and informational campaigns and conducting research on this sector. Limited support was placed on direct support of social enterprises. If so - actions were focused on start-up and early phase of activities of social enterprises.

The present research is based on the Guidelines on Analysis Methodology, which was designed in the first three months of the project. All the data were collected between October 2017 and February 2018. Collection of data referred to specific thematic parts:

1. Background of the enterprises

As earlier stated - there is no legal definition of WISEs in Poland. WISEs have different legal form and are operating on the basis of various legal acts, which is affecting - among others - also ways of receiving subsidy and public funds. WISEs also operate in different sectors and have different business priorities. This thematic part aimed to reveal background information of enterprises and get a sense of their developmental performances strategies.

2. Leadership and management

The purpose of this thematic part was to recognise managerial ways and skills, which are crucial for the successful running of the enterprises. They affect common working climate and values, encourage or impede initiative for innovations, education and trainings. They play crucial work in achieving competitiveness in the market, good financial results and also contribute to the common inclusive growth in the society.

3. Market and partners

The purpose of this part was to reveal the strategies of public cooperation and business connections. The aim was to recognise whether there are any efficient and strong linkages of WISE with different partners on local, national and also transnational level, and how this contributes to their growth and



business employment. The focus was also on direct influence of such connection on vulnerable groups, their possibility of employment and working efficiency.

4. Marketing

The purpose of these thematic frame was to recognise various ways and the extend of the marketing techniques and practices in particular company. The focus was also on the linkage between marketing and ICT used.

5. Tools and technologies

The purpose of this part was to identify the extent to which ICT is known and used in the company. The focus was on the specific mind-sets of the management, encouraging or impeding the utilization of technological innovations in the company. Further, we wanted to recognise how is this technology serving specific working areas in the company, and what part thus ICT play in working process of vulnerable groups. The aim was to determine not just the obstacles, but predominantly good practices and specific ICT used in order to achieve good business performance.

The main goals of the research are as follows (as determined in Guidelines of Analysis Methodology - D.T 1.1.1):

- Recognising formal-legal basis framing political, social and economic systemic environments of WISEs
- determining specific managerial models and practices of the WISEs applied in relevant sectors
- determining specific products and services
- determining markets on which WISEs work as well as potential markets they could access
- determining specific shortcomings in terms of technology, management and skills
- determining tools (ICT based and other tools) and methods used on a regular basis in WISEs, such as:
 - Management support systems/tools (HR tools, evaluation tools, project management tools, collaboration tools, promotional tools, ...),
 - Information system tools (office automation, mail, ...)
 - Internal process support systems and tools (workflow management, product design, eCommerce tools, call centre management,
 - E-learning tools and document management tools
 - Product and services support systems and tools - sector specific tools (agriculture, tourism, waste management and recycling
 - Other tools and systems used in the WISE
- Assessing the specific needs of WISEs for innovative technologies, managerial models and practices: both the needs explicitly expressed by WISEs and those recognised as relevant within our analysis will be considered

2. METHODOLOGY

In order to a) recognise specific managerial models and practices used in relevant sectors, b) to determine common products and services of WISE, markets on which WISEs work as well as potential markets they could access, and nevertheless c) recognise specific technological shortcomings, the study deploys various research techniques. The study combines different research methods to ensure a complete picture of the explored problem.

In the beginning of the research, we deployed a compilation of secondary data and systematic audit of relevant documents, studies, documentation. This part of based on the desk research: reviewing relevant legislation, documents, existing studies for Poland and for the broader European context.

2.1 Quantitative part

Based on our desk research the quantitative survey questionnaire for the WISE representatives has been constructed in a way to cover all the key topics related to the goals of the work package. The questionnaire consists of 18 questions and a range of sub-questions. The size of the questionnaire has been adapted both (1) to the need to cover all of the key issues and provide the most relevant data needed for the national report and (2) to get and maintain each respondent's full attention and focus throughout the questionnaire in order to provide valid responses. Based on the latter requirement, the questionnaire has been constructed in a way that it can be completed in a normal situation in less than 15 minutes.

As agreed in the first project phase, studies were limited to entities that are registered and operating in Silesia region, with the assumption that their situation could be treated as relevant for entire country.

The targeted population consisted of those Silesian organisations that can be seen as WISEs, namely:

- social cooperatives (from the official register led by National Court - KRS)
- Vocational Integration Centres - CIS (from the register led by Regional Centre of Social Policy - ROPS, Silesia)
- Vocational Development Centres - ZAZ (from the register led by Regional Centre of Social Policy - ROPS, Silesia,
- non-profit companies operating in Silesia (based on SWR knowledge of sector as in the official register led by National Court - KRS such information is not available),
- non-governmental organizations (associations and foundation) actually running business operation or chargeable statutory activity (base on SWR knowledge of sector as in the official register led by National Court - KRS such information is not available).

Reaching the entire population of WISEs in Silesia region was highly limited due to the following reasons:

- information available from official registers (led by National Court) are very often not up to date as many organizations are not providing actual information on changes on a regular basis (e.i. that they decided to close activity and actually should not be visible in the registers any more),
- there is no possibility to distinguish in official registers those NGOs that are running chargeable statutory activity (such information are not gathered by National Court),
- it is not possible to distinguish NGOs that are actually running business operation from those that only registered possibility to run such activity.

SWR thus has made identification of WISEs on the basis of combination of data available from official registers, associations gathering specific type of bodies (such as association supporting social cooperatives) and its own knowledge on sector from previous projects and initiatives.



We have applied no particular sampling procedures for the social survey. Instead, we have targeted all of the available population as defined above. The difference between the population and the sample, implemented through the survey, is thus only based on the actual response from the available population, not on any particular sampling procedures.

The respondents have been contracted:

- primarily via classical mail, as many WISEs does not use e-mail as a regular contact channel (many of them do not have even an official / company e-mail address),
- in some cases when SWR has already regular contact via e-mail - questionnaire was sent by mail (and sent back via mail or a regular post),
- on some occasions - direct contact (e.i. when meeting WISEs for some other purposes).

It should be noted that even when meeting personally, not all WISEs agreed to fill in the questionnaire as various surveys are being carried out by different operators pretty often, but they are not seen by WISEs (or wider - social economy sector) as beneficial for them from the practical point of view.

In very many cases the respondents decided to skip the questions they were unable or unwilling to answer.

17 valid responses from WISEs representatives have been received in total. Typical profiles that answered the survey included directors, presidents, managers, founders and coordinators.

The small sample size allows no statistical tests, since the results may be misleading in terms of their significance. Our analysis has thus been limited to the descriptive aspects, including the uni- and bivariate frequency distributions, central values (mean and median values when relevant) and key bivariate comparisons. Microsoft Excel software has been sufficient for these purposes.

2.2 Qualitative part

The advantage of qualitative part of this research one can find in the gaining more in-depth and wide-perspective understanding of underlying reasons, opinions and motivations of respondents. It's usage provided us with insights into the different statements of respondents on limitations of WISEs development, that are dependent on their specific experience, background, education and other cultural, political and historical characteristics.

The main advantage of such a research approach is however in understanding social processes enabling to give answers to - why is something as it appears to be. In that regard, qualitative research complements certain shortages of the survey, which elucidates certain conditions but without in-depth explanation, why is like that.

The sampling in this study proceeded in compliance with specific situation of sector in Poland. Sampling was adapted to specific situations. Thus, we attracted organizations representing all types of WISEs active in Poland, but Vocational Development Centres (ZAZ) and Vocational Integration Centres (CIS). Representatives of those bodies were contacted, but refused to take part in research. We targeted WISEs mainly by using personal contacts, snow-ball sampling, and convenience sampling. WISEs were sampled from different sectors of operation: catering, food service, education (including support for disabled people), financial and business services, cultural centres, marketing agencies etc.

In order to get relevant data, we used a uniform questionnaire and carried out 22 semi-structured interviews with different WISEs in the period: December 2017 - January 2018. It should be noted that in a number of cases, respondents did not provide answers - either due to lack of such information or they were unwilling to share their opinions on specific aspects.

The material was analysed on the basis of open coding. Due to the limited number of data, it was decided that there is no need to use any specialized qualitative analysis software. MS Excel software was sufficient to perform necessary analyses.



The analysis of interview transcripts and participant observation field notes were conducted according to the agreed procedure. At the first stage of the analysis, texts of the interview transcription were subject to the open coding procedure. Individual parts of the interview scenario were treated as main categories to which the established code groups were assigned. Then, the axial coding and selective coding procedures were carried out with the coding categories adopted according to the purpose of the survey.

2.3 Stakeholder discussion

The workshop for Silesia (Poland) took place in Katowice on 16th February 2018. The meeting engaged the following actors (A1: industry; A2: experts, including interest groups; A3: policy-makers; A4: civil society) into a co-creative dialogue. Each actor provided specific type of content while drawing on inspiration from others, which enabled synergies in recognising technological and managerial skills shortages of WISEs.

The selected stakeholders included:

- Managers of successful SMEs in addressed sectors - in case of Poland it was food services (restaurants, catering providers)
- Experts dealing with WISEs - from Centres of Social Economy Development (OWES)
- Representatives of WISEs (managers and employees)
- Public authorities (local and regional level)

Moderated debate was organised with the stakeholders, with an application of focus group techniques. The floor was given to five panels, each representing a group of stakeholders. Based on the debate, report with the qualitative analysis has been prepared.

3. FORMAL LEGAL BASIS

3.1. Introduction

Polish legal regulations do not provide for the concept of work integration social enterprise (WISE). This is due to the fact that there is no legal act which would unambiguously specify the definition of a social enterprise and the status of such entity. Simultaneously, as is the case in other countries, Poland is the seat of many operators that meet the criteria for social enterprises according to the commonly used definition by EMES European Research Network. Entities that meet the criteria of WISE in full are non-governmental organisations engaging in economic activity (foundations and associations), social cooperatives, Vocational Development Centres (ZAZ), Vocational Integration Centres (CIS) and non-profit organisations. The legal basis providing for the possibility to start and carry out such activity is Article 20 of the Basic Law: the Constitution of the Republic of Poland of 2 April 1997 stipulating that “A social market economy, based on the freedom of economic activity, private ownership, and solidarity, dialogue and cooperation between social partners, shall be the basis of the economic system of the Republic of Poland”¹. The rules for creating such entities, carrying out activities and operating in the social and economic environment have been laid down in various legal acts (laws and regulations), which has been expounded in point 3.3. In order to ensure proper understanding of current conditions for the operation of social enterprises in Poland, it is crucial to explain the historical context.

¹ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU19970780483> [Accessed on 15 December 2017]



Although the concept of “social enterprise” is relatively new and not formally and unequivocally defined in regulations, the idea at the heart of social entrepreneurship is not new to Poles. Already in the 19th century entities that could be characterised as such enterprises operated on Polish lands in the Russian, Prussian and Austrian sector². These were, among others, agricultural societies, people's banks, cooperatives, loan societies³. Their main purpose was not generation of profit, but development of economy, culture and education. After the Second World War and until 1989 various cooperatives, machinery rings and similar entities were active and their statutes expressed social objectives of their activity. These were however not social enterprises in the modern understanding, since under the socialist political system it was impossible to ensure, for instance, independence, autonomy of the entity vis-à-vis public institutions, bottom-up civic nature of the initiative or a democratic management system. With the change of political system began in Poland 1989, the number of new non-governmental organisation in the form of foundations and associations started to increase dynamically. Initiatives were taken to solve social problems identified and growing at that time. The legal framework of entities founded at the time was the Act of 6 April 1984 on Foundations⁴ and the Act of 7 April 1989 on Associations⁵. Crucial for the development of social economy in Poland was the country's accession to the European Union, which took place on 1 May 2004. In a relatively short time, legal regulations were introduced to specify important social and economic aspects of activities carried out by social economy entities. On 24 April 2003, the Act on Public Benefit and Volunteer Work⁶ was introduced; on 13 June 2003 - the Act on Social Employment⁷, on 20 April 2004 - the Act on Employment Promotion and Labour Market Institutions⁸, and on 27 April 2006 - the Act on Social Cooperatives⁹. Regeneration of social entrepreneurship in the new political and economic reality accelerated owing to the possibility to obtain support for undertaken actions from the European Social Fund (ESF), in particular participate in the EQUAL Community Initiative (2005-2008). The EQUAL CI made it possible to learn social entrepreneurship practice and legal frameworks applicable in other countries of the European Union. This led to the development of many practical and methodological solutions, significant extension of knowledge resources, and intensification and enhancement of public debate about social economy, its financing and legal framework for the operation of entities in this sector. A new chapter in the development of social economy in Poland began in June 2008 when the Manifest of Social Economy was announced during the Social Economy Conference - “Solidarity Economy” in Gdańsk. In effect in December 2008 the Prime Minister appointed a Team for Systemic Solutions in the Field of Social Economy, which was entrusted with tasks related to preparing the proposal for strategy of developing social economy, drafting proposals for legal, institutional and financial solutions, and compiling tenets of educational system in the field of social economy, as well as promoting and monitoring the designed solutions. In 2012 the Team was obliged to draft the proposal for an act regulating social entrepreneurship. The following are some of the results of the Team's work: National Programme of Social Economy Development (KPRES) adopted by Resolution No. 164 of the Council of Ministers on 12 August 2014 (see point 3.2.) and the proposal for the act on social

² Szymański P., Zarzycki W., 2010, Zakładanie i prowadzenie przedsiębiorstwa społecznego - biuletyn [Starting and Running a Social Enterprise - bulletin], Stowarzyszenie Pomocy Wzajemnej Barka, <http://barka.org.pl/sites/default/files/ZaklProwPrzedsSpol.pdf>, [Accessed on: 15 December 2017].

³ Anna Waligóra, Uwarunkowania zróżnicowania typów przedsiębiorczości społecznej w Polsce [Circumstances differentiating types of social entrepreneurship in Poland], doctoral dissertation, Poznań University of Economics and Business, Poznań 2016

⁴ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU19840210097> [Accessed on 15 December 2017]- [JoL 1984 No. 21 item 97](#) - Act on Foundations

⁵ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU19890200104> [Accessed on 15 December 2017]- [JoL 1989 No. 20 item 104](#) - Law on Associations

⁶ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20030960873> [Accessed on 15 December 2017] - [JoL 2003 No. 96 item 873](#)

⁷ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20031221143> [Accessed on 15 December 2017] - [JoL 2003 No. 122 item 1143](#)

⁸ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20040991001> [Accessed on 15 December 2017] - [JoL 2004 No. 99 item 1001](#)

⁹ <http://prawo.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20060940651> [Accessed on 15 December 2017] - [JoL 2006 No. 94 item 651](#)



enterprise, submitted to a proper governmental body for further legislative works in July 2013. Both the premises of the act and proposal for the act took into account the results of consultations carried out with a broad spectrum of stakeholders. Due to many circumstances, the legislative process was not effectively closed before the end of the term of Sejm. The change of parliamentary and governmental authority that took place in November 2015 brought this process to a hold. The works on the act were not renewed, and instead in October 2016 the Ministry of Family, Labour and Social Policy of the present government initiated actions to prepare an act on social and solidarity economy. In April 2017, the initial proposal for the premises of said act was adopted¹⁰. According to these premises, the act will “comprehensively lay down the rules for participation of entities of social and solidarity economy, including social enterprises, in the realisation of public tasks - in particular social services of general interest and realisation of public tasks related to local development, support offered by the public administration for the development of social and solidarity economy, especially taking into account social enterprises, and the rules of cooperation between public administration and such entities”. At this point, it is difficult to say when the works on the act will be finalised and what the final scope and manner of regulation of said issues will be. Thus, the problem of incomplete systemic legal regulations in the field social economy in Poland still remains.

3.2. Strategic documents

3.2.1. National Programme of Social Economy Development

The governing document specifying key directions of public intervention in order to create the best conditions for the development of social economy and social enterprises is the **National Programme of Social Economy Development** (KPRES). The programme was drafted by the Strategic Actions Group of the Team for Systemic Solutions in the Field of Social Economy led by the Minister of Labour and Social Policy. The strategic importance of the document stems from its adoption by way of Resolution of the Council of Ministers No. 164¹¹ of 12 August 2014 and subjection to the National Development Strategy 2020, Social Capital Development Strategy, Human Capital Development Strategy, National Regional Development Strategy and other development strategies. (Adoption of KPRES was one of the conditions for Poland's access to the EU funds under the Common Strategic Framework 2014-2020). The basic point of reference for the document is the Long-term National Development Strategy - “Poland 2030 The Third Wave of Modernity”. The strategic context of the document is presented in the diagram in pic. 1.

¹⁰ <http://www.ekonomiaspoleczna.gov.pl/Posiedzenie,Krajowego,Komitetu,Rozwoju,Ekonomii,Spolecznej,-,26,kwietnia,2017,r.,3941.html> [Accessed on 30 December 2017]

¹¹ <http://www.monitorpolski.gov.pl/mp/2014/811/1> [Accessed on 16 December 2017]



Pic. 1. Strategic context for the National Programme of Social Economy Development - source: National Programme of Social Economy Development, Ministry of Labour and Social Policy, Biblioteka Pożytku Publicznego [Public Benefit Library], Warszawa 2014.

The priority of KPRES is *“for social economy to become in 2020 an important factor in increasing employment, social cohesion and social development, and for its entities to become important elements of activation of persons disadvantaged in the labour market and providers of services of general interest to local communities”*¹². The primary strategic objective reads as follows: *“By 2020, social economy entities will become an important element of activation of vulnerable people on the labour market and a provider of services of general interest which operate in self-government communities”*. The following four operational objectives have been set out for the realisation of said strategic objective:

Objective 1 - Responsible community. Strengthening the role of social economy entities in self-government communities.

The programme stipulates that meeting this objective requires the following measures:

- Supporting participative models of identifying social needs and local planning,
- Educational measures for local environments,
- Supporting local self-organisation and active citizenship,
- Supporting the development of services of general interest through social economy,
- Supporting the development of a network of cooperation and partnership in social economy.

Objective 2 - Environment. Generation and maintenance of 35 thousand jobs in social enterprises.

¹² <https://www.premier.gov.pl/wydarzenia/decyzje-rzadu/uchwala-w-sprawie-przyjecia-programu-pod-nazwa-krajowy-program-rozwoju.html> - [Accessed on 16 December 2017], Resolution on the Adoption of Programme Titled “National Programme of Social Economy Development” (KPRES)



In order to achieve this objective, the following were deemed necessary:

- Specifying the legal environment for social economy,
- Specifying the rules for public procurement and public aid supporting the development of social economy,
- Non-repayable and repayable financial instruments,
- Services supporting social economy and social enterprises,
- Supporting the development of social economy actions in key development areas.

Objective 3 - Leadership. Improving the management and coordination mechanisms within the social economy support policy.

The following measures were deemed necessary for the realisation of this objective:

- Coordinating social economy policy at the national level,
- Coordinating social economy policy at the regional level,
- Self-organisation of social economy,
- Monitoring and researching social economy.

Objective 4 - Skills. Improving society's skills within the scope of social economy.

In order to develop skills, build awareness and belief in social and economic value of social economy, promote entrepreneurship, ability to cooperate, acting for common good, it is necessary to have both formal and non-formal education. The following groups of measures were developed to ensure increase in skills:

- Social economy as a concept of cultural identity,
- Educational activities for local groups,
- Education on the school and academic level,
- Non-formal education model for children and youth.

In connection with the objectives, based on identification of the needs of social economy sector in KPRES, the following priorities and directions for public intervention were established:

- Priority I: "Social economy in a socially responsible territory", related to the realisation of Objective 1 (Responsible community) and Objective 3 (Leadership).
- Priority II: "Regulatory activities in the field of the social economy", related to both Objective 2 (Environment) and Objective 3 (Leadership).
- Priority III: "Social economy support system", related to the realisation of Objective 1 (Responsible community) and Objective 2 (Environment).
- Priority IV: "Incorporating social economy into the mainstream public policies on the national and regional level", directly related to the realisation of Objective 3 (Leadership).
- Priority V: "Education for social economy", related to the realisation of Objective 4 (Skills) and at the same time Objective 1 (Responsible community).

KPRES also includes arrangements on the deadlines for specific measures, indicative financing sources for such measures and specifies persons responsible for their coordination. The rules for monitoring realisation of the programme, basic premises of the KPRES realisation system and KPRES financial plan



were also adopted. The Appendix to the programme specified indicators of realisation of measures under specific priorities and their target values. KPRES gives an important role to Social Economy Support Centres (OWES) run by non-governmental organisations and assigns many tasks for them to do in cooperation with local government bodies and labour market institutions. This means strengthening the status of OWES accredited by the Ministry of Labour and Social Policy¹³ and the need for ensuring their continuous operation. (It should be noted that presently OWES and centres at their disposal contribute significantly to the creation and development of WISE).

3.2.2. Regional Programme of Social Economy Development in Śląskie Voivodship by 2020

The National Programme of Social Economy Development obliged the self-government of given voivodships to transform multi-annual regional action plans for promotion and popularisation of social economy into regional programmes for social economy development (having the status of a voivodship programme), taking into account the development directions and elements specified in KPRES. On 22 December 2015, the Board of Śląskie Voivodship adopted Resolution No. 2428/82/V/2015 on the Adoption of “**Regional Programme of Social Economy Development in Śląskie Voivodship by 2020**” (RPRES)¹⁴ drafted based on the National Programme of Social Economy Development and using the “Multi-Annual Regional Action Plan for Promotion and Popularisation of Social Economy and Development of Institutions in the Social Economy Sector and its Environment in Śląskie Voivodship for 2012-2020”. RPRES is an operational programme of “Social Policy Strategy of Śląskie Voivodship in years 2006-2020. Update 2015” in the field of social economy. At the same time, it is an industry programme, which makes it possible to effectively implement the course of action specified in the Śląskie Voivodship Development Strategy “Śląskie 2020+” in the field of social economy. Responsibility for coordinating realisation and monitoring of RPRES has been entrusted with the Regional Centre of Social Policy of Śląskie Voivodship. According to KPRES, voivodship's measures in the field of social economy should be coordinated by regional committees of social economy development, comprised of representatives of voivodship self-government and local self-government, and the social economy, education and business sector. In the case of Śląskie Voivodship, the role of such a committee is fulfilled by the Voivodship Team for Social Economy.

The RPRES document specifies objectives, expected outcomes and corresponding indicators, financial resources necessary for the achievement of objectives and results, and describes the system for governing and monitoring the outcomes, taking into account the annual report on the condition of the social economy sector in Śląskie Voivodship. Pursuant to KPRES, the programme adopted the following definition of social economy: “*Social economy is a sphere of active citizenship which through economic and public benefit activity serves the purposes of professional and social integration of persons at risk of social exclusion, creation of jobs, provision of social services of general interest (for the general good) and local development*”. At the same time, four main groups of social economy entities have been indicated:

1. **Social enterprises**, (including social cooperatives), noting that these are entities which fulfil all of the following conditions:
 - They carry out economic activity registered in the National Court Register, separate in terms of organisation and accounting, aiming for social and professional integration of specific categories of persons, reflected in their employment level (pursuant to requirements strictly defined in RPRES), or provision of social services of general interest, caretaking services for children up to 3 years old or pre-primary education services, in line with applicable provisions on such activities and while realising pro-employment target, i.e. employment of at least 20% of people from specific categories.

¹³ Now the Ministry of Family, Labour and Social Policy

¹⁴ http://bip.slaskie.pl/index.php?grupa=40&id_menu=353&id=77162 [Accessed on 16 December 2017]



- They do not distribute the profits or balance surplus among shareholders or employees, but earmark it for strengthening enterprise potential as indivisible capital and in a specific part (minimum 10%) for professional and social reintegration (in the case of employment enterprise) or for public benefit activity carried out for local community in which the enterprise operates,
 - They are managed democratically (in the case of cooperatives) or at least have a consulting and advisory body with the participation of employees or other stakeholders, and remuneration for the management are limited (maximum three average remunerations);
2. **Reintegration entity**, providing social and professional reintegration services for persons at risk of social exclusion: Social Integration Centres and Social Integration Clubs (referred to the Act of 13 June 2003 on Social Employment), Vocational Development Centres and Occupational Therapy Workshops referred to in the Act of 27 August 1997 on Social and Vocational Rehabilitation and Employment of People with Disabilities;
 3. **Non-governmental organisations** or entities referred to in Article 3(3)(1) of the Act on 24 April 2003 on Public Benefit and Volunteer Work. These are entities operating in the public benefit area, which carry out economic activity and employ workers, although their activity is not based on economic risk. They may be social enterprises, if they start economic activity and meet other conditions required for this form of activity;
 4. **Business entities**, created in connection with the realisation of a social objective or for which a social objective in general interest is the ground for commercial activity. These are entities which have all the characteristics of social enterprise. This group contains:
 - Non-governmental organisations referred to in the Act of 24 April 2003 on Public Benefit and Volunteer Work, carrying out economic activity, the profits of which support the realisation of statutory objectives,
 - Cooperatives whose aim is employment, i.e. workers, invalids and blind people cooperatives, operating pursuant to the Act of 16 September 1982 Cooperatives Law, other consumer and mutual cooperatives,
 - Non-profit organisations referred to in the Act of 24 April 2003 on Public Benefit and Volunteer Work, if the share of the public sector in the organisation amounts to no more than 50%.

RPRES sets out the main objective of the programme: “**to strengthen the role of social entrepreneurship in social and professional integration and provision of services of general interest in the region**” and five priority areas with goals, courses of action and specific measures. Specific measures were connected to expected results, including the specification of baseline indicators (as at the end of 2014). Key arrangements of RPRES are as follows:

1. Priority: Strengthening social economy policy in measures at the voivodship level. **Goal 1:** Inclusion of social economy policy in the mainstream social policy of Śląskie Voivodship.

Courses of action:

1.1. Inclusion of social economy in strategic documents of Śląskie Voivodship. 1.2. Adoption and implementation of regional programme for social economy development.

1.3. Diagnosing of social economy sector in the region.

2. Priority: Social and professional integration and reintegration. **Goal 2:** Increased participation of social economy entities in the process of social and professional integration and reintegration of persons at risk of social exclusion.



Course of action:

2.1. Support of persons socially excluded and at risk of social exclusion through development of social entrepreneurship.

3. Priority: Cooperation of social economy sector with institutional and non-institutional environment, including business environment for local development. **Goal 3:** Development of transversal cooperation of social economy entities.

Courses of action:

3.1. Extension of social economy support at the regional level.

3.2. Development of market activity by social enterprises.

3.3. Support of measures for social economy at the commune and district level.

3.4. Networking, local partnerships and information exchange.

4. Priority: Education and professionalisation of social economy sector. **Goal 4:** Increasing knowledge and popularisation of practical skills in the social economy sector and its environment.

Courses of action:

4.1. Educational measures in the form of studies, training and optional classes.

4.2. Popularisation of education explaining the rules of operation of social entrepreneurship. 4.3. Supplementary measures within programmes supporting social economy.

4.4. Direct training, educational and advisory support for environments socially excluded and at risk of social exclusion.

5. Priority: Promotion of social economy. **Goal 5:** Increase of social awareness about the social economy sector and strengthening of its positive image.

Courses of action:

5.1. Collecting, organisation, provision of access and ongoing updating of information about social economy in real and virtual space and its promotion.

5.2. Building the brand of social economy sector in Śląskie Voivodship.

5.3. Promotion of support for environments socially excluded and at risk of social exclusion.

5.4. Cooperation with regional and local media in promoting social economy.

RPRES of Śląskie Voivodship specifies measures under specific courses of action corresponding to goals and priorities; in the case of each measure, it indicates the responsible entity, source of financing and deadline for realisation. The programme also presumes a system for monitoring the realisation of RPRES, specifying that the Regional Centre of Social Policy of Śląskie Voivodship is required to prepare annual reports on the condition of social economy in the region, taking into account, among others, the description of the general situation of social entrepreneurship in the region, data on the development of social entrepreneurship in Śląskie Voivodship based on indicators specified in RPRES and KPRES, data on the status of programme realisation, recommendations in the field of social economy development and other important information. (Thus far 2 reports on the condition of social economy in Śląskie Voivodship have been prepared to present the results of research and data regarding 2015 and 2016¹⁵).

¹⁵<https://es.rops-katowice.pl/wp-content/uploads/2015/03/Raport-o-stanie-sektora-ES-w-wojew%C3%B3dztwie-%C5%9Bl%C4%85skim.pdf> and https://es.rops-katowice.pl/wp-content/uploads/2015/03/Raport_o_st._ES_w_2016_w_WSL.pdf [Accessed on 17 December 2017].



3.3. Legal bases for the operation of social enterprises and other social economy entities

The freedom to start and carry out economic activity in Poland is guaranteed by the Constitution¹⁶. Economic activity means any “*profit-making activity related to manufacturing, construction, trading, provision of services and prospecting, identifying and mining of minerals in deposits, as well as professional activity conducted in an organised and continuous fashion*”¹⁷. Economic activity may be started by individuals, legal persons and organisational entities without legal personality. The basic legal act regulating starting, carrying out and termination of economic activity in the Republic of Poland and the tasks of public administration authorities (in particular in the field of control) is the Act on Freedom of Economic Activity¹⁸. The Act also specifies limitations in economic freedom with regard to some types of activity, consisting in the obligation to obtain a concession, enter in the registry of regulated activity, obtain a permit or licence. The rules of creation and operation of enterprises in the form of partnerships and companies are laid down in the Commercial Companies Code Act¹⁹. The activities of enterprises that are cooperatives are subject to the Cooperatives Law Act²⁰. The Polish legal system includes many other legal acts that pertain to economic activity and must be taken into account at the stage of enterprise creation and operation. Apart from the provisions related to specific types of activity (“industry”), there are regulations, which must be respected by all entrepreneurs, whatever the organisational and legal form and type of operation. Such legal acts, apart from tax legislation, should be included among many other:

- Act of 23 April 1964 Civil Code (consolidated text: JoL 2017 item 459), regulating legal relations between individuals and legal persons,
- Act of 26 June 1974 Labour Code (JoL 2016 item 1666 as amended), which together with related and implementing provisions regulates legal relations between the employer and the employee and related rights and obligations of the parties.
- Act of 13 October 1998 on Social Security System (consolidated text: JoL 2017 item 1778), which specifies mandatory charges deducted from remuneration for work, having a significant impact on employment costs.

Notably, legal regulations referring to economic activity are seen by entrepreneurs as highly complex and hindering effective management and development. Frequent changes in applicable provisions increase the negative assessment of legal environment. (Current state authorities announce further radical changes in the economic law by introducing the so-called “Business Constitution”).

Starting and carrying out economic activity by a social enterprise requires taking into account both legal provisions related to economic activity and regulations related to social economy entities. Depending on the organisational and legal form of a given social enterprise, relevant legal acts must be applied:

- Social cooperatives
 - Act of 27 April 2006 on Social Cooperatives (JoL 2006 No. 94 item 651 as amended) laying down the rules for starting and carrying out activity as a social cooperative, merging and liquidating a social cooperative;
 - Act of 16 September 1982 Cooperatives Law (consolidated text: JoL 2017 item 1560 as amended) laying down the procedure for starting a cooperative, rights and obligations of its members, bodies

¹⁶ Article 22 of the Constitution of the Republic of Poland: “*Limitations upon the freedom of economic activity may be imposed only by means of statute and only for important public reasons*”.

¹⁷ In Article 2 of the Act of 2 July 2004 on Freedom of Economic Activity.

¹⁸ Act of 2 July 2004 on Freedom of Economic Activity, JoL 2017 item 2168.

¹⁹ Commercial Companies Code Act of 15 September 2000, JoL 2017 item 1577.

²⁰ Act of 16 September 1982 Cooperatives Law, JoL 2017 item 1560.



and manner of managing property, rules of liquidation, merging, dividing and liquidating cooperatives, bankruptcy and specific provisions for farming cooperatives, machinery rings cooperatives and workers' cooperatives.

- Economic activity carried out by non-governmental organisations
 - Act of 6 April 1984 on Foundations (consolidated text: JoL 2016 item 40 as amended) defining foundations as entities “established to pursue socially or economically useful objectives that are consonant with the basic interests of the Republic of Poland; in particular, such objectives as health protection, advancement of the economy and science, education, literacy, culture, art, social services, environmental protection, and protection of historical landmarks”, specifying the rules for establishing foundations, the obligation to enter in the National Court Register and conditions for starting economic activity (Article 5(5) “The foundation may engage in economic activity to the extent serving to accomplish its purposes”);
 - Act of 7 April 1989 Law on Associations (consolidated text: JoL 2017 item 210), defining associations as “a voluntary, self-governed and lasting non-profit union”, which “independently sets its goals, creates its operational programmes and organisational structures, as well as passes internal regulations concerning its activities” and “bases its activity on the social work of its members. In order to carry out its matters, an association may employ workers, including its members”. The Act includes regulations concerning, among others, establishment of associations, supervision over activities, management of property, liquidation. Article 34 of the Act stipulates that: An association may conduct economic activities according to general principles provided by other regulations. Proceeds from economic activities of an association serve to realise its statutory goals and may not be shared among the association's members”;
 - Act of 24 April 2003 on Public Benefit and Volunteer Work (consolidated text: JoL 2016 item 1817 as amended) laying down the rules for carrying out public benefit activity by non-governmental organisations in the field of public tasks, cooperation of public administration authorities with non-governmental organisations, obtaining of public benefit status by non-governmental organisations and operation of public benefit organisations, supervision over public benefit activity, formation and operation of councils of public benefit activity, conditions of service provision by volunteers and exploiting those services;
 - Act of 13 June 2003 on Social Employment (consolidated text: JoL 2016 item 1828 as amended) laying down the rules of employing persons socially excluded, which “due to their life situation are unable to satisfy their basic life needs with their own efforts and are in a situation resulting in poverty and preventing or limiting participation in professional, social and family life” (inter alia, long-term unemployment, homelessness, release from prison, alcohol addiction). The Act includes rules of establishment and operation of Social Integration Centres, participation in the centre and the so-called supported employment.
- Vocational Development Centres
 - Act of 27 August 1997 on Social and Vocational Rehabilitation and Employment of People with Disabilities (consolidated text: JoL 2016 item 2046 as amended), specifying the status of persons with disabilities, the rights of persons with disabilities (in particular unemployed or looking for work), obligations and rights of employers related to employment of persons with disabilities, in particular related to sheltered workshops and vocational development centres, tasks of public institutions related to rehabilitation, training and operation of State Fund for Rehabilitation of Disabled Persons;
 - Act of 6 April 1984 on Foundations or Act of 7 April 1989 Law on Associations, applied in accordance with the organisational and legal form of the entity running a Vocational Development Centre.
- Social Integration Centres



- Act of 6 April 1984 on Foundations or Act of 7 April 1989 Law on Associations;
- Act of 24 April 2003 on Public Benefit and Volunteer Work;
- Act of 13 June 2003 on Social Employment.
- Non-profit organisations
 - Act of 24 April 2003 on Public Benefit and Volunteer Work, which in its Article 3(2)(4) stipulates that: public benefit work is socially useful activity carried out also by “joint stock companies and limited liability companies, which do not operate for profit and allocate all of their profit to perform their statutory objectives, and they do not divide their profit between their members, shareholders, stockholders or employee”.

For many social enterprises, important are also regulations contained in the Act of 29 January 2004 Public Procurement Law (consolidated text: JoL 2017 item 1579 as amended)²¹, including the so-called social clauses. After amendments introduced to the Act in June 2016, 2. the Ordering Parties may reserves the right to award a contract solely to sheltered workshops or other contractors, whose activities or activities of organisationally separate entities of such consist in social and professional integration of persons belonging to socially marginalised groups (listed in the Act). The Ordering Party may also specify in the description of the subject of order requirements related to employment of unemployed persons, youth, persons with disabilities and other socially excluded persons, whom the Act on Social Employment concerns.

3.4. Conclusion

The legal framework in which social enterprises are established and operate in Śląskie Voivodship are laid down by the National Programme of Social Economy Development (which is operationalised by the Regional Programme of Social Economy Development) and state legislation on economic activity and social economy entities. Priorities, objectives and measures specified in RPRES and realised under continuous supervision of entities authorised by the Board of Voivodship create an environment which should be deemed conducive to creating social enterprises and developing their activities. Social and economic initiatives taken are meant to ensure multifaceted substantive, legal and financial support provided by Social Economy Support Centres, other non-governmental organisations or public institutions created for this purpose. Funds are available for formation and development of social enterprises from various sources (for instance, European Social Fund, local self-government funds for commissioning public tasks, Labour Fund at the disposal of District Employment Offices, subsidies from the State Fund for Rehabilitation of Disabled Persons, Operational Programme Civic Initiatives Fund or others). At the same time, creation and operation of social enterprises requires compliance with many complex and frequently changing state legislation provisions, which does not help the sector grow. There are no complete, systemic legal regulations related to social entrepreneurship that encourage taking up economic activity and realising valuable social objectives in this manner.

²¹ <http://prawo.sejm.gov.pl/isap.nsf/download.xsp/WDU20040190177/U/D20040177Lj.pdf> [Accessed on 17 December 2017]

4. SURVEY RESULT

4.1. Purpose and scope of the survey

The purpose of the survey was to identify needs concerning the development of managerial skills as well as possibilities of the use of information and communication technologies (ICT) in social enterprises operating in Silesia and dealing with the employment integration of people who are marginalised and threatened with marginalisation. The survey was carried out in the form of a “Questionnaire for survey with WISEs”, binding in the Interreg Central Europe project: “Technologies, Competences and Social Innovation for Work Integration Social Enterprises” (INNO-WISEs). The questionnaire was translated into Polish and adjusted to the particular character of Polish legal conditions (questions no. 2 and 3). Question no. 4 was extended by two additional questions concerning the year of operation cessation and the confirmation of active operations at the time of the survey performance. Question no. 7 was extended by the request for data concerning the value of the turnover generated in: 2017, 2016, 2015 and 2014 and the share of funds from subsidies in the amounts of the turnover. The questionnaire, together with the information about its purpose and meaning, was sent to 180 social economy entities registered in the Silesia province and carrying out operations meeting the definition of the WISE, which were asked to take part in it. Moreover, 6 questionnaires were delivered personally to the respondents. 12 questionnaires were not delivered to the recipients due to their absence at their registered places of business (returns with the “recipient unknown” or “not collected in time” information). Despite additional efforts to encourage staff managing WISEs to take part in the survey, we were able to collect information only from 17 entities. Two out of the surveyed organisations do not currently employ vulnerable groups’ members. Nevertheless, due to their experience connected with professional activation of those people, the information obtained from these organisations’ representatives was taken into consideration. Some questionnaires were not fully filled out. Most frequently (7 cases - 41%) the respondents did not answer questions about the value of the turnover generated. In four cases, the respondents did not specify the number of employees belonging to vulnerable groups, although it results from other information that they hire such employees. Data showing the effectiveness of the survey are presented in table 4.1.

Table 1. Data concerning the effectiveness of the survey

Form of the company / organisation	Number of sent (or delivered personally) questionnaires	Number of returns (not filled)	Number of cases no answer	Number of filled questionnaires
Social Cooperative	70	10	46	4
Association and Foundation	73	0	65	8
Vocational Development Centres (ZAZ)	13	0	13	0
Vocational Integration Centres (CIS)	25	1	23	1
Non-profit Limited liability company	5	1	0	4
Totality	186	12	147	17

4.2. Results - presentation and interpretation

4.2.1. Respondents role in the company / organisation

The replies to questions included in the survey questionnaire were provided by people holding managerial positions in the surveyed organisations: presidents or vice-presidents of management boards (12 cases - 71%), senior managers (4 cases - 24%) and the assistant of the management board president (1 case). The structure of the respondents is presented in figure 4.2.1.

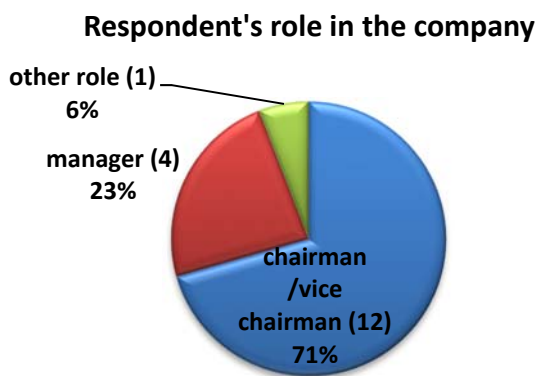


Figure 1: Respondents' structure

Taking into account the fact that the respondents represented the organisations' top management, it must be considered that the information fully reflects factual circumstances.

4.2.2. Legal form of the company / organisation

The survey was completed by 17 organisations, including 2 organisations which do not currently employ vulnerable groups' members and 4 organisations which did not specify the number of employees belonging to these groups. Nevertheless, it results from other information that they carry out WISEs' operations (see table 4.1.). Figure no. 4.2.2. constitutes graphical presentation of the structure of legal forms in the surveyed group of entities.

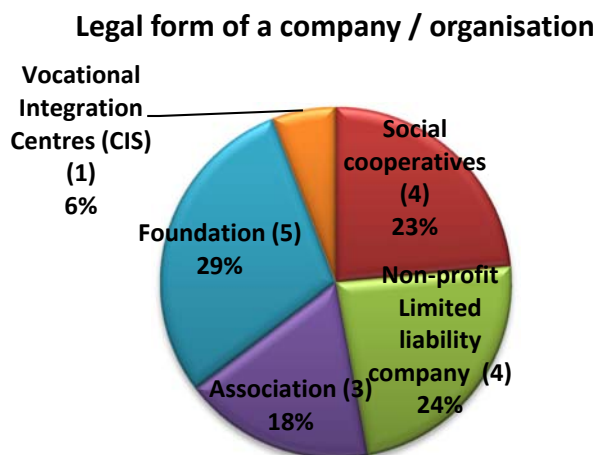


Figure 2: Structure of surveyed companies / organisations - legal form

4.2.3. Status of a company / organisation

The following three alternative replies were provided in the question concerning the WISE status, according to valid Polish legal regulations:

- private - non profit
- public
- private - for profit

Among 17 WISEs which took part in the survey, 12 declared the “private - non profit” status, 4 enterprises declared the “public” status and 1 enterprise declared the “private - non profit” status. The graphical presentation of the structure of the surveyed WISEs, taking into account their legal status, was included in figure 4.2.3.

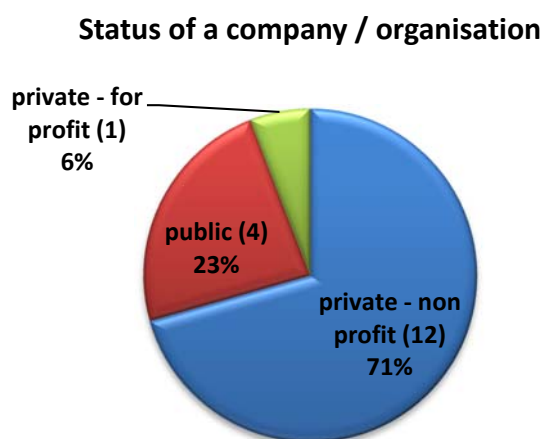


Figure 3: Structure of surveyed companies / organisations - legal status.

4.2.4. Areas of operation

Pursuant to the provisions of the Polish law, the type of business operations which the given entity is planning to carry out must be determined at the stage of their creation and registered in the relevant register of business operations. All entities carrying out WISEs' operations are required to register in the National Court Register (Krajowy Rejestr Sadowy - KRS) kept by the Commercial Court. Undertaking the type of operations different from the type listed in the entry in the National Court Register must be preceded by the procedure obligatory in the case of the change in the content of this entry. It is troublesome, time-consuming and involves incurring an extra charge (in the amount equal approx. to EUR 75). In order to avoid such necessity, at the time of the registration most entities determine a very wide scope of their operations, although in practice it is limited to one or several areas. Taking into account these facts, it was agreed that it was necessary to indicate in the content of the question the areas of operations really carried out by the surveyed entity. In addition, the form of the question allowed the collection of information concerning operations carried out by the surveyed WISEs in the past and abandoned by the time of the survey.

It results from the information obtained that operations of the surveyed WISEs include 17 different areas. Most of the surveyed entities carry out operations in more than one area: in 6 cases the operations include (or included in the past) two different areas, in 3 cases - 3 areas, and 2 organisations carried out operations in as many as 4 different areas. Table 4.2. presents the summary of the information obtained.

Table 2. Areas of WISEs operation

Area of operations	Number of companies / organisations operating in ..	Additional information
3. Green Area Services	2	Both organisations also carry out operations in different areas. Both WISEs have been carrying out operations in the “Green area services” since 2013. Both organisations generate profits. They employ a total of 17 employees, including 6 vulnerable groups’ members.
4. Training	4	Two organisations have been carrying out these operations for approx. 20 years. Three organisations combine these operations with operations in other areas. Two organisations generate profits, one organisation incurred losses, and in one case this information was not provided. These organisations employ in total 111 employees, including 8 vulnerable groups’ members (one organisation did not provide data on the number of such employees).
5. Orientation	1	The organisation has been carrying out operations in this area since 1998. At the same time, it carries out “Services for Business” and “financial services”. The organisation generates profits and currently does not employ any vulnerable groups’ members.
6. Construction	1	These operations have been carried out since 2016 and are the only operation area of this organisation. The organisation generates profits. It employs 6 employees and all employees belong to vulnerable groups.
7. Cleaning	4	All WISEs combine these operations with operations in other areas. In one case the operations have been carried out for approx. 10 years, in two cases for 4 years and one organisation has been carried out its operations in this area for 1 year. Two organisations generate profits, one organisation incurs losses, and in one case this information was not provided. The total employment amounts to 31 employees, including 7 vulnerable groups’ members.
9. Waste	1	The organisation combines these operations with operations in area 12. Housing. No year of the operation commencement was provided. The



		organisation generates profits. It employs a total of 20 employees, including 17 vulnerable groups' members.
11. Culture	2	Both organisations combine operations in this area with operations in area 15. Food services. One organisation has been carrying out its operations for 3 years, and the other for 1 year. One organisation generates profits, and the other incurs losses. The total employment amounts to 21 employees, including 10 vulnerable groups' members.
12. Housing	1	The organisation combines these operations with operations in area 9. Waste No year of the operation commencement was provided. The organisation employs 20 employees, including 17 vulnerable groups' members.
14. Parking lot Management	1	The organisation has been carrying out its operations since 2013, combining them with other operations: 3.Green Area Services, 7. Cleaning and 15. Food services. The organisation generates profits. It employs a total of 11 employees, including 5 vulnerable groups' members.
15. Food services	7	Only one of the surveyed organisations limits its operations to one area. The rest of them combine these operations with other. Four organisations generate profits, and three organisations incur losses. These organisations employ in total 65 employees, including 28 vulnerable groups' members (one organisation did not provide the number of members from these groups).
18. International Cooperation	1	The organisation has been carrying out its operations since 1988 together with operations in area 4. Training. The organisation made operating losses. It employs 12 employees, including 2 vulnerable groups' members.
20. Typography - Publishing	1	The organisation has been carrying out its operations since 2015. At the same time it carries operations in area 15. Food services and 29. On-line story (healthy food). The organisation generates profits, employs 11 employees (the number of vulnerable groups' members was not provided).
21. Services for Business	2	One of the organisations has been carrying out these operations since 1998, combining them with operations 4. Training, 5. Orientation and 29. financial services. They are new operations for the other organisation and were commenced

		in 2017. Both generated profits. They employ a total of 26 employees. Only one organisation employs currently 2 vulnerable groups' members.
24. Laundries	1	The organisation has been carrying out these operations for one year, combining them with operations in area 7. Cleaning. The organisation did not provide information concerning the results of its operations or the number of people employed from vulnerable groups. It employs 5 employees.
27. Manufactured goods	1	The organisation has been carrying out its operations since 2013. They are its only operations which generate financial losses. It employs 5 employees and all employees belong to vulnerable groups.
29. Other: Daily care for children	1	The organisation has been carrying out these operations since 2013, combining them with operations in the following areas: 3.Green Area Services, 7. Cleaning. Its operations generate profits. It employs 6 employees, none of whom currently belongs to vulnerable groups.
29. Other: financial services	1	The organisation has been carrying out these operations since 1998, combining them with operations in the following areas: 4.Training, 5. Orientation and 21. Services for Business. Its operations generate profits. It employs 11 employees, none of whom currently belongs to vulnerable groups.
29. Other: On-line story (healthy food)	1	The organisation has been carrying out these operations since 2013, combining them with operations in the following areas: 15. Food services and 20.Typography - Publishing. The organisation generates profits, employs 11 employees (the number of vulnerable groups' members was not provided).
29. Other: Therapy and rehabilitation of disabled people	1	The organisation has been carrying out its operations since 1997. Its operations generate profits. The object of its operations is the activation of the disabled. It employs 9 employees, none of whom currently belongs to vulnerable groups.

Figure 4.2.4. presents the obtained data in a graphic form. The figure shows the number of WISEs carrying out operations in individual areas and the time of carrying out these operations is distinguished by different colours. In cases when respondents did not provide information allowing the determination of the time of the organisation's operations in the given area, it was assumed that they had been carried out for 1 year.

Number of organisation and time of their activity in particular areas

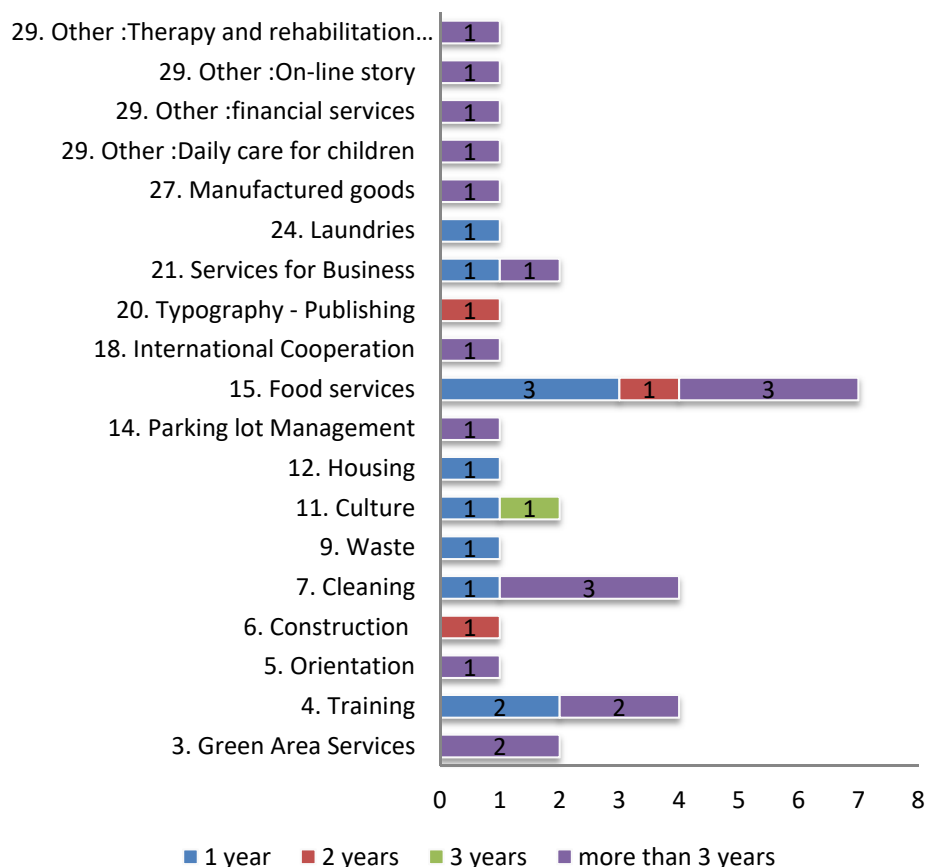


Figure 4: Number of organisations and time of their operations in particular areas.

It results from presented data that WISEs undertake different operations. Most frequently, surveyed entities carry out operations in the scope of “food services” and “cleaning”.

4.2.5. Level of services / manufacturing development

Answering question 5, the respondents determined the development level of their operations by choosing one of the following five terms:

- Planned / to be started
- Just started
- Under development
- Consolidated
- Excellent

In eight cases the development level of operations was assessed as “consolidated”, in six cases as “under development”, and the operations of one organisation are at the “just started” stage. None of the surveyed WISEs assessed the development level as “excellent” or “planned/to be started”. Two organisations did not provide information about the development level of their operations.

Maturity of production / services in organization

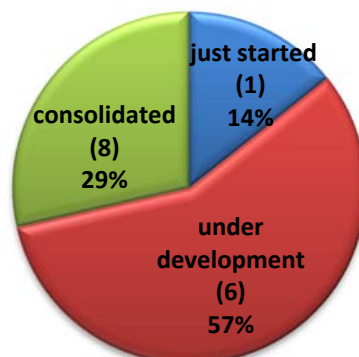


Figure 5: Maturity of production / services in organization

4.2.6. Financial results of WISEs - loss or profit?

Ten out of the surveyed organisations (59%) answered that in 2016 they had generated profits and 5 organisations (29%) losses. In two cases, the respondents did not provide information about financial results of their operations. The results of the survey are presented in figure 4.2.6.

Financial results of WISE's in 2016

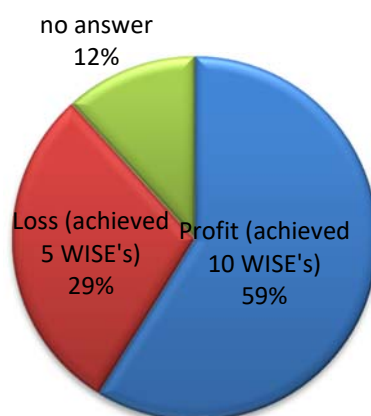


Figure 6: Financial results of WISE's in 2016

4.2.7. Annual turnover of WISEs

The question concerning the value of the annual turnover achieved in 2016 was modified. The scope of information collected was extended by data concerning the value of the turnover generated in: 2017, 2016, 2015 and 2014 and the percentage of funds from subsidies in the amounts of the turnover. Nevertheless, only seven respondents answered this question, but some of them did not provide the information about the contribution of funds from subsidies.

In order to present the results of the survey concerning the value of the turnover generated by WISEs, the following ranges of values were adopted:

- annual turnover of ≤ EUR 50 thousand

- annual turnover of > than EUR 50 thousand and \leq EUR 100 thousand
- annual turnover of > than EUR 100 thousand and \leq EUR 500 thousand
- annual turnover of > EUR 500 thousand

They are presented in fig. 4.2.7a.

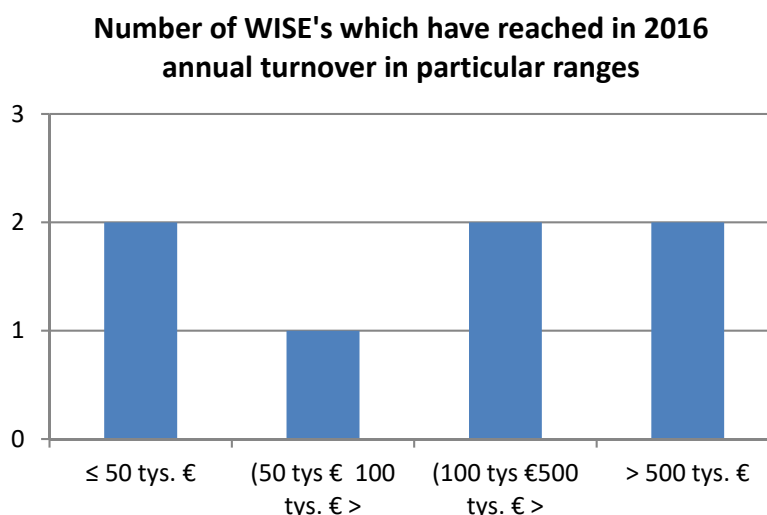


Figure 7: Number of WISEs which have reached in 2016 the annual turnover in particular ranges

The maximum annual turnover (almost EUR 900 thousand) among the surveyed WISEs was achieved by Vocational Integration Centres (CIS), a public organisation, employing 11 employees, including 5 members of vulnerable groups. This WISE has been operating for more than four years in the following areas: 3.Green Area Services, 7. Cleaning, 14.Parking lot Management and 15. Food services.

The lowest turnover in 2016 (of EUR 37 thousand) was generated by a foundation operating for two years in the area: 6.Construction and hiring 6 employees, all of whom belong to vulnerable groups.

The annual turnover per one employee in the surveyed group of organisations ranges from EUR 4 thousand to almost EUR 80 thousand.

Fig. 4.2.7b. presents data reflecting average values of the turnover achieved by WISEs in particular years, broken down into funds from subsidies and turnover achieved as a result of sales of manufactured goods or services. Due to a small amount of data and considerable diversity of the turnover values between surveyed organisations, it should not be interpreted that they reflect the situation in an “average Silesian WISE”. Apart from the above mentioned considerable diversity of the annual turnover values, the share of subsidies in the organisation’s annual turnover was highly diversified - they ranged from 0 or several % to 98%.

Mean value of WISE's annual turnover including sales value and public subsidies

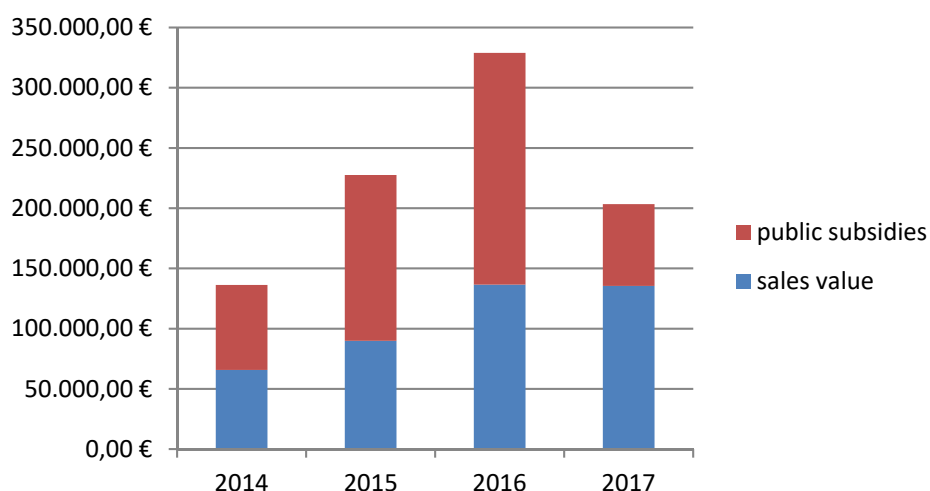


Figure 8: Mean value of WISE's annual turnover including sales value and public subsidies

4.2.8. Number of employees

On average, the surveyed entities employ 9 employees, 3 of whom are members of marginalised groups or groups threatened with marginalisation²². Therefore, they are mainly small or even micro-enterprises. All surveyed WISEs employ a total of 234 employees, 60 of whom are members of the so-called vulnerable groups (two organisations do not currently employ marginalised people, and four respondents did not provide data concerning the number of such employees). The structure of total employment is presented in the graph constituting fig. 4.2.8a.

Employment structure in all of the WISE's jointly

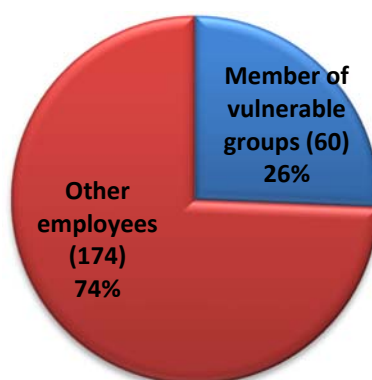


Figure 9: Employment structure in all of the WISE's jointly

Average values (median) of employment, broken down into both groups of employees, are shown in the graph constituting fig. 4.2.8b.

²² values presented in the graph are median

The median value of employment in WISE

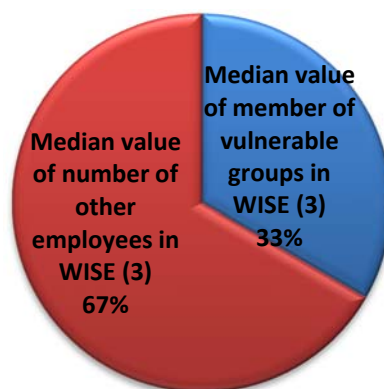


Figure 10: The median value of employment in WISE

4.2.9. Respondent's experiences with the employment of vulnerable groups' members

Managerial staff of WISEs assessed their experiences connected with the employment of employees belonging to particular vulnerable groups included in the survey by means of the following scale of rates:

- rate 1 = no experience,
- rate 2 = some experience,
- rate 3 = much experience.

The largest amount of managerial staff has (average or extensive) experience connected with the employment of the disabled and long-term unemployed, while almost 47% of the respondents who declared such experience assessed it as extensive. The experience in the employment of refugees and Roma people was declared most rarely. Only one of all respondents declared such experience, assessing it as average (some experience). One of the questionnaires did not include any reply to this question, and one included a partial reply. The results of studying the experience of WISEs' managerial staff concerning the employment of vulnerable groups' members are presented graphically in fig. 4.2.9.

Respondent's experiences with the employment of vulnerable groups members

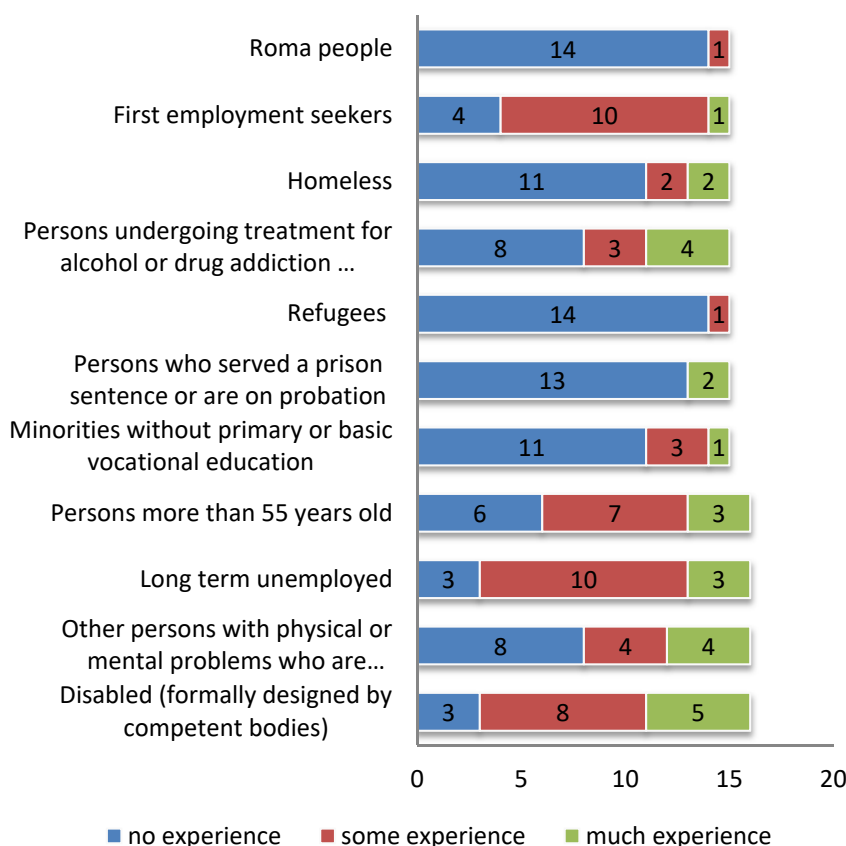


Figure 11. Respondent's experiences with the employment of vulnerable groups' members

4.2.10. Assessment of the competences' relevance

The most important competences among the following ones listed in the questionnaire:

- communication in maternal language and interpersonal communication in a proper linguistic form and mode,
- communication in foreign languages and intercultural understanding,
- calculation, logic and spatial skills (mathematical competence),
- using computer and web (digital literacy),
- capability for additional training,

are communication in maternal language and interpersonal communication in a proper linguistic form and mode. In the adopted scale from 1 to 5, where 1 means “completely irrelevant”, and 5 means “very relevant”, the average rate of this competence's relevance was 4.5. It is crucial that rates of individual respondents are highly compliant (average standard deviation is 0.51). The second most important competence determined by the average rate value is capability for additional training (rate 3.8, but average standard deviation 1.13), the next is using computer and web (digital literacy) (rate 3.6 with average standard deviation 1.37) and calculation, logic and spatial skills (mathematical competence), (rate 3.4 with average standard deviation 1.15). The least important competence is communication in foreign languages and intercultural understanding (rate 2.3 with average standard deviation 1.24).



The results of the assessment of individual competences' importance for achieving required work results by vulnerable groups' members are presented in fig. 4.2.10a and 4.2.10b. Figure 4.2.10a presents average rate values and figure 4.2.10b illustrates their diversity. It results from the assessment carried out through the needs concerning competences adjusted to the particular character of operations pursued. As an example: in the WISE carrying out operations 27.Manufactured foods, competences in the scope of using computer and web (digital literacy) were assessed as "completely irrelevant" (1), and in the WISE operating in the area of 11.Culture i 15.Food services the same competences were assessed as "very relevant" (5). Extreme discrepancies in the assessment concerned the following competences: using computer and web (digital literacy) and communication in foreign languages and intercultural understanding. The most considerable deviations of standard rate values occurred in relation to these competences - 1.37 and 1.24.



Assessment of the competences relevance - average value

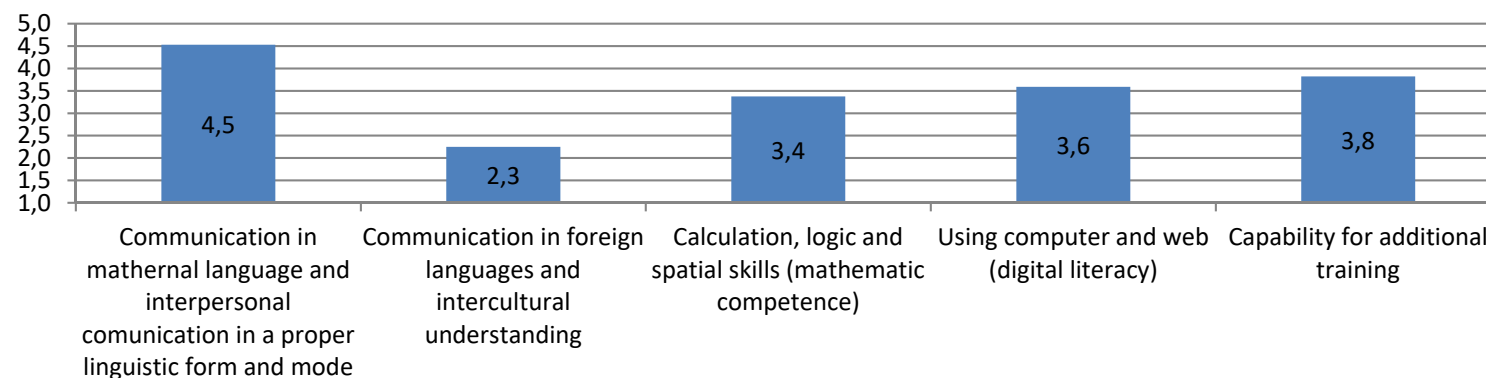


Figure 12. Assessment of the competences' relevance - average value

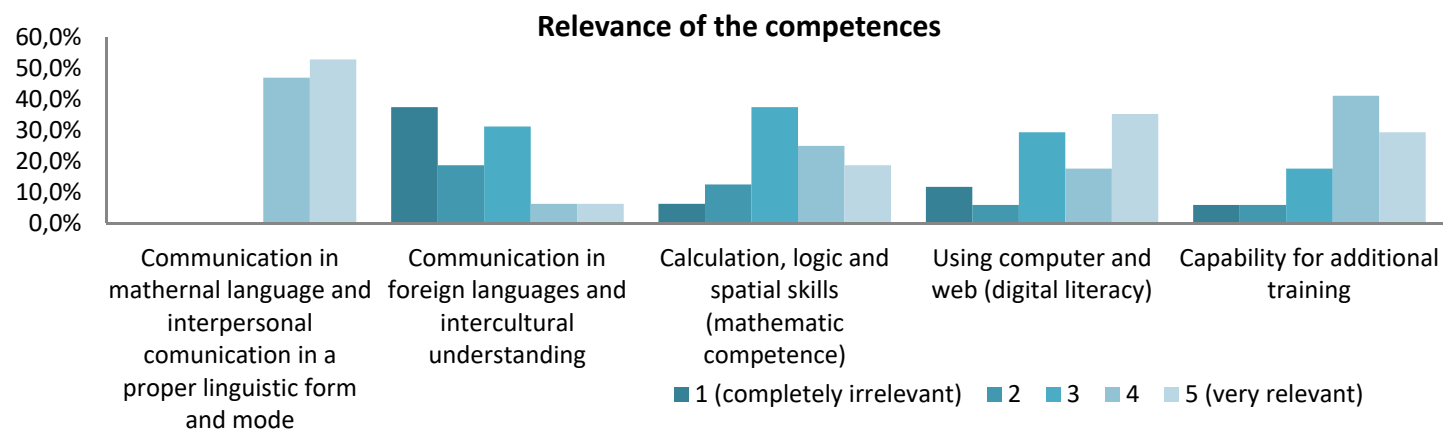


Figure 13. Relevance of the competences

4.2.11. Assessment of the competences' development

The assessment of skills possessed by members of marginalised groups or groups threatened with marginalisation operating in a given WISE was carried out in relation to the same types of competences whose importance had been previously assessed. The respondents applied the same point rate scale from 1 to 5, while 1 meant: “not developer at all” and 5 meant: “very much developer”. The highest rate received the level of competence in the scope of communication in maternal language and interpersonal communication in a proper linguistic form and mode - average rate 4. The lowest rate received the competence in the scope of communication in foreign languages and intercultural understanding - average rate 2.1. High discrepancies occurred in the assessment of the development of individual competences (values of average standard deviations are from 1.13 to 1.42). In two cases, the respondents did not answer this question, and in one case the respondent assessed the development level of only part of competences listed in the questionnaire. The results of the assessment were presented in fig. 4.2.11a and 4.2.11b, while fig. 4.2.11a presents average values of the assessment of skill levels of vulnerable groups' members, and fig. 4.2.11b presents percentage of assessments in relation to individual competences.



Assessment of the competences development - average value

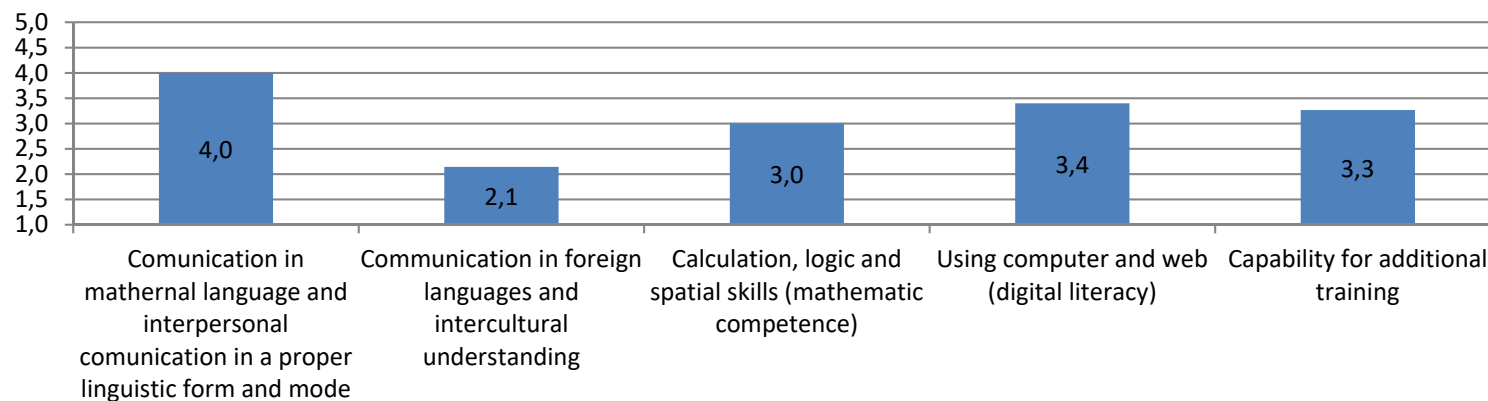


Figure 14. Assessment of the competences' development - average value

Assessment of the competences development level

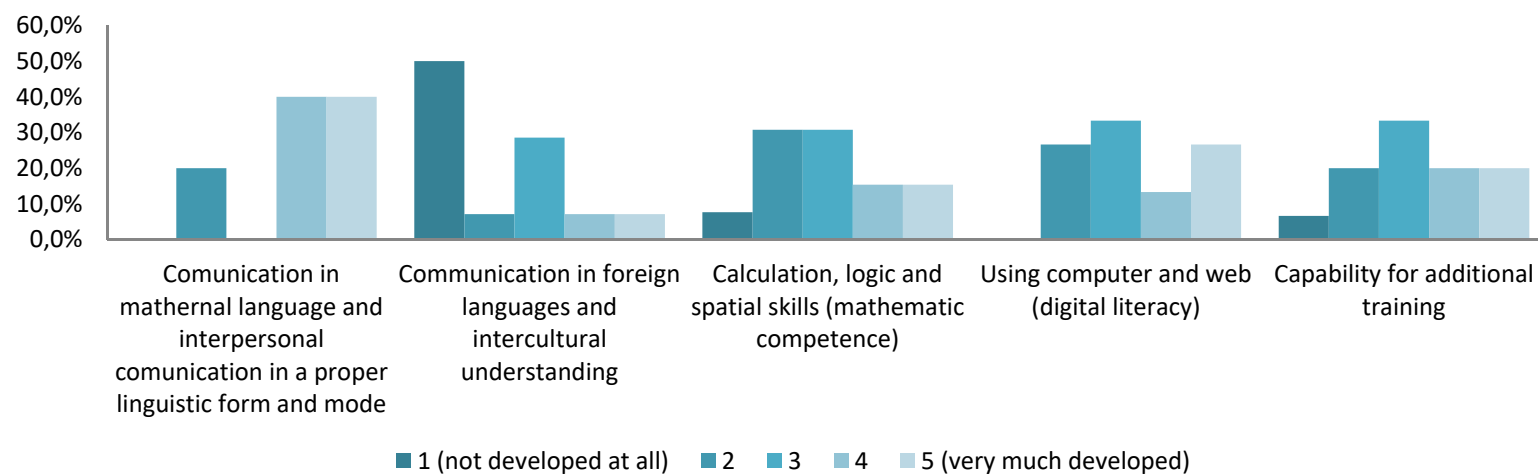


Figure 15. Assessment of the competences' development level

4.2.12. Most important factor of success - prevailed beliefs

The respondents chose one from the following four statements expressing factors of success which predominates in their organisations:

- Employees are analysed, evaluated and controlled.
- Each part of the organisation contributes to common goals.
- Organisation adapts to needs and dynamics in each concrete situation
- People are mostly managed by themselves.

(In one case, the respondent chose three statements and this questionnaire was not taken into account in the analysis of replies). The vast majority (75%) indicated that it is believed in their organisations that the success depends mainly on flexibility and capacity to adopt to the needs and dynamics of the situation. None of the respondents chose the reply “people are mostly managed by themselves”. Fig. 4.2.12. presents the results of choices made by the respondents.

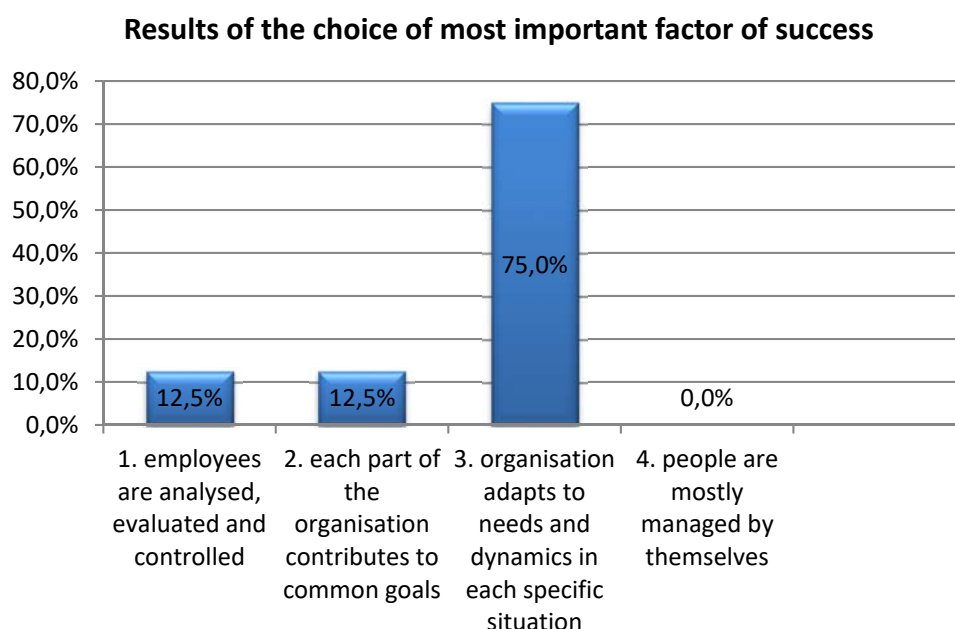


Figure 16. Results of the choice of most important factor of success

4.2.13. Features of the WISEs and their intensity

In this part the respondents were asked to assess to what extent the features listed in the questionnaire are characteristic for their company / organisation. The scale from 1 to 4 was adopted to carry out the assessment, where

- rate 1 = not at all,
- rate 2 = mostly not,
- rate 3 = mostly,
- rate 4 = very much.

It results from the information obtained that the respondents highly assess their organisations in the aspect of team work - 65% of the respondents was of the opinion that the “effective team work” is characteristic for their organisation to a great extent (“very much”), and 35% - “mostly”. Similar high rates referred to: “efficient work organisation”, “capability of quick implementation of changes” and “high level of self-

initiative". The following feature was assessed very low: "effective collaboration with research centres (ICT, social innovation, technology transfer)" - 41% of the respondents indicated they cannot attribute this feature to their organisation. The results obtained are presented in fig. 4.2.13.

Features of the WISE's and their intensity

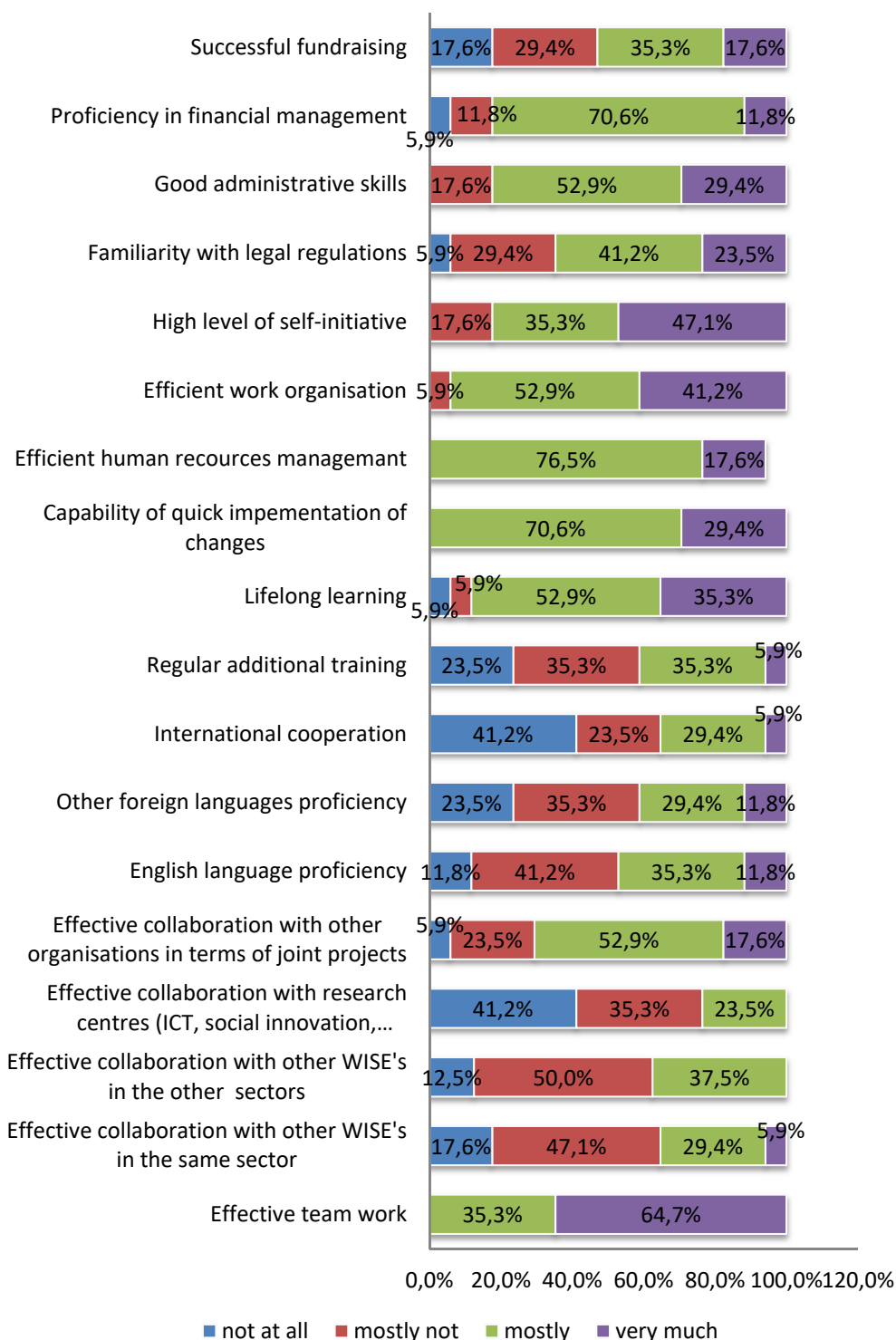


Figure 17. Features of the WISEs and their intensity

4.2.14. Needs and availability of leadership and managerial ICT support systems or tools

The questionnaire included the set of typical types of ICT systems and tools supporting WISEs' operations, in relation to which the respondents indicated whether they are "available", "not available but needed" or "not available and not needed" in their organisations / companies, or chose the reply: "do not know". In addition to the types of ICT systems and tools listed in the question, the respondents could write other ICT systems or tools available or necessary in their organisations / companies. It results from the replies that the needs of the surveyed organisations concerning financial management tools and office automation tools (word processors, spreadsheets, e-mail, etc.) are satisfied to the great extent. A considerable part of organisations has the needs concerning management tools, collaboration tools - for internal collaboration and document management tools satisfied. None of the respondents indicated other systems or tools available in the organisation or necessary in the area of the management and leadership. The results are presented in fig. 4.2.14.

Needs and availability of leadership and managerial ICT support systems or tools

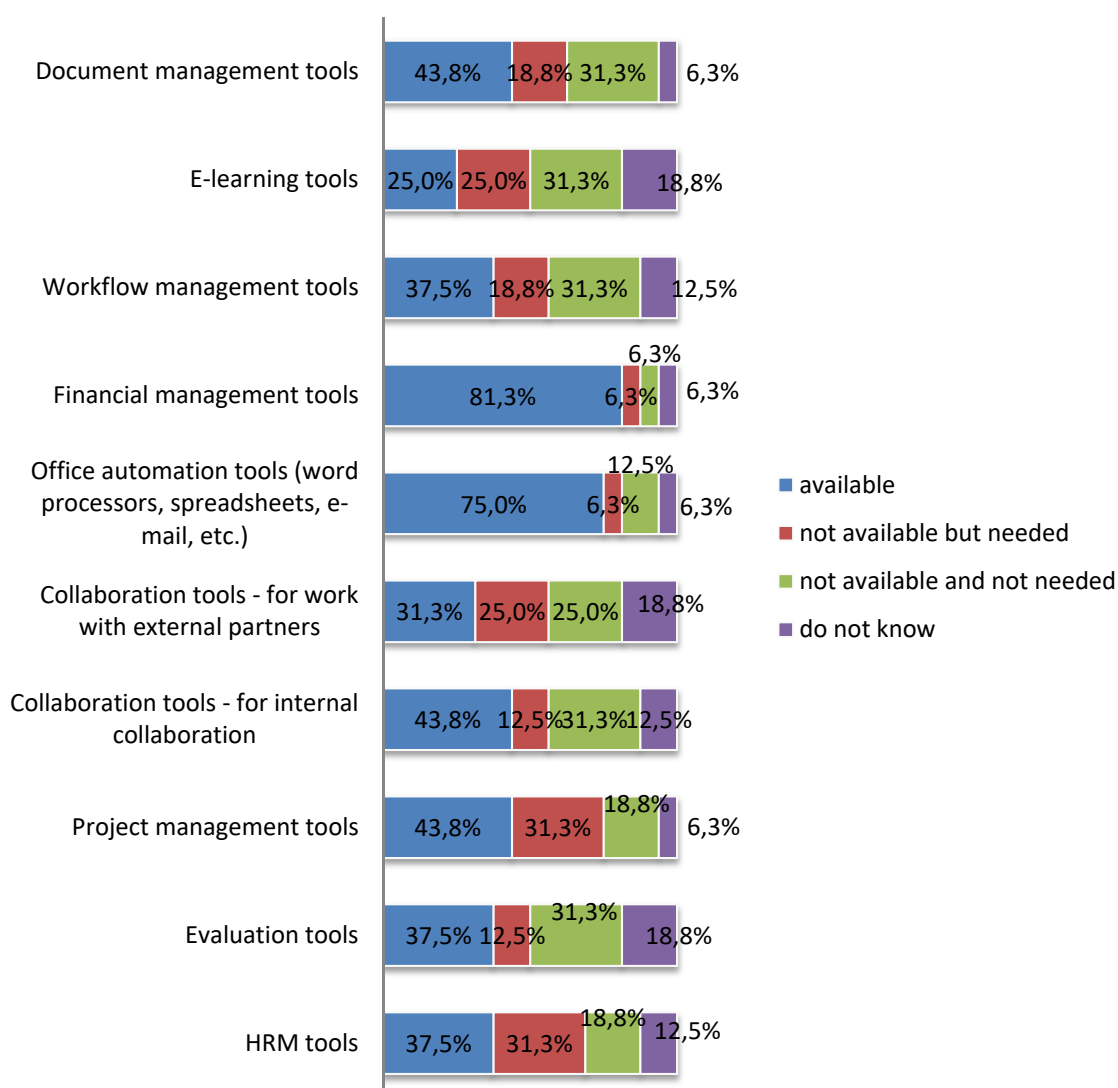


Figure 18. Needs and availability of leadership and managerial ICT support systems or tools

4.2.15. Needs and availability of marketing ICT support systems or tools

In this part of the questionnaire, the respondents answered to questions concerning the needs and availability of ICT systems and tools dedicated to marketing operations, in particular “eCommerce tools”, “tools for communications with customers”, “promotional support tools” and “collaboration tools”. They also could extend the list by adding other necessary and available or unavailable ICT systems and tools applied in the marketing area. Similarly as in the previous section, they could choose one of the following four replies: “available”, “not available but needed”, “not available and not needed” or “do not know”. It results from the replies that the surveyed organisations have most needs concerning tools for communication with customers and collaboration tools satisfied. At the same time, their lack was indicated by 23% of the respondents. A considerable part of the respondents (more than 35%) lacks promotional support tools. The great number of “do not know” replies in relation to eCommerce tools probably indicates the lack of knowledge which tools are available on the market, what functions they have and what benefits they generate in practice. The results are presented in fig. 4.2.15.

Needs and availability of marketing ICT support systems or tools

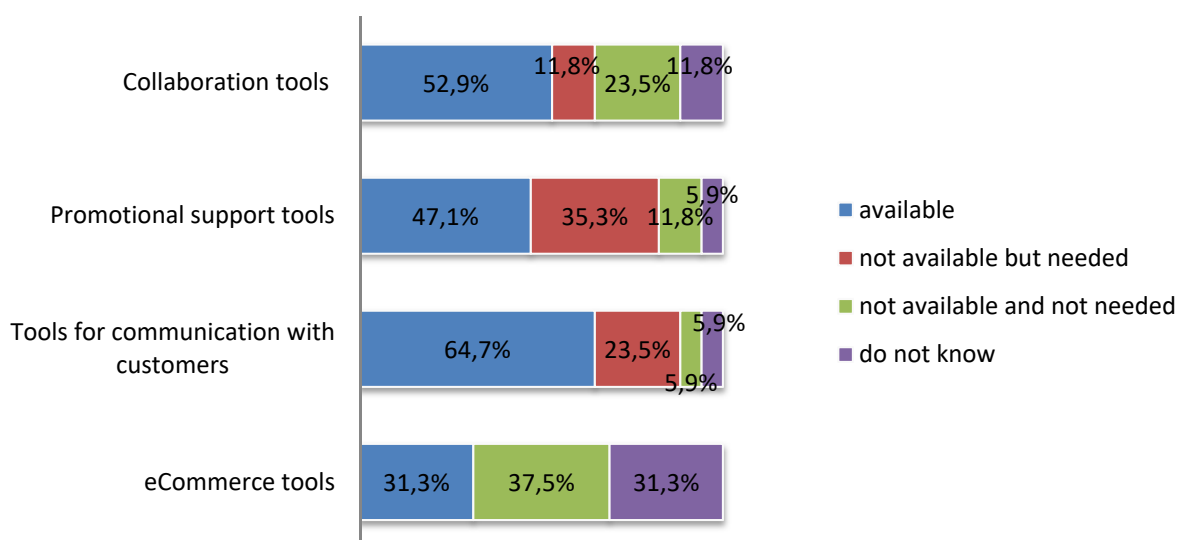


Figure 19. Needs and availability of marketing ICT support systems or tools

4.2.16. Needs and availability of product and service ICT support systems or tools

The information obtained in the replies to the question about the availability of ICT systems and tools supporting production processes or services performed by the surveyed organisations / companies shows that they are necessary in more than half of surveyed WISEs, and only in less than 19% of these organisations they are available. The needs of more than 30% of companies are not satisfied in this scope. The respondents were asked about the availability of tools for designing products and other systems or tools which they apply or need to support production processes or service performance. Similarly as in the previous questions, there were four replies to choose: “available”, “not available but needed”, “not available and not needed” or “do not know”. There is no information in questionnaires about other specific and necessary systems or tools supporting production processes or service performance, although in almost 17% of the cases the respondents indicated unfulfilled needs in this scope. The results are presented in fig. 4.2.16.

Needs and availability of product and service ICT support systems or tools

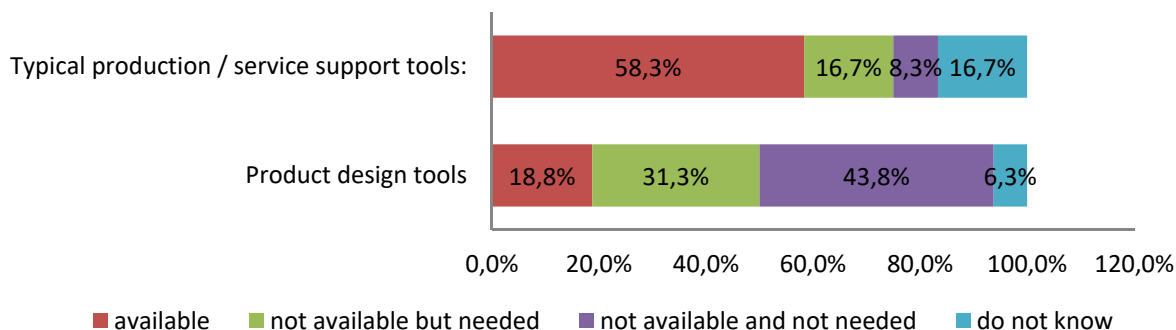


Figure 20. Needs and availability of product and service ICT support systems or tools

4.2.17. Modernity of ICT tools and systems used by WISEs

The last part of the questionnaire concerned the assessment of the modernity level of tools and systems used in the surveyed WISEs. While answering the question, the respondents chose between the following four statements:

- Up to date, even in the word-wide terms,
- Not really up to date, but still on a level of expectations,
- A bit outdated, but still appropriate,
- Completely outdated.

The following results were obtained:

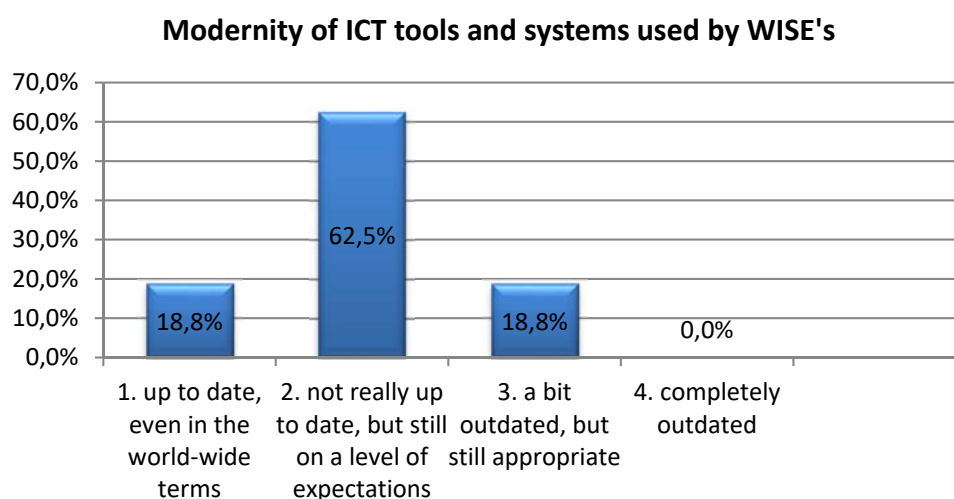


Figure 21. Modernity of ICT tools and systems used by WISE's

As shown in the graph, the respondents assessed that ICT systems and tools are modern enough and fulfil their requirements.



4.2.18. Areas of operation and features of the WISE

Table 4.3. summarises data presenting the results of the characteristics of WISEs carrying out their operations in individual areas. Data concerning areas in which operations are carried out by at least 3 organisations are distinguished by a colour. In other cases, data present characteristics concerning WISE 1 or 2.



of WISE operating in particular areas

research centres (ICT, social innovation, technology transfer)	Effective collaboration with other organisations in terms of joint activities	English language proficiency	Other foreign languages proficiency	International cooperation	Regular additional training	Lifelong learning	Capability of quick implementation of changes	Efficient human resources management	Efficient work organisation	High level of self-initiative	Familiarity with legal regulations	Good administrative skills	Proficiency in financial management	Successful fundraising
	2.5	1.5	1.5	1.5	2.5	3	3	3.5	3.5	3.5	3	3.5	2.5	1.5
5	3.25	2.5	2	2.25	2.75	3.75	3.75	3.5	3.75	3.5	3.75	3.75	3.5	3.75
	3	2	2	1	4	4	4	4	4	3	4	4	3	4
	3	3	3	1	2	1	3	3	4	2	2	3	3	2
5	2.5	1.75	1.5	2	2.25	3	3	3.25	3.75	3.5	2.75	3	2.75	2
	3	3	4	4	1	3	3	3	3	3	3	4	3	2
	3.5	3.5	3	2	2	3.5	3.5	3	3	4	2.5	3	3	3
	3	3	4	4	1	3	3	3	3	3	3	4	3	3
	3	1	1	1	2	3	3	4	4	3	2	2	2	1
	2.9	2.6	2.3	1.7	2.0	3.3	3.3	3.1	3.3	3.3	2.6	2.7	2.9	2.3
	3	3	2	3	3	4	4	3	3	3	4	4	4	4



Operation area of WISE	Effective team work	Effective collaboration with other WISE's in the same sector	Effective collaboration with other WISE's in the	Effective collaboration with research centres (ICT, social innovation, technology transfer)	Effective collaboration with other organisations in	English language proficiency	Other foreign languages proficiency	International cooperation	Regular additional training	Lifelong learning	Capability of quick implementation of	Efficient human resources management	Efficient work organisation	High level of self-initiative	Familiarity with legal regulations	Good administrative skills	Proficiency in financial management	Successful fundraising
24. Laundries	4	3	-	2	2	2	2	2	2	3	3	3	4	4	3	3	3	3
27. Manufactured goods	3	2	3	1	2	1	1	1	1	2	3	3	3	2	1	2	2	2
29. Other: Daily care for children	3	3	2	2	2	2	2	3	3	3	3	3	4	4	4	3	2	3
29. Other: financial services	4	2	2	2	3	2	2	1	4	4	4	4	4	3	4	4	3	4
29. Other: On-line story	3	1	1	1	1	3	3	1	1	4	4	3	3	3	3	3	3	3
29. Other: Therapy and rehabilitation of disabled people	4	3	3	3	4	4	4	3	3	4	3	3	3	4	3	3	3	3
Average value (for all WISEs)	3.6	2.2	2.3	1.8	2.8	2.5	2.3	2.0	2.2	3.2	3.3	3.0	3.4	3.3	2.8	3.1	2.9	2.5



Due to the small number of surveyed cases and the fact that in relation to most areas (84%) the data concern one or two WISEs operating therein, the attempt to determine possible dependencies between features of the surveyed WISEs and the area of their operations was abandoned. It was deemed that such reasoning would be groundless and the results accidental. Nevertheless, the average rate values of features which characterise WISEs in areas in which at least 3 surveyed organisations operate were analysed. It concerns the following areas:

- 4. Training (4 WISEs),
- 7. Cleaning (4 WISEs),
- 15. Food services (7 WISEs).

In all the three areas, the most characteristic feature of WISEs operating therein is “effective team work”. Such a result is compliant with the result obtained for all surveyed WISEs.

Organisations operating in area 4. Training is characterised mainly by the following features: “lifelong learning”, “capability of quick implementation of changes”, “efficient work organisation”, “familiarity with legal regulations”, “good administrative skills” and “successful fund raising”. The following features can be assigned to them to the smallest extend: “other foreign languages proficiency”, “effective collaboration with research centres (ICT, social innovation, technology transfer)” and “international cooperation”. It is important to note that in relation to almost each feature, the rates concerning WISEs operating in area 4. Training are higher than average rate values of all surveyed WISEs.

Organisations operating in area 7. Cleaning are characterised by the following features: “efficient work organization” and “high level of self-initiative”. They are not characterised by: “other foreign languages proficiency”, “English language proficiency „effective collaboration with research centres (ICT, social innovation, technology transfer)”.

Organisations operating in area 15. Food service are characterised by the following features: “efficient work organization”, “lifelong learning”, “capability of quick implementation of changes”, “high level of self-initiative”, but they are not strongly developed. On the other hand, the following features cannot be assigned to them: “international cooperation”, “effective collaboration with research centres (ICT, social innovation, technology transfer)” It should be also noted that in relation to each feature, the rates concerning WISEs operating in this sector are lower than average rate values of all surveyed WISEs.

4.2.19. Operation areas of the WISEs and their needs and availability of leadership and managerial ICT support systems or tools

The summary of the results concerning the assessment of availability and needs in the scope of leadership and managerial ICT support systems or tools in WISEs operating in particular areas is presented in table 4.4. Nevertheless, these data are not sufficient to formulate specific characteristics of WISEs in the surveyed scope, dependent on the area of their operations, mainly due to the small number of surveyed cases as it should be taken into consideration that the assessment carried out by the respondents is, to a great extent, conditioned by their knowledge about currently available managerial support systems and tools and benefits generated by them in practice. Data obtained from one or two respondents cannot be considered as representative and characteristic for WISEs operating in the given area. Limiting the analysis only to these areas in which 3 or more WISEs operate (training, clearing, food services), it can be stated that:

Organisations operating in area 4. Training have needs concerning leadership and managerial ICT support systems or tools satisfied, although 50% indicates needs for HRM support software and tools, and 25% indicates needs connected with project management support. The results concerning needs in the scope of e-learning tools are amazing. They show lack of needs or lack of knowledge allowing the determination of these needs - only “not available and not needed” or “do not know” replies were submitted. Taking into



account of the type of operations conducted, the needs to apply such systems and tools also in the area of management could seem obvious.

Organisations operating in area 7. Cleaning assess their needs concerning leadership and managerial ICT support systems or tools and the level of their satisfaction similarly to most WISEs, although more than 30% of organisations indicates lack of necessary software and tools in this scope (the same number of WISEs is of the opinion that they are not necessary for them). It is important that most WISEs indicated that needs concerning collaboration tools - for work with external partners in this scope are not satisfied.

Organisations operating in area 15. Food service are characterised by a relatively high level of the satisfaction of needs in the surveyed scope. Unmet needs, indicated by approx. 30% of the surveyed WISEs operating in this area, concern all types of ICT systems and tools, except for office automation tools and financial management tools possessed by 100% of organisations. It is worth mentioning that the respondents representing WISEs operating in the area of food services declared the availability of or the need for the systems and tool in question, and “...not needed” or “do not know” replies were rare.



Managerial ICT support systems or tools - assessment for each operation area.



Operation area of WISE	HRM tools	Evaluation tools	Project management tools	Collaboration tools - for internal collaboration	Collaboration tools - for work with external partners	Office automation tools (word processors, spreadsheets, e-mail, etc.)	Financial management tools	Workflow management tools	E-learning tools	Document management tools	Other leadership and management support tools:
3. Green Area Services	available or not needed	available or not needed	available or not needed	not needed	available or not needed	available or not needed	available or not needed	available or not needed	available or not needed	available or not needed	not needed
4. Training	available (50%), needed (50%)	available or not needed	available (75%), needed (25%)	available or not needed	available or not needed	available	available	available or not needed	not needed or do not know	available or not needed	do not know
5. Orientation	needed	available	available	not needed	available	available	available	not needed	not needed	available	-
6. Construction	not needed	not needed	needed	not needed	not needed	available	available	not needed	not needed	not needed	-
7. Cleaning	available (33%), needed (33%), not needed (33%)	available (33%), needed (33%), not needed (33%)	available (33%), needed (33%), not needed (33%)	available (33%), needed (33%), not needed (33%)	needed (67%), not needed (33%)	available or not needed	available or not needed	available or not needed	available (33%), needed (33%), not needed (33%)	available or not needed	not needed
9. Waste	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know
11. Culture	available	available	available	available	available	available	available	available	available	available	-
12. Housing	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know	do not know
14. Parking lot Management	available	available	available	available	not needed	available	available	available	available	available	-
15. Food services	available (70%), needed (30%)	available (70%), needed (30%)	available (70%), needed (30%)	available (70%), needed (30%)	available (43%), needed (14%), not needed (14%), do not know (29%)	available	available	available (70%), needed (15%), not needed (15%),	available (50%), needed (50%)	available (70%), needed (30%)	do not know



18.International Cooperation		needed	not needed	needed	not needed	not needed	available	available	not needed	do not know	not needed	-
20. Typography Publishing		do not know	do not know	needed	do not know	do not know	available	available	not needed	needed	needed	do not know
21. Services for Business		available (50%), needed (50%)	available	available or not needed	available or not needed	available (50%), needed (50%)	available (50%), needed (50%)	available	available or not needed	available or not needed	available (50%), needed (50%)	-
24. Laundries		-	-	-	-	-	-	-	-	-	-	-
27. Manufactured goods		not needed	not needed	not needed	not needed	needed	not needed	needed	needed	not needed	not needed	-
29. Other: Daily care for children		not needed	not needed	not needed	not needed	not needed	not needed	not needed	not needed	not needed	not needed	not needed
29. Other: financial services		needed	available	available	not needed	available	available	available	not needed	not needed	available	-
29. Other: on-line story		do not know	do not know	needed	do not know	do not know	available	available	not needed	needed	needed	do not know
29. Other: Therapy and rehabilitation of disabled people		needed	not needed	needed	needed	needed	available	available	needed	needed	not needed	-
Average value (for all WISEs):	available	37.5%	37.5%	43.7%	43.7%	31.2%	75.0%	81.1%	37.5%	25.0%	43.7%	-
	needed	31.2%	12.5%	31.2%	12.5%	25.0%	6.3%	6.3%	18.8%	25.0%	18.8%	-
	not needed	18.8%	31.2%	18.8%	31.3%	25.0%	12.4%	6.3%	31.2%	31.2%	31.2%	-
	do not know	12.5%	18.8%	6.3%	12.5%	18.8%	6.3%	6.3%	12.5%	18.8%	6.3%	-





4.2.20. Operation area of the WISEs and their needs and availability of marketing ICT support systems or tools

The results concerning the assessment of availability and needs in the scope of marketing ICT support systems or tools in WISEs operating in particular areas are presented in table 4.5. Due to reasons presented in the previous sub-chapter, the analysis of results was limited to these areas in which 3 or more WISEs operate (training, cleaning, food services).

Most organisations operating in area 4. Training are not able to determine their needs concerning e-Commerce tools (50% are “do not know” replies and 26% are “not needed” replies). Tools for communication with customers are available in the case of 75% of surveyed WISEs (25% of WISEs do not determine their needs in this scope). Promotional support tools are available in half of the surveyed WISEs, the needs of 25% of WISEs are unmet in this scope and 25% of WISEs is not able to determine their needs concerning these tools. Half of the organisations operating in the “Training” area possess collaboration tools, and half of them are not able to determine whether they possess them and whether they need them. The respondents did not determined any other systems and tools in their possession or systems and tools necessary for them to support their marketing operations.

Organisations operating in area 7. Cleaning assess their needs concerning e-Commerce tools and the level of their satisfaction differently (25% has such tools, 25% needs them, 25% does not need them and 25% is not able to determine it). Tools for communication with customers, similarly as other systems and tools supporting marketing operations, are available in WISEs which see the need to use them. The respondents operating in the “cleaning” area did not indicate any other necessary or used tools than those listed in the questionnaire.

Organisations operating in area 15. Food service are characterised by a relatively high level of the satisfaction of needs in the surveyed scope. Unmet needs, indicated by the surveyed WISEs operating in this area, concern tools for communication with customers (28%) and promotional support tools (14%). Approximately 30% of the respondents operating in the “food service” area was not able to assess their needs (28% of replies was “do not know”).

Table 5. Needs and availability of marketing ICT support systems or tools - assessment for each operation area

Operation area of WISE	Commerce tools	Tools for communication with customers	Promotional support tools	Collaboration tools	Other marketing support tools:
3. Green Services	available or not needed	available or not needed	available or not needed	available or not needed	available or no answer
4. Training	available (25%), not needed (25%), do not know (50%)	available (75%), do not know (25%)	available (50%), needed (25%), do not know (25%)	available (50%), do not know (50%)	-
5. Orientation	not needed	available	needed	do not know	-
6. Construction	not needed	available	needed	not needed	-
7. Cleaning	available (25%), needed (25%), not needed (25%), no answer (25%)	available or not needed	available or not needed	available or not needed	not needed
9. Waste	do not know	available	available	available	do not know
11. Culture	available	available	available	available	available
12. Housing	do not know	available	available	available	do not know
14. Parking lot Management	available	available	available	available	not needed
15. Food services	available (72%), do not know (28%)	available (86%), needed (14%)	available (72%), needed (28%)	available (72%), needed (14%), not needed (14%)	available (14%), not needed (14%), do not know (14%), no answer (58%)
18. International Cooperation	do not know	do not know	do not know	do not know	-
20. Typography Publishing	available	available	needed	not needed	not needed
21. Services for Business	not needed	available (50%), needed (50%)	needed (50%), needed (50%)	available (50%), do not know (50%)	no answer
24. Laundries	-	available	available	available	-
27. Manufactured goods	not needed	needed	needed	not needed	-



Operation area of WISE	eCommerce tools	Tools for communication with customers	Promotional support tools	Collaboration tools	Other marketing support tools:
3. Green Area Services	available or not needed	available or not needed	available or not needed	available or not needed	available or not answer
4. Training	available (25%), not needed (25%), do not know (50%)	available (75%), do not know (25%)	available (50%), needed (25%), do not know (25%)	available (50%), do not know (50%)	-
5. Orientation	not needed	available	needed	do not know	-
6. Construction	not needed	available	needed	not needed	-
7. Cleaning	available (25%), needed (25%), not needed (25%), no answer (25%)	available or not needed	available or not needed	available or not needed	not needed
9. Waste	do not know	available	available	available	do not know
11. Culture	available	available	available	available	available
12. Housing	do not know	available	available	available	do not know
14. Parking lot Management	available	available	available	available	not needed
15. Food services	available (72%), do not know (28%)	available (86%), needed (14%)	available (72%), needed (28%)	available (72%), needed (14%), not needed (14%)	available (14%), not needed (14%), do not know (14%), no answer (58%)
29. Other: Daily care for children	not needed	not needed	not needed	not needed	not needed
29. Other: financial services	not needed	available	needed	do not know	-
29. Other: on-line story	available	available	needed	not needed	do not know
29. Other: Therapy and rehabilitation of disabled people	not needed	needed	needed	needed	-
Average value (for all WISEs):	available	31.3%	64.7%	47.1%	52.9%
	needed	0%	23.5%	35.3%	11.8%
	not need	37.4%	5.9%	11.8%	23.5%



Operation area of WISE		Commerce tools	Tools for communication with customers	Promotional support tools	Collaboration tools	Other marketing support tools:
3. Green Services	Area	available or not needed	available or not needed	available or not needed	available or not needed	available or not answer
4. Training		available (25%), not needed (25%), do not know (50%)	available (75%), do not know (25%)	available (50%), needed (25%), do not know (25%)	available (50%), do not know (50%)	-
5. Orientation		not needed	available	needed	do not know	-
6. Construction		not needed	available	needed	not needed	-
7. Cleaning		available (25%), needed (25%), not needed (25%), no answer (25%)	available or not needed	available or not needed	available or not needed	not needed
9. Waste		do not know	available	available	available	do not know
11. Culture		available	available	available	available	available
12. Housing		do not know	available	available	available	do not know
14. Parking lot Management		available	available	available	available	not needed
15. Food services		available (72%), do not know (28%)	available (86%), needed (14%)	available (72%), needed (28%)	available (72%), needed (14%), not needed (14%)	available (14%), not needed (14%), do not know (14%), no answer (58%)
	do not know	31.3%	5.9%	5.9%	11.8%	-

4.2.21. Operation area of the WISEs and their needs and availability of product and service ICT support systems or tools

The results of the assessment of meeting needs concerning ICT systems and tools supporting production processes or service performance in WISEs operating in particular areas are presented in table 4.6. Due to reasons presented above, the cross-analysis was carried out only in relation to WISEs operating in the following areas: 4. training, 7. clearing and 15. food services.

In WISEs operating in area 4. Training, 75% of the respondents is of the opinion that they do not need product design tools, and 25% thinks that they need them, but these tools are unavailable. The same part (75%) of organisations operating in this area has tools supporting production process or service performance, and 25% does not need them.

Organisations operating in area 7. Cleaning do not have product design tools, but 25% needs them, 50% of the respondents assesses that such tools are not necessary for them, and 25% is not able to assess their needs in this scope (“do not know” replies). Other tools supporting production processes or service performance are used by 50% of the surveyed organisations in this area, 25% needs them, but they are unavailable for them. The same number of the respondents (25%) does not know their needs in this scope.

In area 15. Food services, product design tools are available for less than 30% of WISEs, the same percentage of these organisations does not have them, although they indicate that they need them. More than 40% of the respondents representing organisations from this area is of the opinion that they do not have such needs. Almost 60% of WISEs uses other tools supporting production processes or service performance, and the representatives of more than 40% do not answer this question (14%) or cannot determine the need replying “do not know” (29%).

Table 6. Needs and availability of product and service ICT support systems or tools - assessment for each operation area.

Operation area of WISE	Product design tools	Typical production / service support tools:
3. Green Area Services	not needed	available (50%), needed (50%)
4. Training	needed (25%), not needed (75%)	available (75%), do not needed (25%)
5. Orientation	needed	available
6. Construction	needed	no answer
7. Cleaning	needed (25%), not needed (50%), no answer (25%)	Available (50%), needed (25%) no answer (25%)
9. Waste	available	available
11. Culture	available	available
12. Housing	available	available
14. Parking lot Management	not needed	available
15. Food services	available (28%), needed (28%), not needed (44%)	available (57%), do not know (29%), no answer (14%)
18. International Cooperation	not needed	no answer
20. Typography - Publishing	needed	do not know
21. Services for Business	needed (50%), not needed (50%)	available
24. Laundries	no answer	no answer
27. Manufactured goods	do not know	no answer
29. Other: Daily care for children	not needed	needed
29. Other: financial services	needed	available



Operation area of WISE		Product design tools	Typical production / service support tools:
3. Green Area Services		not needed	available (50%), needed (50%)
4. Training		needed (25%), not needed (75%)	available (75%), do not needed (25%)
5. Orientation		needed	available
6. Construction		needed	no answer
7. Cleaning		needed (25%), not needed (50%), no answer (25%)	Available (50%), needed (25%) no answer (25%)
9. Waste		available	available
11. Culture		available	available
12. Housing		available	available
14. Parking lot Management		not needed	available
15. Food services		available (28%), needed (28%), not needed (44%)	available (57%), do not know (29%), no answer (14%)
29. Other: on-line story		needed	do not know
29. Other: Therapy and rehabilitation of disabled people		needed	needed
Average value (for all WISEs):	available	18.8%	31.3%
	needed	31.3%	16.7%
	not need	43.8%	8.3%
	do not know	6.3%	16.7%

4.2.22. Relevance and development of the competences of the vulnerable groups in WISEs

Answering question 10, the respondents assessed the accuracy of the indicated competences of vulnerable groups' members in terms of tasks performed by them. The established five-point scale of rating, in which 1 means "completely irrelevant" and 5 means "very relevant", allows the assignment of values which should be considered as measures of the importance of individual competences. The most important competences are in the scope of "communication in maternal language and interpersonal communication in a proper linguistic form and mode" - the average rate was 4.53 points. The reply to question 11 required the assessment of the competence development level in this group of hired employees. The assessment was also carried out in the five-point growing scale, in which 1 means "not development at all" and 5 means "very much developed". The highest rates were given to the competence development level in relation to the following competences recognised earlier as the most necessary ones: "communication in maternal language

and interpersonal communication in a proper linguistic form and mode” - the average rate value in the adopted scale is 4.0.

The results of both assessments allow the determination of priorities concerning the improvement of competences within the given WISE, in relation to WISEs operating in particular areas of business and in the entire surveyed area. The quotient of the assessment of relevance and the assessment of the competence development level (Q10 / Q11) can be adopted as the measure of the priority. The more important the given competence is and inversely proportional to the given competence development level, the higher the value of the priority measure is. It means that in the first place these competences whose measures of the priority is of the highest value should be improved. Table 4.7. presents the summary of arithmetic average values of relevance and development assessments and the priority measure values calculated according to the established formula. It results from the presented data that the first priority is to improve the “capability for additional training” competence level (it concerns all surveyed WISEs).

Table 7. Priority of competences’ development - for all WISEs

Competences	Assessment of relevance of the competences - average value (for all WISEs)	Assessment of the competences’ development - average value (for all WISEs)	Priority of competence development (measure)
	[1]	[2]	[3]=[1] / [2]
Communication in maternal language and interpersonal communication in a proper linguistic form and mode	4.53	4.00	1.13
Communication in foreign languages and intercultural understanding	2.25	2.14	1.05
Calculation, logic and spatial skills (mathematical competence)	3.38	3.00	1.13
Using computer and web (digital literacy)	3.59	3.40	1.06
Capability for additional training	3.82	3.27	1.17

The cross-analysis carried out in relation to WISEs operating in particular areas (limited, due to the small amount of data, to 4.Training, 7. Cleaning and 15. Food services), shows that:

- in WISEs operating in area 4. Training, the focus should be put, in the first place, on the development of communication in foreign languages and intercultural understanding,
- in organisations operating in area 7. Cleaning the priority is the development of communication in maternal language and interpersonal communication in a proper linguistic form and mode,
- in WISEs from area 15. Food services, the development of the “capability for additional training” is most important as in each average WISE.

The results of the analysis are presented in tables 4.8., 4.9. and 4.10.

Table 8. Priority of competences' development - for WISEs of 4.Training area

Competences	Assessment of relevance of the competences - average value (for all WISEs)	Assessment of the competences' development - average value (for all WISEs)	Priority measure
	[1]	[2]	[3]=[1] / [2]
Communication in maternal language and interpersonal communication in a proper linguistic form and mode	4.75	2.00	1.02
Communication in foreign languages and intercultural understanding	3.00	2.00	1.50
Calculation, logic and spatial skills (mathematical competence)	3.67	3.00	1.22
Using computer and web (digital literacy)	4.50	4.33	1.04
Capability for additional training	4.50	4.33	1.04

Table 9. Priority of competences' development - for WISEs of 7.Cleaning area

Competences	Assessment of relevance of the competences - average value (for all WISEs)	Assessment of the competences' development - average value (for all WISEs)	Priority of competence development (measure)
	[1]	[2]	[3]=[1] / [2]
Communication in maternal language and interpersonal communication in a proper linguistic form and mode	4.25	4.50	0.94
Communication in foreign languages and intercultural understanding	1.75	2.00	0.88
Calculation, logic and spatial skills (mathematical competence)	2.50	3.00	0.83
Using computer and web (digital literacy)	2.50	3.00	0.83
Capability for additional training	2.75	3.25	0.85

Table 10. Priority of competences' development - for WISEs of 15.Food services area

Competences	Assessment of relevance of the competences - average value (for all WISEs)	Assessment of the competences' development - average value (for all WISEs)	Priority of competence development (measure)
	[1]	[2]	[3]=[1] / [2]
Communication in maternal language and interpersonal communication in a proper linguistic form and mode	4.43	4.17	1.06
Communication in foreign languages and intercultural understanding	2.29	2.33	0.98
Calculation, logic and spatial skills (mathematical competence)	3.71	3.00	1.24
Using computer and web (digital literacy)	3.71	3.33	1.11
Capability for additional training	4.00	2.83	1.41

The presented results of analyses based on average rate values can constitute only an overview and serve as a comparative assessment of the competence development level in given WISEs against the average level of WISEs operating in the given area. Decisions concerning the development of competences of the given WISE's employees should be based on the analysis carried out on the basis of data from the assessment concerning the given organisation. The summary of data and the results of the established priorities concerning the employees' competence development is presented in table 4.11.

Table 11. Priority of competences' development - for "XXX" WISE

Competences	Assessment of relevance of the competences - average value (for all WISEs)	Assessment of the competences' development - average value (for all WISEs)	Priority of competence development (measure)
	[1]	[2]	[3]=[1] / [2]
Communication in maternal language and interpersonal communication in a proper linguistic form and mode	4	4	1
Communication in foreign languages and intercultural understanding	2	1	2



Calculation, logic and spatial skills (mathematical competence)	3	3	1
Using computer and web (digital literacy)	3	2	1.5
Capability for additional training	3	3	1

1.2. Summary of the survey results

In order to obtain necessary information, 180 forms of questionnaire were sent to organisations which were identified as organisations carrying out operations of the same nature as WISEs' operations. Additional 6 questionnaires were delivered personally. We received 17 completed questionnaires which included (almost) all information. We collected information concerning:

- 4 Social Cooperatives,
- 4 non-profit Limited Liability Company,
- 3 Associations,
- 5 Foundations,
- 1 Vocational Integration Centre (CIS).

71% of the surveyed organisations has the "private non-profit" status, 23% has the "public" status and 6% - "private for profit".

All questionnaires were filled out by managerial staff in the surveyed WISEs - 71% of chairmen /vice chairmen, 24% of managers and 6% of other roles.

Operations of the surveyed WISEs cover 17 different areas (35% of WISEs operates in 2 areas, 30% in 3 or 4 areas). The most popular areas of the surveyed WISEs' operations are: food services, cleaning and training.

Most surveyed organisations cannot be considered as mature and well established on the market - only 30% of the surveyed WISEs has been operating for more than 5 years. Only 29% of the respondents concluded that the level of their organisations' development can be considered as "consolidated". 57% of organisations is at the "under development" stage and 14% at the "just started" stage.

88% of the surveyed WISEs answered the question about the financial result achieved in 2016. 59% of the respondents answered that their operations generated profits, and 29% stated that they incurred losses.

Only 41% of the respondents answered the question about the annual turnover in 2016. The lowest turnover of approx. EUR 37 thousand was achieved by the WISE employing 6 employees, and the highest turnover in the amount of approx. EUR 90 thousand was achieved by the company employing 11 employees.

On average, the surveyed WISEs employ 9 employees, including 3 members of vulnerable groups. The total employment in the surveyed organisations amounts to 234 employees, including 60 vulnerable groups' members.

Most frequently, experiences with the employment of vulnerable groups' members among the respondents are connected with employing the disabled and long-term unemployed, while 47% assessed them as extensive. The WISEs are least experienced in employing refugees and Roma people (only a few cases).

The assessment of the competences' relevance indicated that the most important competence is "communication in maternal language and interpersonal communication in a proper linguistic form and mode" - average rate 4.5. At the same time the assessment of the competences development indicated that these competences are the most developed ones among vulnerable groups' members. The competence



development level of “communication in foreign languages” and “intercultural understanding” was assessed as the lowest - (average rate 2.1), but these competences had been earlier considered as the least important.

The surveyed organisations are mainly of the opinion that “the company is successful if an organisation adapts to needs and dynamics in each concrete situation”. Such reply was chosen by 75% of the respondents.

According to the respondents, the dominant feature of the surveyed WISEs is the “effective team work”. 65% of the respondents concluded that the “effective team work” is characteristic for their organisations at the “very much” level and 35% at the “mostly” level.

The assessment of the needs and availability of ICT support systems or tools used in the leadership and managerial area indicated that generally available tools include financial management tools and office automation tools and that HRM and project management tools are necessary but unavailable for many WISEs.

In marketing operations, most surveyed WISEs use available tools for communication with customers and collaboration tools. At the same time, in the case of 35% of the surveyed organisations, their needs concerning promotional support tools are not met.

Product and service ICT support systems or tools are necessary in more than 50% of the surveyed WISEs, and available in less than 19% of these organisations.

While assessing the modernity level of ICT systems and tools used by the organisations, most of the respondents (62.5%) concluded that they are “not really up to date, but still on a level of expectations”.

The attempt to determine characteristics of WISEs operating in particular areas was limited to three areas: 4. Training, 7. Cleaning and 15. Food services, as we managed to collect data concerning only 3 or more WISEs. The rest of the surveyed organisations operate in other areas and it was stated that in these cases the results of the assessment cannot be deemed as representative for individual areas of operations. In all the three areas, the most characteristic feature of WISEs operating therein is the “effective team work” and this result is compliant with the result obtained for all surveyed WISEs. In relation to almost each feature, the assessments concerning WISEs operating in area 4. Training are higher than average assessment values of all surveyed WISEs, and in area 15. Food services they are lower. The results are presented in table 4.3.

The assessment of availability and needs in the scope of leadership and managerial ICT support systems or tools in WISEs operating in particular areas (table 4.4.) indicated that there are insignificant differences in availability and needs, and in the knowledge of the respondents about these issues. The interpretation of the results is presented in point 4.2.19. In organisations operating in area 4. Training, unmet needs concern mainly software and tools supporting HRM and Project management, in area 7. Cleaning collaboration tools - for work with external partners, and in area 15. Food services all types of ICT systems and tools (except for office automation tools and financial management tools), which are necessary for 30% of the surveyed WISEs operating in this area.

In relation to marketing ICT support systems or tool, the needs and availability were assessed differently by the respondents from individual areas of operations. The summary of the results is presented in table 4.5. and their interpretation was included in point 4.2.20. Taking into account the aim of the survey, it should be stressed that many respondents were not able to determine the need concerning these systems and tools, which can mean that they are not familiar with systems and tools that can be used to support marketing operations in their organisations.

Needs and availability of product and service ICT support systems or tools were identified in two groups: “product design tools” and other “typical production / service support tools”. In WISEs operating in area 4. Training, product design tools were considered in general as unnecessary (75%). On the other hand, organisations have other tools supporting their operation processes. In area 7. Cleaning, organisations do not have product design tools, but 25% needs them. Half of WISEs in this area applies other tools supporting service performance. WISEs operating in area 15. Food services apply product design tools in 30% of cases, and other tools in 60%. Unmet needs in this scope are encountered in approximately 30% of organisations



and they concern product design tools, and, according to the respondents, 40% of organisations operating in this area does not need such tools.

The summary of average values of assessments of competences' relevance and assessments of competences' development for all surveyed WISEs (table 4.7) shows that the most important competences of vulnerable groups' members concern "Communication in maternal language and interpersonal communication in a proper linguistic form and mode". They are also competences whose development was assessed at the highest level. Competences in the scope of "capability for additional training" are also of significant importance, but the level of their development was assessed at a considerably lower level. Adopting as the priority measure the quotient of the assessment of "relevance" and the assessment of "development", it was established that these competences should be developed in the first place. Tables 4.8., 4.9. and 4.10 include the results of similar analyses for WISEs operating in individual sectors, and table 4.11. presents the results of the analysis for the case selected from the surveyed organisations.

The presented results of the survey show the condition of WISEs operating in Silesia. Nevertheless while using these results, it should be taken into account that the data were collected from 10% of such organisations functioning in this region. In relation to the results of studies of the availability and needs concerning ICT systems and tools, it should be taken into consideration that the assessment carried out by the respondents is conditioned by their knowledge about currently available systems and tools supporting management and benefits generated by their use in practice. The considerable number of "do not know" replies or lack of the reply to Q14, Q15 and Q16 (see points 4.2.12., 4.2.15. and 4.2.16.) can prove that the respondents' knowledge about these issues is insufficient. It also seems to be indicated by lack of specific information about other tools applied in management, marketing or key processes.

5. INTERVIEWS RESULT

5.1. Purpose and scope of the survey

The purpose of the interviews was to identify needs concerning the development of managerial skills as well as possibilities of the use of information and communication technologies (ICT) in social enterprises operating in Silesia and dealing with the employment integration of people who are marginalised and threatened with marginalisation. The survey was carried out in the form of a “Questionnaire for interviews with WISEs”, binding in the Interreg Central Europe project: “Technologies, Competences and Social Innovation for Work Integration Social Enterprises” (INNO-WISEs). The questionnaire was translated into Polish. In some cases, questions were modified by interviewers, according to previously obtained information and taking into account specific terms and conditions of the surveyed WISE’s operation.

The interviews were carried out by 23 representatives of WISEs but in one case the recording was damaged and the interviewee did not agree to repeat the interview. It was possible to carry out such a large number of interviews (in the Polish conditions) due to the recognisability of the Regional Cooperation Association (Stowarzyszenie Współpracy Regionalnej) among entities in the social economy sector, its long-term involvement in creating and supporting WISEs, the continuous management of the incubator since 2005, and currently the Social Economy Support Centre. It should be stressed that people managing WISEs are unwilling to take part in surveys due to work load pressure, in particular of administrative nature, and lack of conviction that this kind of surveys make any contribution to the improvement of their working conditions. In recent years in the Silesia province, a number of surveys and numerous studies on the situation in the social economy area have been carried out as well as the support programme proposals have been developed, but people directly creating and managing WISEs do not see any practical benefits resulting from these activities.

The interviews were carried out by the team composed of:

- Anna Staszczyk - MA student, University of Economics, Department of Public Management and Social Sciences. She has been preparing her master's thesis in the area of social economy, she has a deep insight into the sector due to studies carried out on her own and experience in conducting interviews.
- Tadeusz Durczok - President of the Regional Cooperation Association, its founder, social innovator, initiator of the first Polish incubator of social economy entities. Since 2005 he has been continuously committed to operations supporting the creation and development of social economy entities. Business adviser for social cooperatives and other entities in this sector. Member of consultative groups (at the governmental level) developing standards of AKSES (akredytacja Ośrodków Wsparcia Ekonomii Społecznej - accreditation for Social Economy Assistance Centres) and legal regulations concerning the creation and development of social entrepreneurship.
- Nastazja Gajos - graduate of University of Silesia, employee of the Jaszka Foundation (social economy entity). In order to ensure the quality of surveys, the project manager trained her in the scope of the interview performance and the INNO-WISEs project purposes.

Among 22 interviews carried out and fully documented, 17 interviews were carried out with presidents of WISEs management boards (77%), 1 interview was carried out with a vice-president (5%) and 4 interviews were carried out with people performing managerial functions in the surveyed WISEs (18%). The information obtained in the interviews concerned operations conducted in the form of:

- Social Cooperative - 5 (23%),
- Association - 3 (14%),
- Foundation - 8 (36%),
- Non-profit limited liability company - 6 (27%).

Legal form of a company / organisation

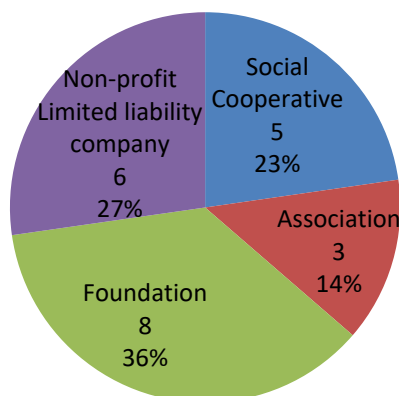


Figure 22. Legal form of WISEs represented by the respondents.

Approximately 45% of the interviews were carried out with people who also took part in the questionnaire research.

Information gathered during the interviews concerns WISEs conducting different operations. 13 interviews (59%) were carried out with people managing organisations which conduct operations in one area, 7 interviews (32%) concern WISEs conducting operations in two areas and 2 interviews (9%) were carried out in organisations operating in three different areas. The most popular kind of operations concerns: “food services”, conducted by 5 WISEs managed by the interviewees. In other cases, the areas of WISEs operations are as follows: construction-renovation, transportation, cleaning, laundry, cosmetic and business (marketing, financial, advisory or virtual office) services, as well as the management of a sports club and the organisation of sports events or educational trips, the promotion of artists and the organisation of concerts, etc. The interviewees were people with long-term experience in the management of social economy entities as well as those who had just begun to grow into this role. Two interviews were carried out with people who can be considered as precursors of social entrepreneurship in Silesia and who know perfectly the conditions of Polish WISEs operations.

The information gathered was analysed in order to identify needs concerning the development of managerial skills as well as possibilities of the use of information and communication technologies (ICT) in social enterprises dealing with the employment integration of people who are marginalised or threatened with marginalisation. At the first stage of the analysis, texts of the interview transcription were subject to the open coding procedure. Individual parts of the interview scenario were treated as main categories to which the established code groups were assigned. The results of open coding are presented in points 5.2.1. - 5.2.5. and reflect the findings. The information material which constitutes the basis of these findings is included in tables 5.1. - 5.5 respectively, constituting appendix no. 1 entitled “Results of open coding”. (The comparison of all open coding constitutes appendix no. 2). Then, the axial coding and selective coding procedures were carried out with the coding categories adopted according to the purpose of the survey. The outcome, conclusions and graphical presentation of the results are presented in point 5.3.

5.2. Results of open coding

5.2.1. Overall assessment

The analysis of the interview content within the “overall assessment” category is documented in table 5.1. (appendix no. 1).

Within the “Overall assessment” three code groups were applied: “Satisfaction”, “Strengths and Advantages” and “Weaknesses and Problems”.

Code group: “Overall assessment / Satisfaction” - summary:

Half of the respondents is partly satisfied with the results of operations of WISEs they have been managing and 36% is very satisfied. In two cases, the respondents stated that they were not able to assess their satisfaction at the given stage, and in one case, the interviewee expressed their dissatisfaction.

Code group: “Overall assessment / Strengths and Advantages” - summary:

The selected area of operations and the adjustment of the offer to the market needs were indicated most frequently as the strength - 50% of the respondents perceives it as the source of their success. A considerable part of the respondents (32%) stated that the strength of their organisations constituted people - professional staff, good team cooperating very closely. Less than 20% of the interviewees indicated good promotion, public relation or market knowledge. The same amount of the respondents is of the opinion that their strength is the model and the operation method applied. Other strengths of WISEs in the eyes of the respondents are: experience and competences of the management staff and the good use of funding received in the form of subsidies and grants. One of the respondents stated that the strength of the WISE managed by them is ... the location (the WISE conducts its operations within the food service area). The interviewees assessed their advantage over other similar organisations indicating their own strengths or (in 41%) did not perform such assessment.

Code group: “Overall assessment / Weaknesses and Problems” - summary:

Weaknesses and problems faced by people managing surveyed WISEs include mainly financial problems (lack of sufficient financial resources, difficulties in raising funds for statutory activities, lack of continuity in receiving funding for projects performed). These problems were indicated by 41% of the respondents. Another kind of acute difficulties concerns staffing problems, which include: changes in employment (staff turnover), frequent absence of employees, sick leaves, lack of possibilities to employ, for example, marketing specialists (due to costs), relation and communication problems in the team. 32% of the interviewees indicated employees' low qualifications, lack of experience, motivation and commitment (“people are not willing to work”), lack of skills (“they cannot perform tasks”), low quality of work, necessity to perform constant supervision or to provide instructions. Three respondents stated that the most serious problem is the law hindering business operations of social economy entities, in particular lack of an act defining the status of a social enterprise. In two cases, the respondents indicated difficulties in the sales resulting from lack of the offer adjustment to the market needs, insufficient identification of clients' needs or lack of effective marketing.

5.2.2. Leadership and management

Texts of the interview transcription were coded by the application of the following code groups: “Methods”, “Training”, “Logistics” and “Finances”.

The information obtained from the interviewees, concerning the leadership and management, allowed the formulation of the following conclusions:

Code group: “Leadership and Management / Methods” - summary:



- This group is dominated by the participatory style, people-oriented management, poorly formalised or even not formalised organisational rules, direct relationships between employees and the management staff and direct communication. It is essential to create good work atmosphere.
- The main advantages of such management methods include good contact with employees, openness, trust (facilitating the reporting of problems and the cooperation in solving them) and rapid information flow.
- However, the applied approach results in problems connected with the overuse of trust by employees, lack of discipline, necessity to supervise employees and difficulties in taking decisions.

Code group: "Leadership and Management / Training" - summary:

- Most respondents need additional knowledge, skills and competences concerning the management of their organisation (only 28% stated that they were quite satisfied with it). Part of the interviewees (14%) needs some support in the form of consultations with experts, advice or even coaching.
- The training needs concerning employees from vulnerable groups are clearly identified by 68% of the respondents, who also indicate the need for training in the scope of workplaces, motivation, interpersonal communication, team work or the use of the Internet as well as the specialist therapy needs for the disabled. Some respondents (11%) stated only that such training is "rather" necessary, and 2% does not notice such needs.
- In relation to the training needs concerning other employees, 44% of the respondents are deeply convinced of such needs not only in the scope of workplaces, but also in the scope of interpersonal communication, team work, promotion on the Internet, customer service or use of computer programs. 37% of the respondents notices the necessity to train employees and 19% is of the opinion that it is unnecessary.
- In most cases of WISEs managed by the interviewees (68%), there are internal and external training courses, and in 18% there is only internal training. The respondents reported difficulties in the participation in external training by employees due to financial reasons (23%). In 32% of analysed cases, employees are strongly encouraged and motivated to raise their competences. Only one of the respondents informed that there was no training in the WISE managed by them.
- In most cases it is typical that there are no formally appointed people responsible for training in WISEs (in 73% of cases), but in 32% the interviewees indicate that it falls within the competence of the management board.

Code group: "Leadership and Management / Logistics" - summary:

- Logistic aspects of WISEs operations are usually within the domain of the management staff. The interviewees deal with it on their own (32% of cases) or they are supported by other members of the management staff or appointed employees (21%). In some organisations (32%), there is the division of responsibility covering these operations, and only in 16% of cases there are clear operational procedures (it concerns operations in the area of "food services" and results from relevant provisions of the law). 63% of the interviewees are satisfied with such a situation, 21% is quite satisfied and 16% is dissatisfied. 60% of the interviewees clearly expresses the need for additional knowledge and for the improvement of logistic processes, and 40% is of the opinion that there are no such needs.

Code group: "Leadership and Management / Finances" - summary:

- In relation to the financial management, the opinions of the interviewees vary a lot. In 23% of cases, the interviewees did not express their opinions on this topic at all. 41% of the interviewees declared satisfaction or moderate satisfaction, 13% expressed negative opinions and 23% indicated the occurrence of problems and difficulties in this area of survey. Most interviewees need additional knowledge which would allow them to manage and raise finances in a better way. 28% of the interviewees declared such needs as "obvious" and 39% as "rather obvious". At the same time, as much as 33% stated that they did not have such needs.



- Most surveyed WISEs (55%) obtain funding necessary to conduct operations partly from the market and partly from public subsidies, donations or grants for projects, etc. 36% of WISEs finances their operations from resources obtained mainly through the sale of services and goods and through the repayable financial instruments. 9% of organisations finances their operations mainly from public resources in the form of subsidies or from donations and public fund-raising. None of the interviewees was able to assess the rate of return from investments made.

The results of the transcription open coding within the “leadership and management” category are presented in table 5.2. (see appendix no. 1).

5.2.3. Market and partners

Almost all interviewees declare that WISEs managed by them are connected with other business partners in their operation area or they are planning to create such connections. 86% of surveyed WISEs cooperates with different business partners, whereas 5% has not established such cooperation yet, but they are planning to do so. Only 9% of the interviewees stated that their organisations did not have such connections. Connections with business partners are in most cases satisfactory - 59% of the interviewees who expressed their opinions found them strong enough, and 35% indicated the need for strengthening their relationships. Low level of satisfaction concerns only 6% of cases.

The need for establishing additional relationships was indicated by 77% of the interviewees, but only 36% actively is looking for business partners and undertaking actions aimed at attracting them. 23% of the interviewees does not notice any needs for establishing new connections in the area of their operations.

Most interviewees (63%) do not notice obstacles in the cooperation. In other cases, the interviewees indicated problems resulting mainly from interpersonal relations, caused by changes in the staff, negative and competitive approach, insufficient competences or lack of motivation to the cooperation. In 14% of cases, the interviewees stressed difficulties in the cooperation, but they did not specify them.

Connections with research institutions or other entities are declared as crucial for the cross-sectoral cooperation only by 33% of the interviewees who answered this question.

Most interviewees declare that they are responsible for relationships with business partners or that they share it with the management staff of their organisations (58%). Only in 24% of cases, there is the division of the responsibility connected with the maintenance of relationships. 18% of the surveyed WISEs did not present their position on this issue.

Most WISEs conduct operations on local markets (56%). 22% operates on the domestic market and 17% of the surveyed organisations operates on the regional market. Only in one case, operations are conducted on the international market. WISEs clients are most frequently private individuals (59%) or enterprises (businesses) - 30%. Only a few WISEs' clients are public institutions (9%) or other entities (3%), including non-governmental organisations.

WISEs carry out different activities and use various forms of promotion to attract clients. The most frequent form is the promotion on the Internet on social networks and websites run with the use of Google tools. 58% of the surveyed WISEs uses this form. In order to attract clients, WISEs use on a wide scale leaflets, billboards, posters, advertising signboards and press advertisements. They also organise events, meetings with potential clients and different kinds of promotional campaigns (53%). In 27% of cases, clients are acquired in direct contacts or by the so-called “word-of-mouth marketing”. One of the interviewees indicated the necessity to take part in competitions and tenders.

Most interviewees are of the opinion that their organisations' clients are satisfied with their services (81%), but only 24% of their assessments is based on realistic grounds, i.e. information obtained directly from clients. In some cases (24%), information gathered in interviews indicates that the assessments of clients' satisfaction are not unequivocal. 14% of the interviewees declared that they treat information obtained from clients as indications used for the improvement of their operations.



Almost all WISEs have regular clients. Only 10% of the interviewees stated that they did not have clients of such status or were still short of them.

Relationships with clients are maintained mainly through direct contacts and meetings - such way is applied by 79% of the surveyed WISEs. Social media, electronic mail and similar measures are commonly used within this scope - in 63% of the surveyed cases. Other forms, such as bonuses, invitations for food tasting, the organisation of competitions, etc. are used by 32% of the surveyed WISEs. In 9% of cases, the interviewees stated that they did not carry out any operations aimed at the maintenance of relationships with clients.

The results of the open coding within the “Market and business partners” category are presented in table 5.3. (Texts of the interview transcription within this category were coded without the division into code groups) - appendix no. 1.

5.2.4. Marketing

It results from the interviews that almost all surveyed organisations (95%) conduct operations aimed at the dissemination of information about their existence and functioning. For this purpose, they mainly use social networks (55%) and their own websites. 14% of the surveyed organisations uses website positioning services, and 23% uses also the Google Adwords service. In addition, some of the surveyed WISEs (27%) apply traditional forms of advertising such as: leaflets, posters, billboards, etc. Other promotional activities of “public relation” nature are also popular - personal contacts, the organisation of meetings, events etc. Approximately 23% of organisations places advertisements in the press (usually at the local level), and 18% may boast the commercials on the radio and in television programmes. (This kind of promotion was applied as a form of support granted to social enterprises within projects aimed at the development of social economy).

More than 90% of the interviewees is of the opinion that advertising is necessary. In two cases, advertising was considered unnecessary - in one case due to the specific nature of operations and the acquisition of orders only through competitions and tenders where clients are public institutions, and in the other case - without the justification of the opinion. According to almost all interviewees, advertising serves mainly as the informative function. An important contribution is the reflection of one of the interviewees who drew attention to the specific nature of social enterprise advertisement and the need to take it into account in conducted and planned campaigns. Most interviewees (59%) believe that operations aimed at advertising their organisations are effective. Approximately 30% indicates inadequate effectiveness and in other cases there are no grounds for such assessment.

Similarly to the advertisement of organisations, services or products are most frequently advertised through social media (76%) and websites (43%). The website positioning is used by 10% of the surveyed organisations and 19% uses Google Adwords. In the advertisement area, such forms as leaflets, posters, billboards and press announcements play essential role. 48% of the surveyed WISEs uses them. Programmes and announcements on the radio and television as well as advertisements of services or products during fairs and in direct contacts with potential clients are much less popular.

In most surveyed WISEs, operations concerning advertisements are prepared and conducted without external support (32%) or with support of friends or relatives (32%). 21% of the surveyed organisations benefited from comprehensive support which included the organisation, performance and financing of advertising campaigns, most frequently on the radio and television. 26% of the interviewees mentions financial support, and 16% mentions substantive support (of advisers from the Social Economy Assistance Centre) for their advertising operations.

Advertising is mainly hindered and limited by its costs, which is indicated by 62% of the interviewees. Serious obstacles faced in this area are also staff constraints - 29% of the interviewees is of the opinion that they do not have suitable employees to whom they could assign these tasks, and 24% indicates lack of



knowledge and insufficient competences. Only 14% of the interviewees does not notice problems connected with the promotion.

71% of the interviewees reports the need for additional knowledge. In 14% cases, it is rather necessary to employ additional person who would have appropriate competences and take over the responsibility for the promotion, and in 10% cases these operations need knowledge and specific expert support. In 33% of cases no employee is responsible for marketing, and in 29% of cases this responsibility is born by the interviewees who undertake it on their own or in cooperation with other members of the top management (29%). In other cases, the interviewee has appointed such a person (29%) or is planning to employ a specialist (14%).

The results of the open coding within the “Marketing” category are presented in table 5.4. (appendix no. 1).

5.2.5. Tools and Technologies

The analysis of the interview transcription in the “Tools and Technologies” category was carried out with the application of the following code groups: *“Tools and Technologies”*, *“ICT / Products or Services”*, *“ICT / Leadership and Management”*, *“ICT / Marketing”* and *“ICT / other”*.

Code group: “Tools and Technologies” - summary:

It results from information obtained during the interviews that almost each of the surveyed organisations (95%) uses IT tools and technologies. Devices and tools used to perform technological operations connected with the production or the provision of services are applied by 41% of WISEs. Almost all WISEs run their own websites and profiles in social networks as well as they use the Internet for communication and promotion. Some organisations (23%) make use of free-of-charge tools and systems available on the Internet, which support the management of their organisations.

The interviewees mentioned the following areas in which their organisations most frequently used ICT technologies:

- promotion (93%),
- external communication (93%),
- management (80%),
- services, sales (67%).

It must be stipulated that 32% of the interviewees did not answer this question.

In approximately 40% of cases, the interviewees stated that they did not have needs concerning new tools or technologies. In other cases, they most frequently indicated lack of specialised tools and technologies supporting the production process or services (33%). Some organisations (14%) need CRM systems. The same amount of interviewees indicates unmet needs in this scope without precise identification of specific technologies or tools.

Almost all interviewees believe that it is worth investing in new technologies. 74% of them reports the needs for additional knowledge, skills and competences connected with this aspect, whereas 21% indicates knowledge from the scope adjusted precisely to specific nature of organisations’ operations. Only 16% of the interviewees thinks that currently they do not have such needs.

At the same time, it results from the interviews that in 44% of cases WISEs’ employees do not have training in the scope of ICT. Some organisations (33%) carry out training connected with the implementation of purchased IT systems, the operation of tools, etc. A very few number of interviewees declared that they encouraged employees to improve competences or that they planned to organise training.



44% of the interviewees clearly encourages and motivates employees to introduce innovations in their organisations. In 28% of cases, the top management declares support for introducing innovations only to a limited extent. The other part of the interviewees does not encourage or motivate their employees to undertake such initiatives. None of the interviewees did not refer to the issue of the use of ICT for this purpose.

Code group: "ICT / Products or Services" - summary:

56% of the interviewees declares the use of ICT in the production process or the provision of services, namely IT systems commonly available on the market, dedicated to specific kinds of operations: e.g. the POS or RISTORIO system used in catering, the VERSUM system intended for booking appointment dates, etc. In 19% of cases, ICT systems are used to a limited extent. The same number of the interviewees claims that they do not use ICT in the production processes or the provision of services. In one case, such a use is planned.

In most surveyed WISEs (74%), there is no person responsible for ICT in this area, and in 16% of cases the interviewees themselves bear this responsibility or think that they share it with other members of the top management.

Code group: "ICT / Leadership and Management" - summary:

It results from the interviewees' statements that most organisations do not use ICT tools in the HRM area - these tools are used only by 22% of WISEs whose representatives answered this question, and 7% uses ICT tools "to some extent". The same concerns "evaluation tools" - their application in practice is declared by 19% of the interviewees and the same amount informs that they use these tools to a limited extent. We obtained information that project management tools were used in 38% of organisations. It results from more than 50% of the interviews that WISEs managed by the interviewees use ICT tools supporting the internal cooperation. ICT tools designed for the cooperation with external business partners are equally popular. Other tools used to the great extent include tools supporting the so-called office work (text editors, spreadsheets, calendars, electronic mail). The use of such tools was confirmed in 90% of the interviews. The situation is a bit different in the scope of the use of systems or tools supporting the financial management. Half of the interviewees who referred to these issues claims that such systems, programmes or tools are not used in their WISEs, and 25% claims that they are used only to some extent. It should be taken into account that significant part of enterprises uses (under outsourcing rules) services of external entities which conduct accountancy, tax settlements and other operations connected with finances. The use of tools connected with the workflow management was confirmed by 35% of the interviewees. In 65% of cases, such tools are not used in practice. E-learning tools are practically not used - it results from 69% of the interviews. In 15% of cases, the attempts to implement these tools resulted in abandoning them, and in individual cases they are used occasionally or in the form of a programme designed by individual WISEs. A significant part of the interviewees (41%) did not refer to this issue.

Tools connected with the "document management" are also not very popular - 18% of the answers confirms their regular use, and 25% uses such tools only to some extent. None of the interviewees indicated other systems, programmes or tools used in their organisations in the "leadership and management" area.

It results from the interviews that there are no specific employees responsible for ICT in the leadership and management area. Such responsibility was determined only in one WISE. In 38% of cases, the interviewees indicated that they bore the responsibility for ICT in the surveyed area on their own or together with other members of the top management.

Code group: "ICT / Marketing" - summary:

A significant part of the interviewees did not answer the question concerning the use of programmes and tools supporting marketing. Only 60% of the interviewees referred to the issue of the use of eCommerce tools. It results from the information obtained that such tools are used in 31% of cases (e.g. online shops, placing orders and booking dates of service provision), and in 15% they are used only to some extent,

whereas the use of ICT in the communication with clients is common. It mainly includes the operation of websites, chats, communication by social media and electronic mail. ICT tools are used similarly in the promotion area. For the promotion of their operations, most WISEs (65%) use websites, social networks as well as free and fee based Google tools, and in 25% of cases WISEs use such tools as graphic design programmes.

In the case of “collaboration tools”, most interviewees gave negative answers. It turns out that such tools are used just by one of the surveyed organisations and two organisations use them only to some extent. None of the interviewees indicated other tools or programmes used in marketing operations in their organisations. In some cases the interviewees confirmed that they had an employee responsible for ICT in the marketing area. In half of the surveyed WISEs, the responsibility for this task is not born by any specific employees or is born by the interviewees because of their managerial roles.

Code group: “ICT / other” - summary:

The use of technologies facilitating the inclusion of marginalised people in the work process was confirmed by 39% of the interviewees who referred to this issue. Nevertheless, most interviewees stated that such technologies were not used in their organisations, and 16% were of the opinion that there were no such technologies designed.

ICT technologies in the communication with business partners and other stakeholders are commonly used by the surveyed WISEs, mainly in the form of online communication tools.

No dedicated ICT tools are used in the recruitment process of marginalised people. Half of the interviewees who answered this question indicates the use of commonly available job posting websites (olx, pracuj.pl etc.). 11% uses them rarely, and almost 40% does not use any ICT tools for this purpose.

Table 5.5. presents the results of open coding in the “Leadership and management” category - appendix no. 1.

5.3. Results of selective and axial coding

According to the purpose of the survey, i.e. the identification of needs in the scope of the development of managerial skills as well as possibilities of the use of information and communication technologies (ICT) in social enterprises operating in Silesia and dealing with the employment integration of people who are marginalised and threatened with marginalisation, the following categories of axial coding and their respective selective coding categories were applied:

Table 12. Axial and selective codes.

Axial codes	Selective codes
Problems, weaknesses and needs for improvements in the organisation management	Needs in the scope of managerial skill development
Position on the market and relationships with stakeholders - the need for development	
Problems, weaknesses and needs for improvements in marketing operations	
Training and innovation orientation	
ICT use in the production process / provision of services	Needs and possibilities of the ICT use in WISEs
ICT use in management	

ICT use in marketing	
Use of technologies facilitating the inclusion of vulnerable groups into working process	
ICT use in the communication with stakeholders	
ICT use in the recruitment process of people from vulnerable groups	

Comparisons presenting how open coding results were applied to the analysis of individual axial categories and their respective selective categories are included in tables 5.3.2. and 5.3.3. in [appendix no. 3 “Axial and selective coding - data list”](#). The analysis of information gathered and selected in this way allowed the determination of:

- Needs in the scope of managerial skill development

Axial code: “Problems, weaknesses and needs for improvements in the organisation management”

Despite quite commonly expressed satisfaction with the results of operations conducted (36% of the interviewees is very satisfied and approx. 50% is moderately satisfied) and the determination by part of them of “managerial staff’s experience and competences” as the strength of their organisations, a significant part of the surveyed WISEs faces financial problems (41%) and staffing deficiencies (32%). Financial problems include the insufficiency of financial resources and difficulties in the acquisition of resources for statutory activities. Problems with the staff concern low qualifications, lack of employees’ experience, motivation and commitment as well as frequent absence from work for health reasons. It was also indicated that WISEs lack possibilities to employ marketing or other specialists due to the inability to pay remuneration required at such positions.

The analysis of WISEs reveals lack of formal organisational rules or their insufficient formulation, close relationships between members of the organisation and the creation of a “good atmosphere”. There is a side effect of such approach in the form of problems connected with the overuse of the management staff’s trust by employees and lack of discipline causing the need for increased control over the tasks performed. Tasks and responsibilities within the area of broadly defined logistics were divided among employees only in 32% of the surveyed organisations and the specific operational procedures were implemented in 16%. In most cases, the direct supervision over logistics rests with WISEs managerial staff.

Most interviewees (more than 70%) report the need for additional knowledge and higher competences in the scope of the organisation management. (They also indicate the need for experts’ support and counselling). 60% of the interviewees expressed the need for the improvement of logistic processes and the acquirement of additional knowledge in this scope. In relation to problems connected with the management of finances, 67% of the interviewees needs additional expertise.

Axial code: “Position on the market and relationships with stakeholders - the need for development”

Almost all interviewees confirmed that WISEs they managed were connected with different business partners in their field of operations (only 9% of the interviewees declared that they did not have such connections). In most cases, the cooperation with partners was considered as satisfying. The interviewees who talked about difficulties noticed them mainly in interpersonal relationships, personnel changes, insufficient competences, and negative and competitive approach of potential business partners. Only 33% of the interviewees confirmed the cooperation with research institutions, universities and entities playing crucial roles in the cross-sector cooperation. 77% of the interviewees indicated the need for establishing additional relationships with external business partners, but only 33% of them actively operates in this scope. The clearly determined division of responsibility connected with the maintenance of such



relationships was introduced in 24% of cases. The interviewees usually stated that this responsibility was born by them or that they bore it together with other members of the top management.

In order to acquire and maintain relationships with clients, all WISEs use social networks and electronic mail as well as they run their websites. Some WISEs use Google tools. Traditional forms of promotion - leaflets, posters, advertising signboards etc. - are quite common. Some organisations acquire clients and keep in touch with them through direct meetings, events etc. The surveyed WISEs operate mainly on their local markets (56%). 22% operates on the domestic market and 17% of the surveyed organisations operates on the regional market. 81% of the interviewees is convinced of clients' satisfaction, although only 24% obtains such information directly from clients.

Axial code: "Problems, weaknesses and needs for improvements in marketing operations"

All interviewees (with one exception) declare the performance of marketing operations directed at promoting their organisations and their services or products. For this purpose, they use different methods and tools - first of all, activities on social networks (55%), then their own websites (which in some cases (14%) are positioned), Google Adwords services (23%) and other. Promotion methods frequently applied include direct meetings, personal contacts and events as well as such traditional forms as: leaflets, posters, advertising signboards, billboards or announcements in local press. Some WISEs (21%) had a possibility to benefit from the promotion in the form of television and radio programmes within projects of support for social economy entities. In addition to such kinds of external support, 26% of the surveyed organisations used financial support for promotional operations, and 16% used substantive support of external advisers. In most cases, advertising operations are prepared and carried out in WISEs without any external support or with support of friends or family members (informal and free-of-charge). The need for advertising is obvious for more than 90% of the interviewees, while 59% is of the opinion that their operations in this scope are effective.

62% stresses costs of advertising as the main problem faced by the surveyed WISEs in connection with marketing operations. The following aspects constitute other significant obstacles: lack of sufficient knowledge and competences as well as limited staff capacities (lack of people the management could entrust with such tasks). 29% of the surveyed WISEs appointed a person responsible for marketing, and 14% plans to employ such a person. In other cases, the interviewees indicated one or more employees managing the organisations as people responsible for marketing operations (29%) or they stated that there was no such person in their enterprise (33%).

71% of the interviewees is of the opinion that they need additional knowledge about marketing, while 14% indicates the need for employing a marketing specialist. In some cases, the interviewees indicated the need for obtaining knowledge in the form of experts' support and counselling.

Axial code: "Training and innovation orientation"

72% of the interviewees indicates the need for obtaining additional knowledge, skills and competences in the scope of the organisation management, while in the case of 14%, the preferable forms of operations in this scope include consultations with experts, counselling or coaching. Deepening knowledge on the management and the organisation of logistic processes is necessary according to 60% of the interviewees, whereas in the scope of the financial management, such needs - reported in 67% of cases - concern knowledge necessary to improve the management of organisation finances and the acquisition of resources for statutory activities. The need for additional knowledge on marketing, in particular on promotion, was indicated by 71% of the interviewees. According to some of them, they would benefit most from consultations with experts and counselling.

Additional knowledge on technologies and their applications in WISEs operations is necessary in 74% of cases, while 21% of the interviewees wants to obtain knowledge on issues essential due to the specific nature of their operations.

Training for employees belonging to marginalised groups is necessary according to most interviewees (68%). Apart from training connected directly with workplaces, the needs concern: motivation,

interpersonal communication and team work training. The interviewees mentioned also training on IT tools and specialist therapy for the disabled.

In relation to the needs for the improvement of knowledge and competences of other employees, 44% of the interviewees stated that there should be vocational, interpersonal communication, customer service, team work, online promotion and computer programme use training. Only in 19% of cases, the interviewees were of the opinion that their WISEs did not need such training.

Employees of most of the surveyed WISEs (68%) can take part in external training or in internal training organised by enterprises, but in the case of external training the main problem is connected with its costs. In 32% of the surveyed organisations, employees are strongly encouraged and motivated to improve their competences. 44% of the interviewees clearly encourages and motivates their employees for innovations. However, at the same time in 44% of cases, WISEs' employees did not have any training on ICT. In 33% of organisations, such training was carried out in connection with the implementation of ICT systems and tools.

Summary and conclusions:

It results from information obtained from the interviews that the improvement of WISEs' operations requires strengthening skills and competences in the following areas:

- organisation management (needs reported by 70% of the interviewees),
- logistic solutions (needs reported by 60% of the interviewees),
- financial management (needs reported by 67% of the interviewees),
- marketing operations and promotion (needs reported by 71% of the interviewees),
- new technologies and their application in WISEs' operations (needs reported by 74% of the interviewees).

According to 68% of the interviewees, it is also necessary to provide employees from marginalised groups and other WISEs' employees with training opportunities. Apart from training connected directly with workplaces, the needs concern: motivation, interpersonal communication, team work as well as IT tool application training.

It should be taken into account that WISEs have limited possibilities to meet needs concerning training for employees due to its costs.

The needs in the scope of the development of managerial skills in WISEs are presented in figure 5.3.1.

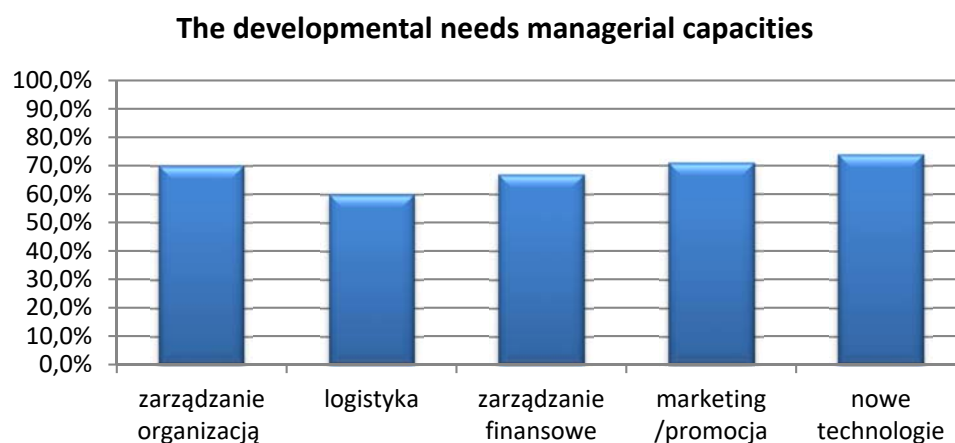


Figure 23. The developmental needs concerning managerial capacities

- Needs and possibilities of the ICT use in WISEs

Axial code: "ICT use in the production process / provision of services"

Specialist technologies, devices and tools for basic processes (in the scope of production or service provision) are used by 41% of WISEs. ICT technologies and tools are used in almost all surveyed organisations (95%). 93% of organisations uses them for promotional purposes and external communication, 80% in different areas of the management, and approx. 67% in the sales or service provision processes. The ICT use in the production processes or service provision usually concerns systems dedicated to specific kinds of operations - e.g. RISTORIO or POS in catering, VERSUM in the case of operations requiring the reservation of service provision dates in advance, specialist settlement systems in financial services etc. In most surveyed organisations, there are no employees responsible for ICT.

Most interviewees who referred to the issue of unmet needs in the scope of tools and technologies indicated lack of specialist tools and technologies supporting the production process, the provision of services and the CRM systems. All unmet needs in this scope concern approx. 60% of cases. Another area which should be improved according to 60% of the interviewees concerns logistic processes. Although the interviewees do not mention the ICT use in this scope, it is worth taking into account the gap and the possibility of supporting these processes with state-of-the-art solutions, tools and systems.

Axial code: "ICT use in management"

The level of the ICT use in the management of the surveyed WISEs is based on the interview transcription. The results are presented in fig. 5.3.2. It must be stipulated that significant part of the interviewees (approx. 40%) did not answer the question concerning the ICT use in particular areas of the management. The results depicting the level of the ICT use in the management are presented in fig. 5.3.2.

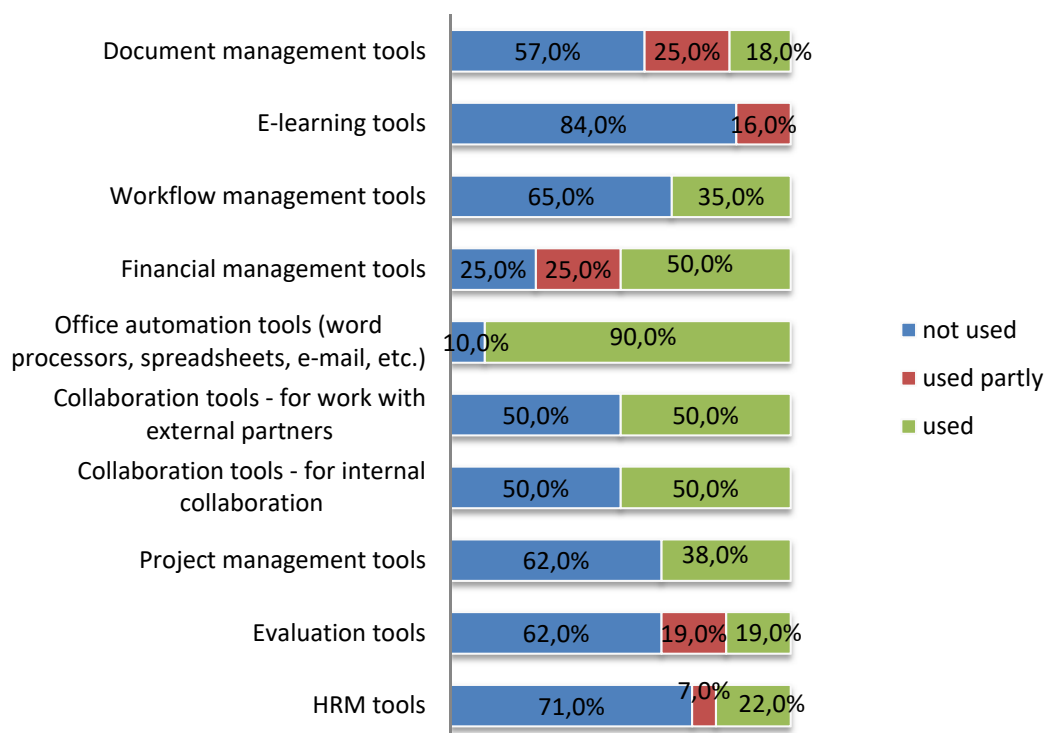


Figure 24. ICT use in management

Axial code: "ICT use in marketing"

Information gathered during the interviews and concerning the ICT use in marketing is partly inconsistent. Answers to questions concerning marketing operations, in particular advertisements, the acquisition of clients and the maintenance of relationships, give the image of the reality slightly different from that which results from answers to questions concerning areas of the ICT use in the organisation and different from

answers concerning directly the ICT tools applied in marketing. Based on the analysis and comparison of open coding results concerning the “ICT use in marketing” category (see table 5.3.3. appendix no. 3), it was determined that:

- eCommerce tools are used in 31% of cases (online shops, reservations of service provision dates through the Internet), and in 15% of cases, such tools are used only to some extent;
- ICT in communication with clients is used in 95% of cases (website, electronic mail, social networks etc.);
- ICT tools supporting promotion are used in 95% of cases (website, social networks, Google tools, in some cases also graphic software);
- collaboration tools are used in 8% of WISEs and 15% uses them to some extent;

None of the interviewees indicated other ICT tools used or necessary in the marketing area.

The use of ICT in marketing is graphically presented in fig. 5.3.3.

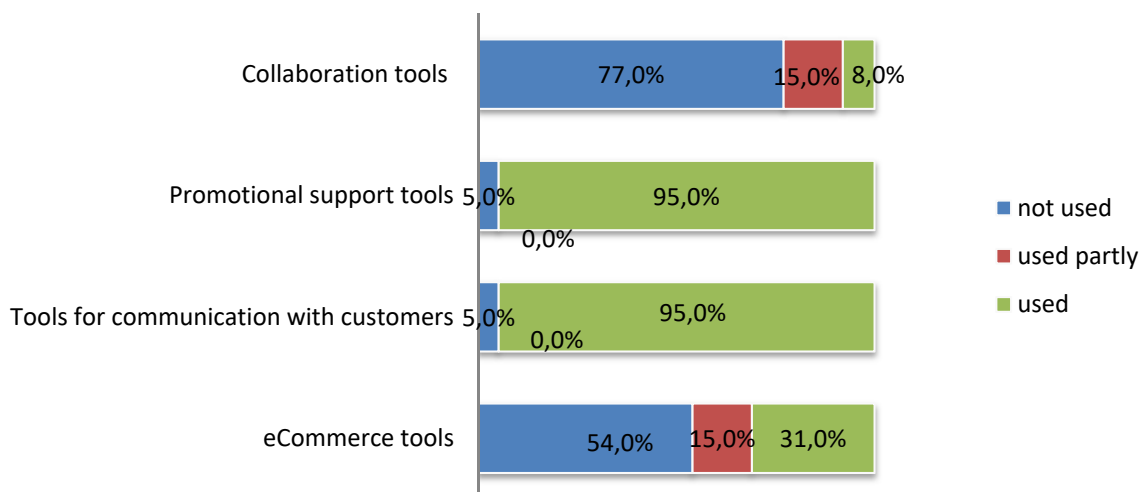


Figure 25. ICT use in management.

Axial code: “Use of technologies facilitating the inclusion of vulnerable groups into working process”

Information on the use of technologies facilitating the inclusion of vulnerable groups into working process was provided only by 59% of the interviewees. Part of them (16%) is of the opinion that there are no such technologies, whereas 45% stated that they did not use them in practice.

The results of these findings are presented in fig. 5.3.4.

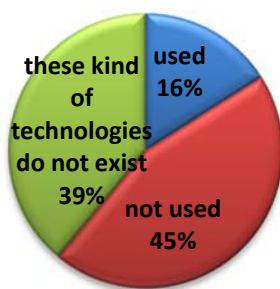


Figure 26. Use of technologies facilitating the inclusion of vulnerable groups into working process.

Axial code: “ICT use in the communication with stakeholders”

Such tools as websites, social networks and electronic mail are commonly used in order to communicate with stakeholders. More than 80% of the surveyed WISEs uses them for this purpose and 95% is in the possession of such tools.

Axial code: “ICT use in the recruitment process of people from vulnerable groups”

50% of the interviewees who referred to the recruitment methods of new employees from vulnerable groups admitted using for this purpose web portals (e.g. www.olx.pl), electronic correspondence, etc. Some organisations (39% of the answers) do not use for this purpose any ICT tools, and 11% does it occasionally.

The results of findings in this scope are presented in fig. 5.3.5.

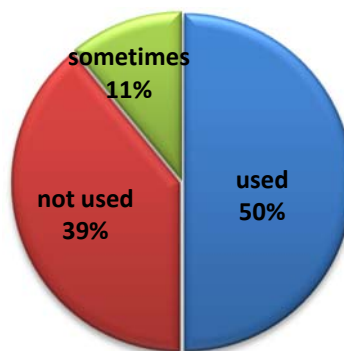


Figure 27. ICT use for getting new employees from vulnerable groups.

Summary and conclusions:

The results of the analysed information obtained from the interviews allowed the determination of gaps in the use of ICT tools by the surveyed WISEs. It concerns ICT intended for supporting the management in all areas, except for “Office automation tools”, which are commonly used in the surveyed organisations. In relation to ICT supporting marketing operations, potential needs concern mainly “collaboration tools” and “eCommerce tools”. In the light of the research results presented, another important aspect concerns the dissemination of knowledge on technologies facilitating the inclusion of vulnerable groups into working process and the promotion of such technologies.

The following appendices constitute an integral part of this section of the report:

- Appendix no. 1 - Results of open coding,
- Appendix no. 2 - Open coding - code marks,
- Appendix no. 3 - Axial and selective coding - data list.

6. STAKEHOLDERS MEETING

6.1. Purpose and scope of the survey

The meeting of stakeholders took place on 16 February 2018 in Katowice at the "Teatralna 12" restaurant run by the "Jaszka" Foundation (social enterprise) with its head office in Katowice at ul. Warszawska 28a/2.

The purpose of the meeting was to gather information deepening the diagnosis of WISEs operating in the region, problems related to the creation of social companies and their development, identifying managerial, technological and other shortages that affect WISEs, and to define the possibilities, goals and priorities for overcoming those shortages. It was also assumed that the possibilities of adapting to WISEs management models, innovative technologies and practices applied in SMEs, but not used due to lack of skills, would be recognised.

Representatives of the following stakeholder groups were invited to the meeting:

- Managers of successful SMEs in selected sectors (A1):
 - Alan Penone - manager at a culinary company,
 - Andrzej Polit - manager at a transport and courier company,
 - Maciej Drag - entrepreneur and manager running: S-Print sp. z o.o. and S-Sport sp. z o.o.
 - Konrad Bajger - vice president of the Lewiatan Silesian Association of Private Employers (Śląski Związek Pracodawców Prywatnych Lewiatan)
- Experts and interest groups dealing with WISE (A2):
 - Piotr Stoły - Social Economy Support Centre (Ośrodek Wsparcia Ekonomii Społecznej, OWES), the western and central-southern subregion
 - Tadeusz Durczok - central-west OWES
 - Grzegorz Olejniczak - central-west OWES
- Representatives of WISE (managers and employees) (A1):
 - Maria Lipiak - owner and manager of a social enterprise "Leżę i Pracuję"
 - Andrzej Polit - manager at the social enterprise Bytomscy Kurierzy sp. z o.o.
 - Piotr Drosdzol - The Jaszka Foundation
- Public authorities (local, regional and national) (A3):
 - Katarzyna Skowron - the head of the ES department at the Regional Centre for Social Policy in Katowice (Regionalny Ośrodek Polityki Społecznej, ROPS),
 - Iwona Piątkowska-Lipka - deputy head of the ES department at ROPS Katowice
 - Agnieszka Czechowska - ROPS Katowice
 - Bożena Michałek - Local Social Welfare Centre in Katowice
 - Barbara Zajac - director of the Poviast Labour Office in Katowice

For random reasons, the following persons did not take part in the meeting: Maciej Drag - entrepreneur and manager running: S-Print sp. z o.o. and S-Sport sp. z o.o., Konrad Bajger - vice president of the Lewiatan Silesian Association of Private Employers, Barbara Zając - director of the Poviát Labour Office in Katowice.

The meeting scenario was drawn up on the basis of the FQ3 form.

6.2. Results of open, axial and selective coding

The transcript of the participants' statements was a subject of several qualitative analyses. Due to the size of the text, a simplified coding procedure was applied, applying open codes to the conclusions resulting from statements of the participants or their fragments. They are listed in column [1] of Table 6.1. The analysis of the results of open coding made it possible to establish the following axial codes (column [2] of Table 6.1.:

- success factors in business,
- internal factors of the success of WISE ,
- internal problems, weaknesses of WISEs,
- obstacles and threats for WISEs in the legal and economic environment,
- obstacles and threats for WISEs in the social environment,
- the need to change the conditions for the creation and operation of WISEs,

and then selective codes (column [3] in Table 6.1.) covering:

- goals and priorities for eliminating weaknesses and strengthening the potential of WISEs,
- Goals and priorities for improving the external conditions of WISEs' operation.

Table 13. Stakeholders meeting - Results of open, axial and selective coding.

Open codes	Axial codes	Selective codes
[1]	[2]	[3]
People - competence and commitment	Success factors in business	Goals and priorities for eliminating weaknesses and strengthening the potential of WISEs
Teamwork - a well organised cooperation		
Model-based leadership, relations with employees		
A well-prepared business plan		
Customer orientation, communication with the customer, good relations		
Cooperation and communication with other enterprises		
Supply quality (repeatable), cooperation with suppliers		
Continuous improvement		
Strategy based on quality, customer orientation, employee training, motivating and shaping awareness		
Procedures and organisational rules		



Implementation of new technologies through trainings, briefings, explaining goals and motivation	(Internal) factors of the success of WISE	
Motivation and value system of people setting up a social enterprise		
Leader - manager - business and social competences, commitment, leadership qualities, visionary, humanist		
Recruitment of employees, covering the diagnosis of attitudes and recognised values		
Continuous improvement and development, searching for opportunities for improvements, testing solutions		
Well-organized teamwork		
Structure and procedures in the organization		
Quality of services and products		
Ethical standards		
Difficulties in combining social and business goals (preferring social goals to business ones)	Internal problems, weaknesses of WISEs,	
Recruitment of employees without diagnosis and screening that would take into account attitudes and motivation		
Employee’s demands regarding the financial support received for their employment		
There is no effective, attractive promotion in social media, brand creation, PR activities		
Problems related to communication with stakeholders		
Low quality, lack of awareness of the quality importance for the success of the company		
Avoiding open competition in the market - placing the focus on using the preferences, obtaining grants, subsidies and not on business successes		
Excessive workload, lots of responsibilities of the leader leads to a quick “burnout”		
Lack of knowledge about modern marketing and tools (including ICT) used for this purpose		
Insufficient use of social media in marketing activities, especially in PR	Obstacles and threats for WISEs in the legal and economic environment	Goals and priorities for improving the external conditions of WISEs’ operation
Bureaucratized administrative procedures for establishing social enterprises and obtaining support		
Complicated legal regulations related to accounting		
Support system focused on people from marginalized groups		
Low unemployment, limited to people without motivation to work		
No possibility to finance the support of leaders / managers / entrepreneurs who do not belong to sensitive groups within the existing system		



Complicated and unclear legal provisions regulating the issue of what is the relation between the amount of benefits, social pensions, etc. and the amount of remuneration received in the case of employment of persons that are entitled to them - no possibility to calculate the ex ante financial benefits of the employee		
Formal and legal barriers in the access of social entrepreneurs to the database of potential candidates for work		
There are no legal regulations clearly defining the status of a social enterprise		
Low level or no motivation to work among people from sensitive groups	Obstacles and threats for WISEs in the social environment	
People provided with social assistance (benefits, social pensions, etc.) are afraid of losing it on the account of finding employment		
Negative attitudes of people from sensitive groups, who believe that their remuneration financed through the support does not depend on whether, how and how long they work.		
There is no systemic solution for the dissemination among people from sensitive groups of information about job offers, job opportunities and employment conditions (including rights to benefits, pensions and other financial social assistance)		
Insufficient offer of remote work that mainly are dedicated to disabled people (e.g. paralysed people).		
A small recognition of social economy entities - the lack of strong, well-known brands of social enterprises		
Underestimation of the value of social enterprises - the attitude to such activities is not positive		
social enterprises based on links: idea, knowledge, experience and motivation of the entrepreneur	The need to change the conditions for the creation and operation of WISEs	
A potential social entrepreneur must be familiar with the economy and the market, have the qualities of a leader - the qualification before the decision about the support for the emerging enterprise		
Permanent support of the leader / entrepreneur - training, coaching ensuring the development of skills and competences in distributing tasks (extension of the support period that lasts more than 1 year)		
Support for leaders including coaching, therapy, etc. to prevent burnout		
Monitoring and leader training tailored to individual needs		
Technical and motivational training of employees		
Creating an effective, systemic solution in the area of information about the job offer for persons from sensitive groups		
Change in the rules for qualifying persons from sensitive groups and their rights to use employment-related support		
Deepening cooperation between OWES and labour market institutions, public administration units		

Enabling the financing of support for social entrepreneurs prior to the start-up of the enterprise within the framework of OWES		
Enabling the financing of works on business initiatives and strategies (regardless of support for the creation of an enterprise)		
Wider dissemination of the use of social clauses in contracts awarded by public institutions		
The standardisation of regulations regarding social economy entities and the regulation of the status of a social enterprise in the legal system		

■ Goals and priorities for eliminating weaknesses and strengthening the potential of WISEs

Axial code: Success factors in business

According to entrepreneurs participating in the meeting, success in business primarily depends on the competencies and commitment of employees, a well-organised teamwork and leadership based on the model, constant and direct communication with employees. The enterprise's activity should be customer oriented. Constant communication with customers is essential. It is also necessary to prepare a good business plan, to ensure the right quality of supplies, cooperation with suppliers and other enterprises. The company's strategy should be built on quality, customer orientation and care for its satisfaction, systematic work, continuous training, motivating and developing employees' awareness. Motivating to innovate and implement new technologies should consist in training, instruction, explaining goals and motivating people to achieve them.

Entrepreneurs in their statements did not address the issue of the importance of ICT for the company's results.

Axial code: (Internal) factors of the success of WISE

The success of WISE is highly dependent on the motivation of people who take the initiative to create a social enterprise. The participants of the meeting held the opinion that the attitude, cherished values, personality traits and motivation of people are more important for success than competences, which can be acquired at the preparation stage and developed when operating the business. At the same time, it was acknowledged that the key person is the leader, who should be a competent manager, having knowledge about the market and the economy, and, at the same time, a humanist committed to society. As in the case of "ordinary" enterprises, the efficiency of WISE's operation requires well-organised teamwork and the establishment of efficient organisational structure and procedures. It is necessary to ensure the quality of services provided, continuous improvement and development through training, testing new solutions and seeking opportunities for improvements. Ethical standards are an indispensable element of WISE. One of the most important factors of success was a proper recruitment process, in which the key is to identify the attitudes and values of candidates.

Axial code: Internal problems, weaknesses of WISEs,

One of the fundamental problems of WISE is the difficulty to consider and combine social and business goals at the same time. The stakeholders discussion shows that it is common for social managers to prefer social goals to business ones ("our mission comes first"). In many cases, this involves avoiding open competition in the market. Managers focus on searching for grants, subsidies and using all possibilities of obtaining funds in a different way than selling their products or services on the open market. They are not oriented to business success. An important and still current problem of WISEs is the low quality of the services they offer and a rather poor awareness of the importance of quality for the success of the company.

The weakness of many WISEs are not only the low qualifications of the persons belonging to sensitive groups employed in them, but above all their low (or lack of) motivation to work. Because the financial support received by an enterprise is directly related to the employment of such persons and includes the costs of



their remuneration, some of them believe that their right to remuneration does not depend on their effort and commitment. There are also quite a few demanding attitudes that leaders have to overcome in striving to build an efficient team focused on common goals. The weaknesses of WISEs are the recruitment and employment processes, in which not enough attention is paid to personality and ethical aspects. Recruitment processes rarely include proper identification of candidates' attitudes, their motivation and hierarchy of recognised values. As a consequence, candidates are not selected based on the results of such identification.

The problem affecting many social enterprises is the excessive workload and the multitude of tasks carried out directly by the leaders, which in a short time leads to their professional “burnout.”

Participants of the meeting also pointed out poor communication with stakeholders and that the promotion of social enterprises is not effective. This particularly applies to public relation activities, such as branding and others. The use of social media in marketing activities is definitely insufficient, which results from the rather popular lack of knowledge about modern marketing and tools (including ICT) that can be used in this area.

■ Goals and priorities for improving the external conditions of WISEs' operation

Axial code: Obstacles and threats for WISEs in the legal and economic environment

WISE stakeholders participating in the meeting agreed that there are many obstacles and threats to an effective operation of social enterprises in their legal and economic environment. They pointed out, among other things, a very bureaucratised administrative procedures related to the establishment of social enterprises and obtaining financial support for job creation. The lack of legal regulations defining the status of a social enterprise in Poland was considered a significant obstacle. The threat to the WISEs objectives are unclear and complicated legal provisions regulating the relation between the amounts of benefits, social pensions, etc. that are used by persons from sensitive groups and the amount of remuneration received if they take on a job. It is basically impossible for social entrepreneurs, who offer jobs for such people, what, if any, financial benefits they will be entitled to, if they take on the job (“... here I am talking to a person and trying to encourage them to take on a job, I have to employ them, but neither I nor them know, and I cannot tell them... how much I will pay them”). The complexity of applicable accounting regulations were pointed out, too, as one of the main obstacles for effective operation of WISEs.

The functioning system of financing support for social economy entities, which is focused on supporting the employment of people from sensitive groups, is considered unfavourable, because it marginalises the need to finance support for leaders / managers / entrepreneurs, who are not from those groups. It was also noticed that in the current situation, with a relatively low level of unemployment, a significant part of those eligible for support, potential candidates to work for WISEs are people who have no motivation whatsoever to take up employment. Another obstacle in the sphere of formal and legal conditions of the activity of a social enterprise, is the fact that employers do not have the access to the database of potential candidates, which on the whole has a negative impact on the recruitment processes.

Axial code: Obstacles and threats for WISEs in the social environment

The problems of creating and developing WISEs activities are also related to the social environment. Low or complete lack of motivation to take up a job is characteristic for a significant number of people from sensitive groups. They are people provided with various forms of social assistance, including social benefits, allowances, etc. financial support, and their attitude results from the fear of losing these income in the event of employment. There is no systemic solution for the dissemination among people from sensitive groups of information about job offers, job opportunities and employment conditions (especially on issues related to rights to benefits, pensions and other financial social assistance in the case of taking up employment).

The participants of the meeting also pointed out cases of negative attitudes of persons from sensitive groups who started working for WISEs, but they do not show any involvement or activity because they believe that



their remuneration is financed from public funds (as a form of support) and is not related to the work they should do, especially in terms of its quality and quantity. Underestimation of the value of social enterprises - the attitude to such activities is not positive, which is a fairly common phenomenon among the society. It is closely related to the low recognition of social economy entities and the lack of strong, well-known brands of social enterprises.

An important issue that must be solved is, in the opinion of the meeting participants, an insufficient offer of remote work, mainly dedicated to disabled people (e.g. paralysed people). The low popularity of such jobs does not result from low demand, but rather from inadequate promotion of social economy and insufficient knowledge about the use of ICT for the purpose of remote work.

Axial code: The need to change the conditions for the creation and operation of WISEs

In the opinion of the WISE stakeholders participating in the meeting, the approach adopted in the process of supporting newly created social enterprises needs to be changed. For an emerging enterprise it is necessary to be based on a good, verified business idea and on the knowledge, experience and motivation of the entrepreneur. A potential social entrepreneur must be familiar with the economy and the market, and, at the same time, have the qualities of a leader. The decision about supporting the emerging enterprise should be preceded by a qualification of entrepreneurs that factors in relevant criteria. It is necessary to provide constant support for social entrepreneurs, i.e. leaders. It should be individualised, long-term, include training, coaching and even therapy to prevent burnout. Support for leaders should be focused on the development of competences, the ability to delegate responsibilities. The needs of WISEs leaders should be monitored. Employees of social enterprises should be provided with both technical and motivational training.

In order to improve the conditions of WISEs creation and activity, it is necessary to build an effective system solution for obtaining and disseminating information about job offers for people from the sensitive groups. This particularly applies to job offers for people with disabilities, including remote work.

The rules currently applied for qualifying persons from sensitive groups and using support related to their employment also needs to be changed. The purpose of the changes should be to make the system more flexible so that when making decisions on financing the support both the priorities of social policy and the actual level of motivation to take up work are taken into account. Here, it is necessary to deepen the cooperation between OWES and labour market institutions, public administration units. The rules for financing the support should allow social entrepreneurs to do training, courses and undergo coaching before the company is started up within the framework of OWES. It is necessary to enable the financing of works on business initiatives and strategies, regardless of support for the creation of an enterprise.

Participants of the meeting also pointed out the need for the wider propagation of the use of social clauses in contracts awarded by public institutions.

The improvement of the conditions of WISEs' functioning also requires the harmonisation of legal provisions concerning social economy entities and the regulation of the status of a social enterprise in the legal system.

6.3. Summary and conclusions

The stakeholders' comments and the discussion of problems affecting the Polish WISEs and the reasons for these problems helped to determine what measures should be taken to improve the current situation. This includes both activities aimed at the elimination of weaknesses and the strengthening of the WISE potential, as well as at the improvement of the external conditions for the creation and operation of such enterprises. In spite of attempts to focus the discussion by its moderator on the use of innovative technologies and ICT tools by WISE, the participants did not address those issues, stating that "there are no problems with technology ... the problem is with the mind, and not ... with technology." To justify this view, an example was given of the Silesian social enterprise ASTROHUNTERS, running the astronomical observatory in cooperation with NASA.



As for the elimination of shortages and strengthening the potential of WISEs, the following activities have been given the priority:

- Providing long-term support for managers / leaders of social enterprises, including courses, managerial skills training (in particular in the field of delegating tasks), coaching and other activities preventing burnout. Manager support should be tailored to individual and monitored needs.
- Technical and motivational training of WISE employees.
- Focusing the strategy of social enterprises on quality, customer orientation and business success, continuous development and implementation of improvements.
- The intensification of promotional activities, in particular in the field of communication with stakeholders, creating a brand and other PR activities with the use of modern marketing tools and methods, in particular promotion in social media.
- Setting up social enterprises based on a carefully prepared business idea, knowledge, experience and motivation of potential social entrepreneurs, who, in addition to knowledge of the economy and the market, demonstrate the characteristics of a humanist who is committed to society.
- Including in the recruitment procedures criteria allowing to identify the candidates' attitudes and values in a way that maintains the ethical standards of WISE.

AS the most important activities for the improvement of conditions, in which WISEs operate, the participants of the meeting indicated activities aimed at:

- The introduction of legal regulations defining the status of a social enterprise and the coherence of provisions regarding the social economy.
- The simplification and de-bureaucratisation of formal and legal procedures related to the establishment of social enterprises, fund raising as a part of the support of those activities and the increase of the flexibility of system solutions regarding the qualification of people from the sensitive groups to support their employment.
- Adding courses and training of leaders/social entrepreneurs to the support system.
- The creation and maintenance of an effective information system about job offers for people from the sensitive groups (including remote job offers), employment conditions, dependencies between the amount of benefits, social pensions, etc. and salary.
- Strengthening the promotion of social economy and focusing activities on the values resulting from social enterprises, positive reception in society, building a brand. The use of modern marketing tools and methods, where the main one is social media.
- The dissemination of the use of social clauses in contracts awarded by public institutions.

7. SYNTHESIS OF THE RESULTS.

Results and conclusions from the conducted research are divided into the following four parts.

- Recognizing formal-legal basis framing political, social and economic systemic environments of WISEs:
 - existing legislation does not provide consistent framework for WISEs development (lack of clear definitions, lack of law on social enterprises), very often legislations is perceived as administrative obstacle for WISEs development,
 - supporting system consist of a number of different operators, sometimes with overlapping responsibilities
 - at the same time, creation and operation of social enterprises requires compliance with many complex and frequently changing state legislation provisions, which does not help the sector grow.
- Specific managerial model and practices of the WISEs applied in relevant sectors:
 - non-hierarchical managerial models seems to be successful - participation in decision-making process and team work spirit are the dominant feature of WISEs
 - one of the main limitation for WISEs development is that manager / director plays the key role in organization, with full responsibility of its entire operation. From their perspective it is hardly possible to involve into such roles other employees, especially those from vulnerable groups
- Specific products and services:
 - typical sectors mentioned in the survey are: food services, cleaning and education (training)
 - significant number of WISEs are operating in 2 or even more sectors, which is mainly driven by the ability to generate sufficient income
 - WISEs are mainly focusing to address local needs; very seldom they are operating in wider markets.
- Specific needs and availability of ICT tools:
 - generally available tools include financial management tools and office automation tools
 - HRM and project management tools are necessary but unavailable for many WISEs
 - in marketing operations, WISEs use tools for communication with customers and collaboration tools
 - at the same time, WISEs reckon that their needs concerning promotional support tools are not met
 - the same is relevant to product and service ICT support systems or tools, that are necessary but their availability is limited,
 - regarding modernity level of ICT systems and tools used by the organisations, most of the respondents concluded that they are “not really up to date, but still on a level of expectations”.

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