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SO VET – SOCIAL ENTREPRENEURSHIP AS AN ALTERNATIVE FOR YOUNG UNEMPLOYED

NEEDS ANALYSIS REPORT

GREECE

INSTITUTE OF ENTREPRENEURSHIP DEVELOPMENT

CONTENTS

CHAPTER I - DEFINITION OF SOCIAL ECONOMY & ENTREPRENEURSHIP	3
CHAPTER II - POLICY AND PRACTICES OF CAREER SERVICES	5
Official policy and public documents regulating social economy & entrepreneurship....	5
Public policies and instruments supporting the development of social entrepreneurship at national, regional and local level.....	6
National legal framework of social economy & entrepreneurship	7
CHAPTER III - OVERVIEW OF THE NATIONAL CONTEXT RELATED TO SOCIAL ECONOMY & ENTREPRENEURSHIP.....	11
Existing research/information/national studies regarding the current state of youth unemployment and social economy & entrepreneurship in partner countries	11
Main needs and challenges faced by young potential social entrepreneurs	14
Formal and non-formal education and training in social economy	15
CHAPTER IV - FINDINGS FROM THE SURVEY & THE INTERVIEWS WITH THE TARGET GROUP	17
Introduction	17
Demographics.....	17
Introduction to Social Entrepreneurship	19
Starting a Business.....	22
Risk Management and Business Law	23
Marketing	24
Business finance and economics	25
Tools and methods	26
CHAPTER V - CONCLUSIONS & REMARKS.....	27
CHAPTER VI – BIBLIOGRAPHY.....	28

CHAPTER I - Definition of Social Economy & Entrepreneurship

The term Social Economy is placed several centuries back, with several examples both from ancient Greece, concerning the fundraising for ceremonial or even funeral ceremonies, and from ancient Rome, mainly regarding financing craftsman association (Moulaert, Ailenet, 2005). Over the time, the term Social Economy passed through various stages and consequently changed several times conceptual content.

Social Economy gets active through collective systems, voluntary actions and social activities in general, that are not operating for profit but do operate in a social as well as an economic context.

The field of Social Economy is bounded primarily between the state policy and private investment for economic activity. It is developed to cover that needs of the society for which neither the private sector is concerned due to the absence of high profit, nor the government sector is able to contribute due to lack of financial and economic tools.

It is difficult to provide a generally agreed definition of Social Economy. However, a list of common characteristics regarding the term Social Economy could be pointed out. Its main characteristics are summarized below:

- Priority is given to the human factor and the social mission rather than economic purpose
- The aim is to meet the needs of society that neither the government nor the market cover (unmet needs)
- The aim is to address the exclusion of groups with inequalities in the working market
- It is the given the opportunity to create strong continuous employment opportunities (employment potential)
- There is mobility of local social capital into productive initiatives (Human capital mobilization)
- Important is also the voluntary and the open participation of the member
- There is democratic control and participation of the members, aiming the common good
- Defend and implement the principles of solidarity and responsibility



- There is autonomous administration and complete independence from public authorities

The term "Social Economy" was not used until ten years ago, when the European Union introduced the French term «Economie Sociale », including in cooperatives, associations and foundations, which until that time did not understand that they belong to the same "family".

Social entrepreneurship is a new form of entrepreneurship, characterized by low business and investment profile and helps to address various problems, which the state is unable to solve. The term includes business and social dimension. Regarding the social dimension, a large number of definitions is given, mainly emphasizing on finding new opportunities of high social value, but also new innovations and ventures with low economic returns. Social Entrepreneurship shifted its emphasis from exclusive social issues in a number of economic issues.

Social entrepreneurship is defined as the economic activity of creating new models for the provision of products and services to serve the basic human needs of the poorest social strata that remain unsatisfied by current economic or social institutions (Seelos & Mair,2005).

However, social entrepreneurship could be defined differently by each one. Mair and Martin (2006) gathered numerous definitions referring to:

- Organizations looking for capitals to meet social needs
- Organizations commercializing the satisfaction of social needs
- Organizations aiming to catalyze existing social structures and alleviate human suffering

Roper and Cheney (2005) present three types of social entrepreneurship with emphasis on the ownership of the enterprise:

- private social entrepreneurship, private initiatives to alleviate social problems for making profit and creating innovations
- public-sector social entrepreneurship, relating to initiatives of public organizations aiming to solve social problems
- social entrepreneurship in the not-for-profit sector

According to The Emergence of Social Enterprise in Europe, the main characteristics that could describe an enterprise as social are:



- The continuous activity producing goods and services
- The high degree of autonomy
- The high degree of financial risk
- The limited amount of paid work
- The explicit aim to benefit the society
- The initiative promoted by groups of society
- The power of decision relies more on those members that are not owners of money capital
- The participation in the business of all the people affected by its activity
- The limited distribution of profits

CHAPTER II - Policy and practices of career services

Official policy and public documents regulating social economy & entrepreneurship

It is a fact that volunteering in Greece, as a concept, is still limited, compared to what happens in other EU countries. However, for a country like Greece, social economy should be an enlargement field of sustainability and growth in both economy and employment. The socio-economic needs are determined largely on the geographical dispersion of the population, the revitalization efforts about regional economy and the ability of market adaption through flexible formats. Although there is a significant gap in the social promotion services, the sector has not been able to grow as much as in other EU countries (National Thematic Social Economy Network, 2005). Unlike other countries, in Greece there has been no effective communication between social enterprises. In fact, until 1995 there had been no contact even among cooperatives. A few years later, and with the European Commission's help, the National Association of Social Economy Enterprises was established.



Public policies and instruments supporting the development of social entrepreneurship at national, regional and local level

The local government has the duty and the opportunity to enhance and take actions for better planning, coordination, schedule and finally the implementation of political and socio-economic programmes.

1. Law 3852/2010, article 100: New Architecture of Local Government and Decentralized Administration -Kallikratis Plan

For the design and execution of projects and development programmes of the region, as well as services of all kinds, municipalities, regions, municipality associations, Regional Associations of Municipalities, the Union of Municipalities of Greece and the Regions Union, the legal entities of public law constituting or involving the abovementioned institutions and private entities that participate or represent the Union of Hellenic Municipalities and Regions Union, the municipal companies of water and sewerage, municipal and regional institutions, and charitable foundations and endowments and higher education institutions, including Technological Educational Institutions, may conclude program contracts with the State or with each other and with public sector bodies of paragraph 6- article 1- Law 1256/1982, individually or jointly.

In addition, other entities that may participate are companies of Local Government Unit, Vocational Training Centers, Development Funds, chambers, scientific public bodies, research university institutes, cooperatives, cooperative unions and employers' and employees' associations. By the decision of the competent Ministers, it is allowed the participations of banks and credit institutions. Also, it is allowed the participation of charitable foundations and endowments pursuing charitable purposes.

If the nature of the project is cultural, the Ministry of Culture participates as a contractor.



In the programme contracts, it is necessary to set the contract, the purpose and content of the studies, projects, programs or services, their budget, the rights and obligations of the parties, the contract performance schedule, the resources of which will meet the financial obligations undertaken and the duration of the contract. Also, the body for its implementation and monitoring responsibilities, and clauses to the detriment of the party which violates the terms of the program contract. If provided, the definition of the contractor, who may be entrusted with the management, operation and maintenance of projects, is set.

The funding sources may be found in the Public Investment Plan, the Regular Budget or other national or regional programs, as well as from the budgets of contracting entities and by public sector entities that are not part of the program contract.

The municipality might provide the employment of the staff from one party to the other, the transfer of property use, facilities, machinery and tools.

2. Law 4019/2011, article 12: Social Economy and Social Entrepreneurship and other provisions

The above law allows the participation of SCLR in program contracts having as counterparty the government or the broader public sector and local authorities of first and second degree for the implementation of actions referred to statutory purposes of counterparties mentioned in Article 100 Law 3852/2010.

National legal framework of social economy & entrepreneurship

The legal framework in Greece consists of government policies and the existing legislative framework for the social economy. The first category includes programmes designed with EU assistance, such as the implementation of EQUAL program, aiming to increase the



employment rate of vulnerable groups and develop the appropriate conditions for equal opportunities in labour market. Main objectives are the integration of social groups that are discriminated in employment sector, the enhancement of entrepreneur spirit in social entrepreneurship issues, the continuous adaption of workers and enterprises to different challenges but also the avoidance of discrimination on the basis of gender in employment.

Moreover, the Greek state has established a number of insurance and tax measures in order to conserve the benefits and social rights of employees belonging to vulnerable groups and working on social enterprises. In addition, Greece provides financial tools and tax exemptions for the amount of profits that social enterprises make, intended to create reserves.

Until 2011, there was no recognition of the sector of social economy and social entrepreneurship in the national legal framework.

Social Economy in Greece legally recognized by the Law 2716/1999 in which Social Cooperatives of Limited Responsibility (SCLR) have been defined, with a key role to integrate people with psychosocial problems into labor market. However, SCLR can provide productive, consumer, commercial, credit, education and civil services. Legislation concerning Social Economy and Social Entrepreneurship updated with Law 4019/2011 from which a new social enterprise form arises, the so-called Social Cooperative Enterprise (SCE). In particular, this type of social enterprise can take the form of civil partnership with a social mission and has commercial status. Members of a SCE can be either natural persons or legal entities.

According to Law 4019/2011, Social Economy is: "all economic, business, productive and social activities which are undertaken by legal entities or associations, whose statutory purpose is the pursuit of collective benefit and to serve broader social interests". As the operational body of Social Economy, Social Cooperative Enterprise (SCE) is established. Depending on their specific purpose, can be created three types of SCE:

A) SCE of Integration



Concerning the integration in economic and social life of persons belonging to Vulnerable Population Groups. A percentage of 40% at least of the workers in these enterprises should belong necessarily to Vulnerable Population Groups. Social Cooperatives of Limited Responsibility (SCLR) are automatically **considered as** SCE of Integration and are falling at the provisions of Law 4019/2011.

B) SCE of Social Care

Main concern is the production and provision of products and services regarding their social-welfare nature to specific population groups, such as the elderly, infants, children, disabled people and people with chronic diseases.

C) SCE of Collective and Productive Purposes

They are dealing with the production of goods and services for the satisfaction of collective needs (culture, environment, ecology, education, utilities, utilization of local products, maintaining traditional activities and occupations etc.) that promote local and collective interest, promote employment, strengthening social cohesion and the strengthening of local or regional development.

In the above context, it has been established the General Register of Social Economy, which is a public register kept in electronic form and mandatory entered by the SCE. The register is kept by the Registry Department of Social Economy of the Directorate of Social Protection Ministry of Labor and Social Security. Access to it is free from any party and consists of the following sub-registers:

a) Social Entrepreneurship Registry: necessarily entered by SCE, which are established according to Law 4019/2011 and SCLR according to Law 2716/1999.

b) Special register of other Bodies of Social Economy: optionally registered by existing legal forms, which cumulatively meet the following criteria:

- whose sole statutory objective is social benefits through the production of goods or the provision of services with collective and social nature,



- give priority to persons and work over capital,
- implement a democratic decision-making system,
- have autonomy in the administration and management of their activities,
- provide the use of their profits for their statutory purposes and secondarily for limited distribution of those profits,
- they operate on the principle of sustainable development,
- their activities fall exclusively into one of three categories SCE, which are Integration, Social Care or Collection and Production Purpose,
- develop their activities for at least three years before the submission of the registration application to the Registry.

The Social Economy Entities registered in the Special Register, may be financed by the National Fund of Entrepreneurship and Development and have been established according to Law 3908/2001 concerning the "Reinforcement of Private Investments for Economic Development, Entrepreneurship and Regional Cohesion".

The SCE and the SCLR access the Social Economy Fund and the National Fund of Entrepreneurship and Development. They also can be integrated into Law 3908/2011

In 2012-2013 was proposed the Strategic Plan for the Development of the Department of Social Entrepreneurship concerning 3 axes (i- Support for the Social Economy sector, ii- Financial support for the entry Activity of SCE, iii- Financial tools for the enhancement of SCE) and 11 actions of implementation regarding those 3 axes.

Now, for 2014-2020, is running the project called "Operation for Regional Mechanisms Supporting the development and promotion of SCE and broader initiatives of Social Economy" regarding the following aspects:

- Support the establishment, operation of Social Enterprise development at local level
- The diffusion of the idea of Social Economy
- Its consolidation through permanent networks of cooperation and local agreements.



It is expected that 12.489 beneficiaries will benefit, belonging amongst others to vulnerable and special population groups (Law 4019/2011), of which: 6489 will be candidates / potential social entrepreneurs 6,000 are existing social entrepreneurs The action is implemented by the Special Office for Social Inclusion and Social Economy and funded by the Operational Programme "Human Resources Development - EDUCATION AND LIFELONG LEARNING 2014-2020".

CHAPTER III - Overview of the national context related to social economy & entrepreneurship

Existing research/information/national studies regarding the current state of youth unemployment and social economy & entrepreneurship in partner countries

In Greece there is significant number of operators which consist the social economy's sector, for example women's cooperatives, cooperative banks, voluntary organizations, non-profit organizations, and other legal forms of business with social objectives.

It is estimated that are operating:

- 8.400 traditional agricultural cooperatives with more than 950,000 members
- 71 women's cooperatives with more than 1,903 members, concerning the production of traditional products and food or accommodation operation
- 68 cooperative therapeutic units in psychiatric hospitals with 571 patients
- 10 companies which are the evolution of sheltered workshops and collaborative activities with 98 patients
- 32 sheltered workshops with 395 patients



- 15 SCLR concerning the integration of mental patients in the labor market, but also the production of goods and services
- 1.500-2.000 voluntary organizations, of which 200-300 taking active action
- Unknown number of mixed unions, voluntary organizations, associations specifically recognized as charitable, urban non-profit companies, institutions etc. associations of persons, organizations or corporations
- Over 550 registered Social Enterprises to Social Economy Registry until now.

Most of social enterprises that have set up promote social and production purposes. The biggest number of such enterprises is located in the prefectures of Attica, Dodecanese Thessaloniki, Evros, Arcadia, Corinth and Achaia.

Greece is in the first position of youth unemployment, and according to data from April 2016, 47.4% of young people under 25 are unemployed.

Youth unemployment causes

1. Financial crisis

Though the current youth unemployment crisis was not caused by the financial crisis alone, the recession just made existing problems in labour markets, education systems and other structures worse.

Greece and Spain, for example, were experiencing high youth unemployment years before the financial downturn, and a sudden surging of economies wouldn't be enough to put the 74 million unemployed young people to work. Furthermore, the youth unemployment rate is two to three times higher than the adult rate no matter the economic climate.

The recession did, however, affect the quality and security of jobs available to young people. Temporary positions, part-time work, zero-hour contracts and other precarious job paths are often the only way young people can earn money or gain experience these days.



2. Skills mismatch

The skills mismatch is a youth unemployment cause that affects young people everywhere. There are millions of young people out of school and ready to work, but businesses need skills these young people never got. Young people end up experiencing a difficult school-to-work transition, and businesses are unable to find suitable candidates for their positions.

Similarly, young people who have advanced degrees find themselves overqualified for their jobs, and many young people are also underemployed, meaning they work fewer hours than they would prefer. There is an economic as well as a personal cost here: young people are not being allowed to work to their full potential.

3. Lack of entrepreneurship and lifeskills education

While the exact cause of the skills mismatch is difficult to pin down, it's a combination of school curriculums neglecting vocational, entrepreneurial and employability training in favour of more traditional academics, poor connections between the private sector and schools to promote training and work experience and a lack of instruction in how to harness lifeskills most students already have.

4. Lack of access to capital

Young people who want to make their own jobs by starting businesses often struggle to find access to affordable loans, or loans in general. This is partially due to a lack of collateral. High interest rates also make it difficult for young people to repay their loans on time. The World Bank notes that <1% of loan portfolios of loan providers are directed at those under the age of 30.

5. A digital divide

In some low-income countries, the skills mismatch is compounded by a lack of access to technology or the internet. If schools are unable to afford the tools to educate young people in the digital sector, these young people are at a disadvantage in the job market.



The Greek society seems that has not realized the importance of using youth potential. Programmes supporting new companies do exist and are funded or co-funded by the European Union within the framework of the development and exploitation policies of new businesses in EU members. However, the disadvantage lies in the lack of an official and united sector providing such information, while related websites often present information in a complicated form. Thus, it is left to the potential entrepreneur to collect and decode information needed.

Main needs and challenges faced by young potential social entrepreneurs

A social enterprise faces the same issues that any traditional business faces in its growth and operations. But social entrepreneurs also face unique challenges in delivering the social value, social returns or social impact of the enterprise in addition to commercial value.

Funding

Social enterprises can be run as for-profit or non-profit and sit somewhere in the middle of the traditional corporation and a purely charitable organization. Some organizations are able to generate sufficient income through the sale of socially beneficial goods or services, but many are not. Other funding opportunities include corporate investment, donations and government funding. Approaching investors may not be easy, however, if the organization is perceived as more non-profit than profit-oriented and not likely to make a reasonable return for investors. On the other hand, many donors are distrustful of a social enterprise being run as a for-profit company where too much focus may be placed on wealth generation and too little on social value.

Communicating Value Objectively

The social enterprise delivers more than commercial value, and it is the additional social value that often ignites the passion of the social entrepreneur. This in combination with the fact that social value is not easily measured can make it difficult to communicate the bottom line to investors, donors or the community at large. It is important to stay objective to remain convincing, and to make the right decisions in moving the enterprise toward its goals.

Strategy and Long-Term Focus



It is important to any business to identify a long-term strategy, define appropriate goals and drive growth in a sustainable manner. Difficulties for social enterprises again stem from the fact that the purpose of the organization is to create social benefits. It is often the case that multiple social benefits can mean multiple goals, all of which must be evaluated in terms of cost of provision to ensure true value creation. A strong strategy will identify a unique value proposition compared to other organizations and indicate clearly what the organization will not do. Activities of the social enterprise should work together and reinforce each other.

Remaining True to the Mission

Establishing a good strategy for the social enterprise will help to mitigate the possibility of mission creep. It is often easier to fight fires and not focus on the long-term goals of the organization, but this could result in an undesirable shift in the social value provided. A successful organization will continuously review strategy and work to improve it, but changes in the mission can cause confusion and dilute the organization's impact.

Formal and non-formal education and training in social economy

As there is a number of definitions for social entrepreneurship, so has a series of attempts to give a definition of social entrepreneur. According to Dees(2001) a social entrepreneur is described by the act of changing the social field. He adopts a mission to create and maintain social value (not just private value), recognizes and seeks to exploit new opportunities that will serve this mission, participates in a process of continuous innovations, adaptations and learning act with determination without being limited by the resources that are available to them and develops a greater sense of responsibility towards populations they serve and according to the results that are created. The following psychological characteristics are considered useful for social entrepreneurs:

- 1. Innovativeness:** Since entrepreneurship usually involves innovations should not be surprising that entrepreneurs tend to be innovative people, thus it is possible to develop new concepts aiming to respond to these challenges.



2. **Orientation achievements:** It is a fact that entrepreneurs rely heavily on their strengths and many prefer to complete naturalness to work alone in order to achieve their goals.
3. **Little risk aversion:** Generally, it is supposed that entrepreneurs are tolerant to risk and more creative to invent ways of risk mitigation.
4. **Tolerance to ambiguity:** Entrepreneurs generally feel comfortable in situations which are dynamic and not very clear.
5. **Sense of control of their own destiny:** It is considered that entrepreneurs control themselves their destiny, which may be due to their tendency to see negative situations as opportunities rather than as threats.
6. **Social awareness and social reflection:** The social entrepreneurs realize the value of social benefits and they are willing to dedicate themselves to this accumulation.

Social entrepreneurs are somehow able to integrate into a vision a social problem, which is characterized by large complexity, but has the ability to reconfigure public stops when implemented. They are considered to be persons with significant personal reliability, which in fact are using to find critical resources. Moreover, they manage to create the commitment of the supporters in the program based on major social values, rather than on purely economic terms, leading to a sense of collective purpose. All the above describe the leading characteristics of a social entrepreneur.

Entrepreneurship is more about action rather than teaching. A good approach is the real contact with the market. For an effective education in entrepreneurship, it is determined that complete models regarding utilization of collective knowledge and experience exist. Also, necessary is the use of scenarios and experiential techniques along with standards about the content of the education. The benefits of such an education include:

- Capability of turning the problems into opportunities to overcome difficulties
- Learning through the mistakes, failures and risk management
- Development of working culture and consumer awareness
- Regard entrepreneurship as a survival method, within the frame of respecting and protecting natural and social environment



CHAPTER IV - Findings from the survey & the interviews with the target group

Introduction

Within the framework of the Needs Analysis and in order to determine the particular needs of the project's target group (NEETs) and analyze the skills gap that exists in the field of social entrepreneurship, Institute of Entrepreneurship Development has conducted a large-scale survey with **51 participants**.

The target group for the survey was NEETs: young people, aged between 15-29 years old, not in education, employment or training.

In the sections below, the results from the survey are being imprinted and analyzed.

Demographics

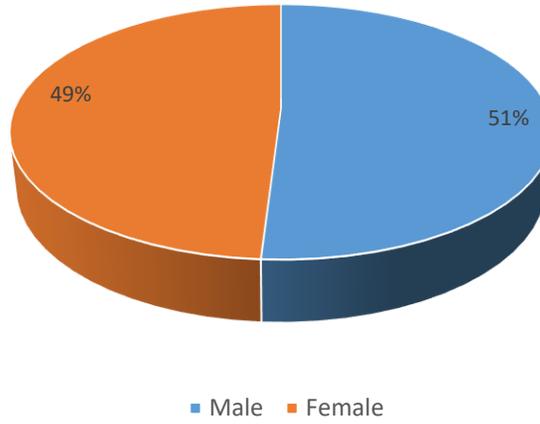
Regarding the gender of the people that have participated in the survey, we can see in the following charts that there was a balance in this field as 49% are women and 51% are men.

As mentioned above, the target group for the survey was NEETs: young people, aged between 15-29 years old, not in education, employment or training. The majority of the participants (63%) are between 23-26 and 27-29 (27%) years' old.

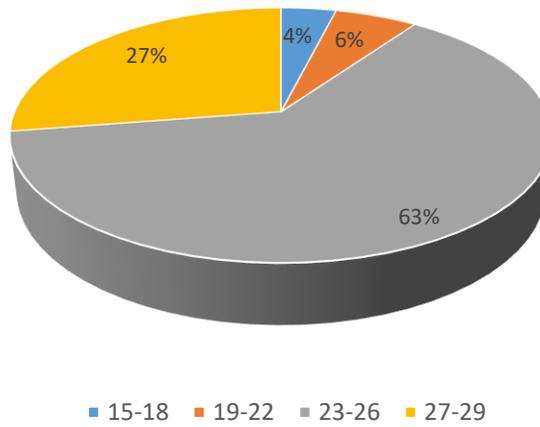
Also, regarding the educational background of the participants, 59% of them have graduated university and 22% have attended postgraduate courses. There are also participants from lower educational levels (1 person with lower secondary education, 3 persons with upper secondary, 5 persons with post-secondary education and 1 persons with PhD degree).

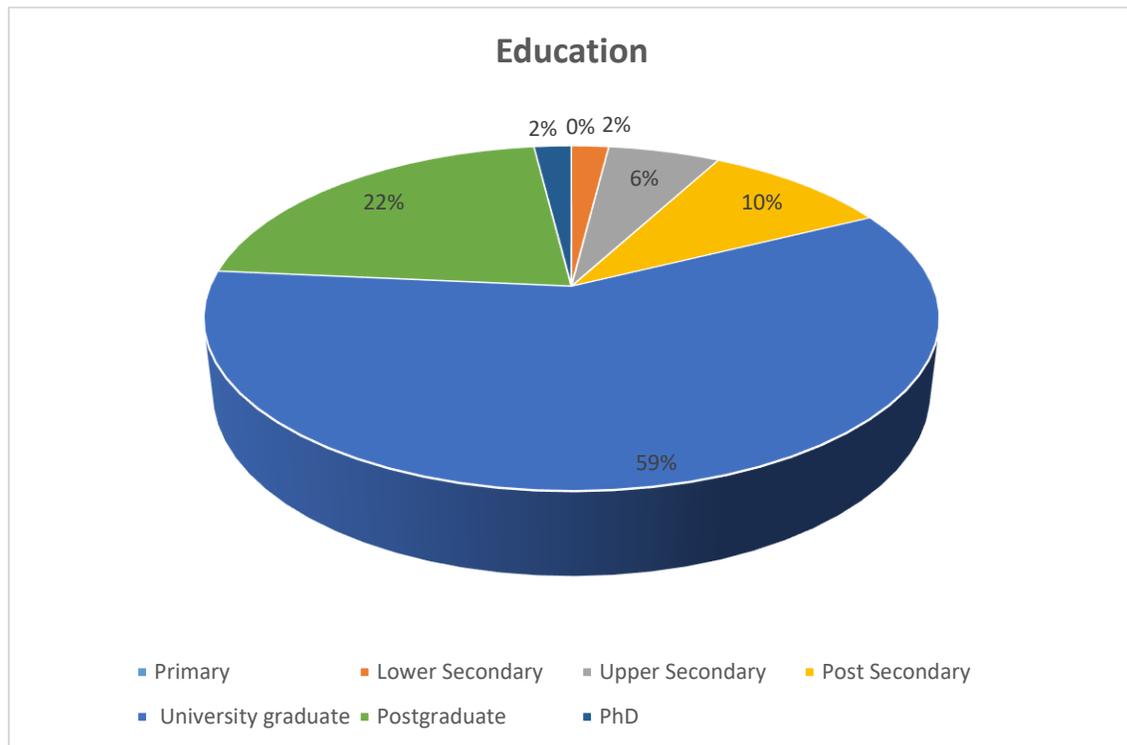


Gender



Age





Introduction to Social Entrepreneurship

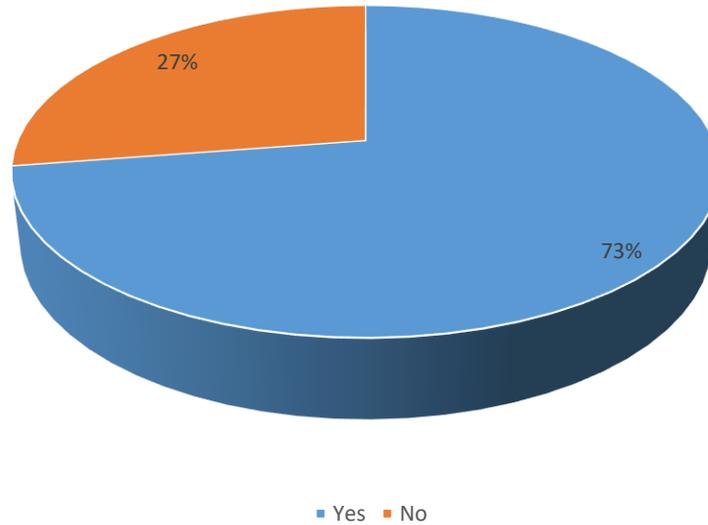
One main purpose of the survey was to determine the level of familiarity of the participants with the term and context of Social Economy and Entrepreneurship.

As shown in the chart below, the vast majority of the participants (73%) are familiar with the term, but, there is also a significant percentage (27%) declaring that they are not familiar with this field. Further analyzing these results, we can see that from the participants declared that they are not familiar with Social Economy and Entrepreneurship, approximately the 57% are university graduates, 29% have completed post-secondary education and there is also one person with postgraduate degree.

This fact, despite the common belief that a person's knowledge in different fields such as entrepreneurship and social entrepreneurship is connected with his/her level of education, confirms the need of developing a specialized training course and material in the field of Social Economy and Entrepreneurship.



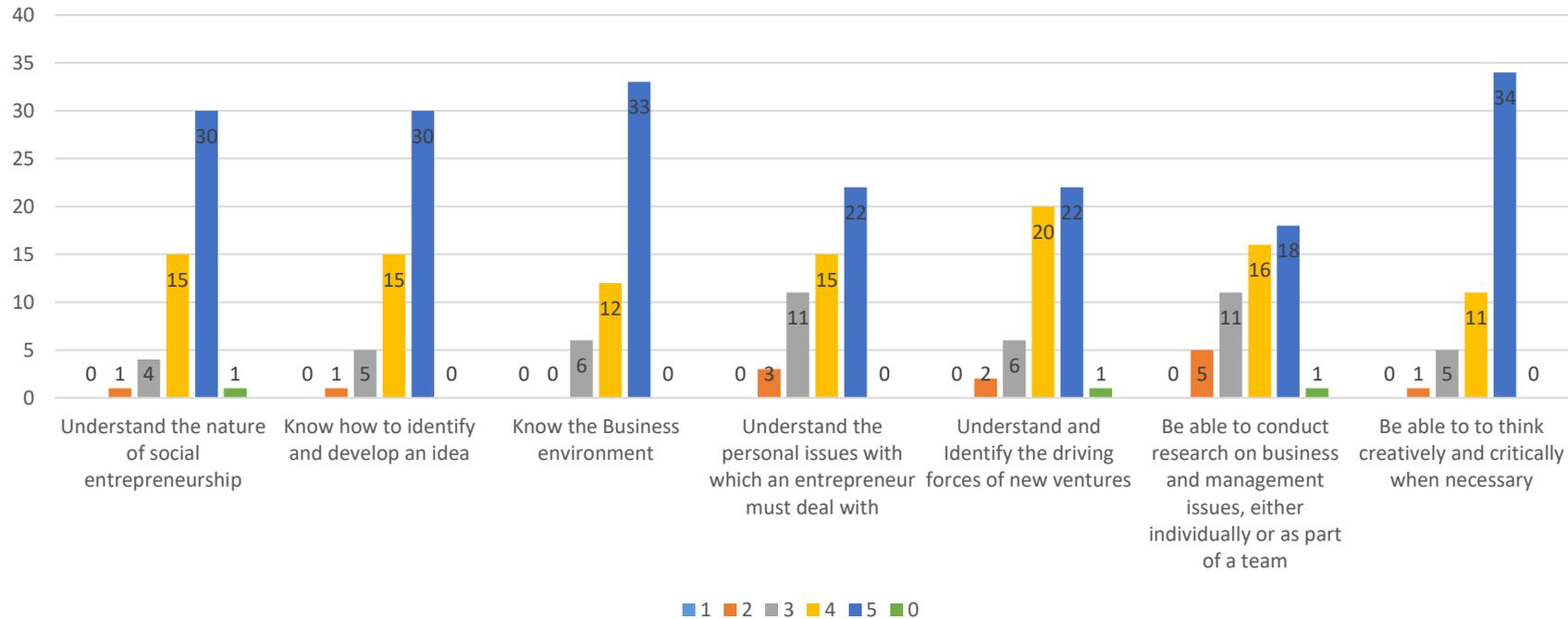
Are you familiar with the term of Social Economy & Entrepreneurship?



Furthermore, within the survey the participants were asked from their opinion regarding how important is for potential entrepreneurs to be aware of some general aspects of entrepreneurship and social entrepreneurship (results are shown in the chart below).

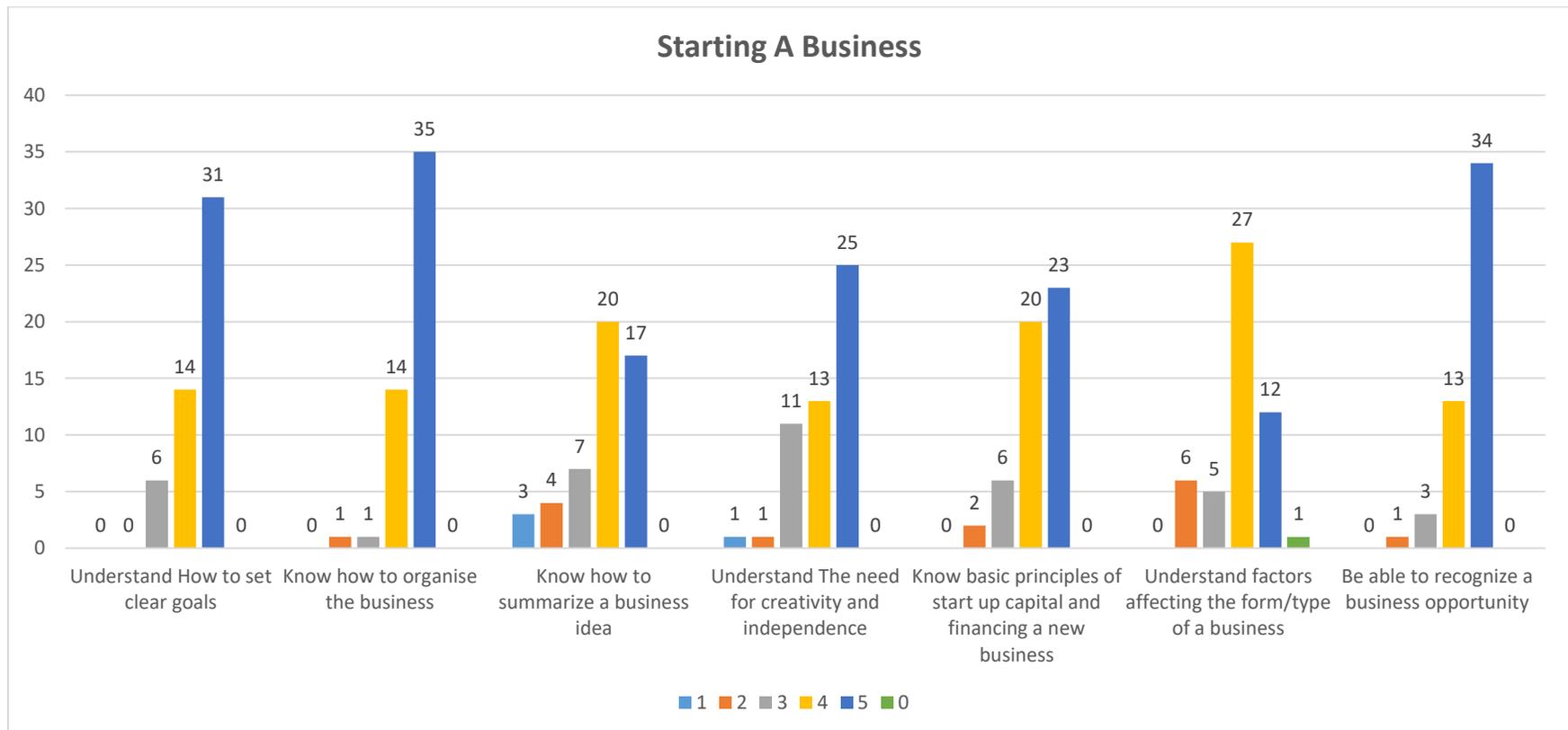


Introduction to Social Entrepreneurship



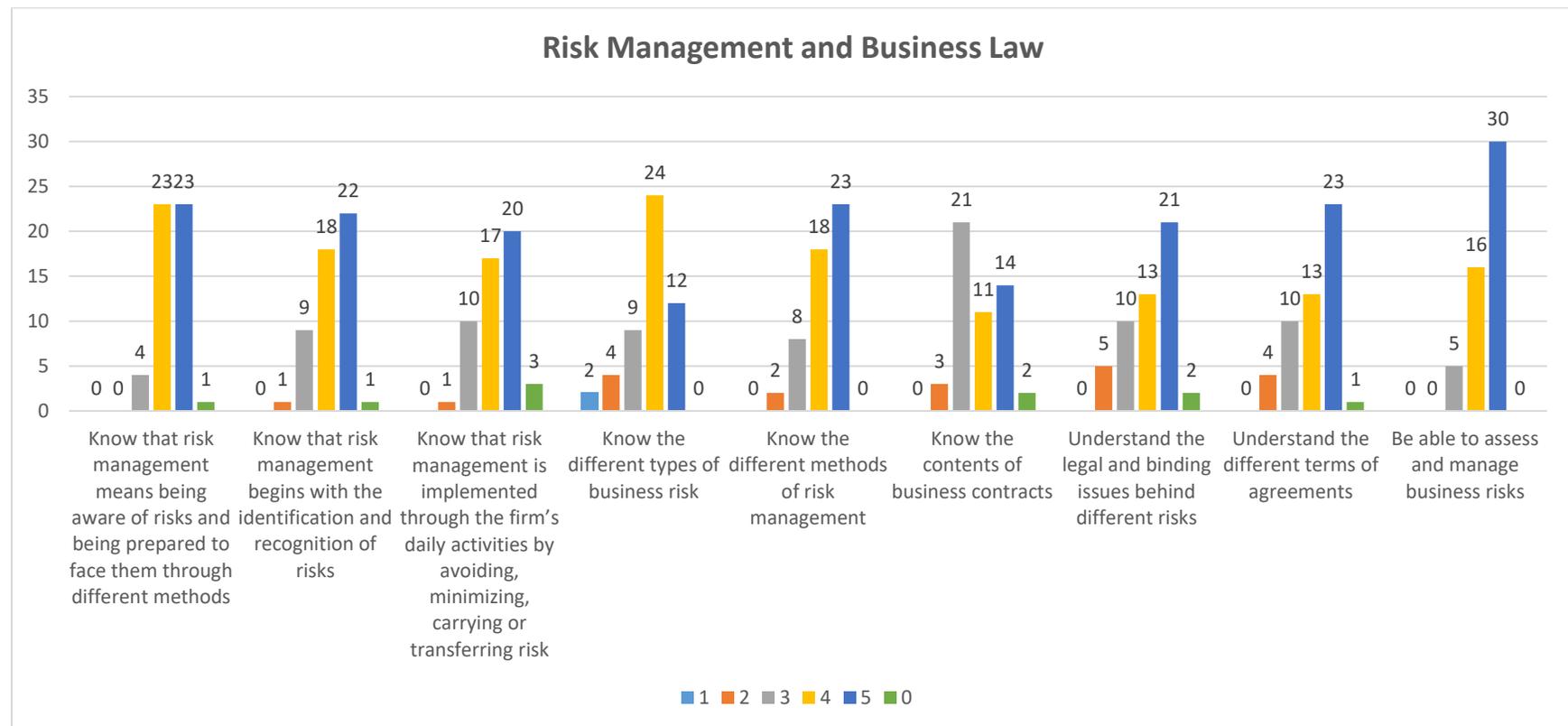
Starting a Business

Starting a business is a procedure that acquires a particular set of skills and knowledge in a variety of fields (basic economics, basic management skills, etc.). In the chart below, the answers of the participants regarding the importance of various aspects of the business foundation procedure are being imprinted.



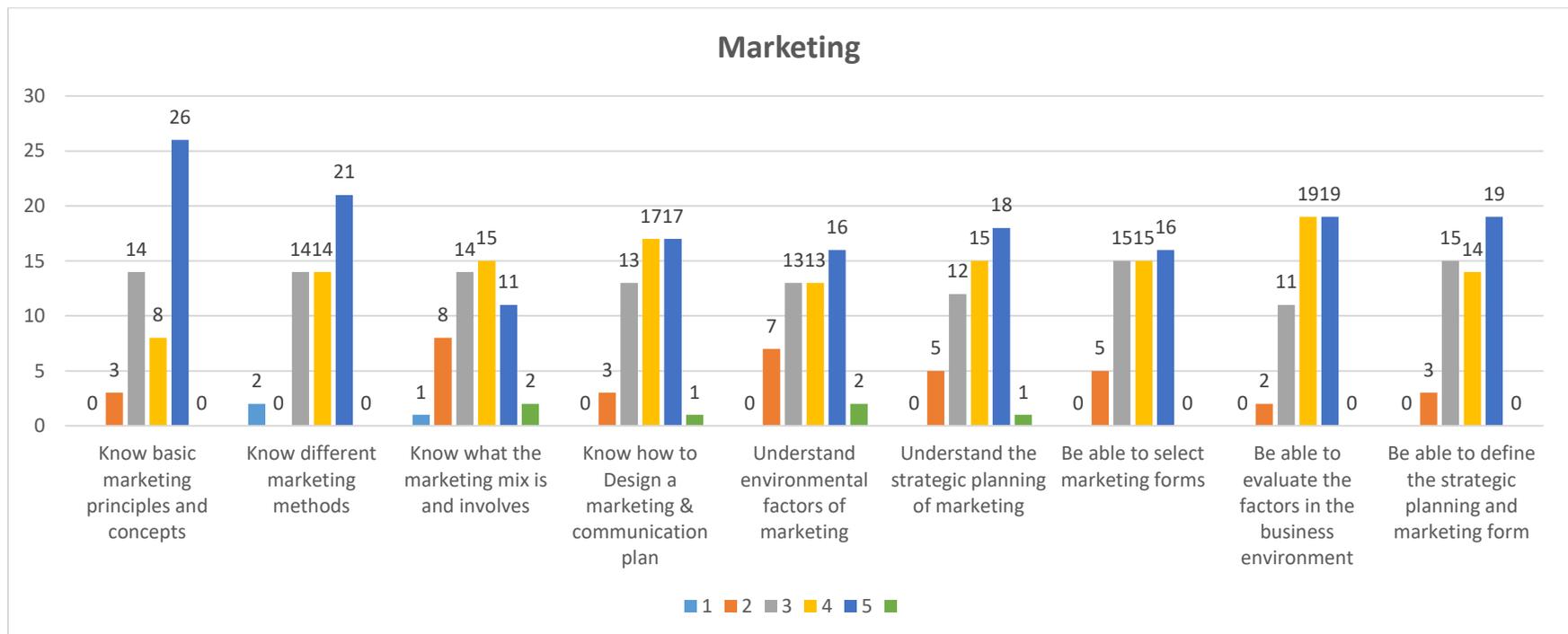
Risk Management and Business Law

Creating and running a (social) business includes a significant risk with which the entrepreneur has to deal every day. Therefore, risk management skills are considered to be very important for an entrepreneur. The answers of the participants regarding the importance of risk management aspects are shown in the chart below.



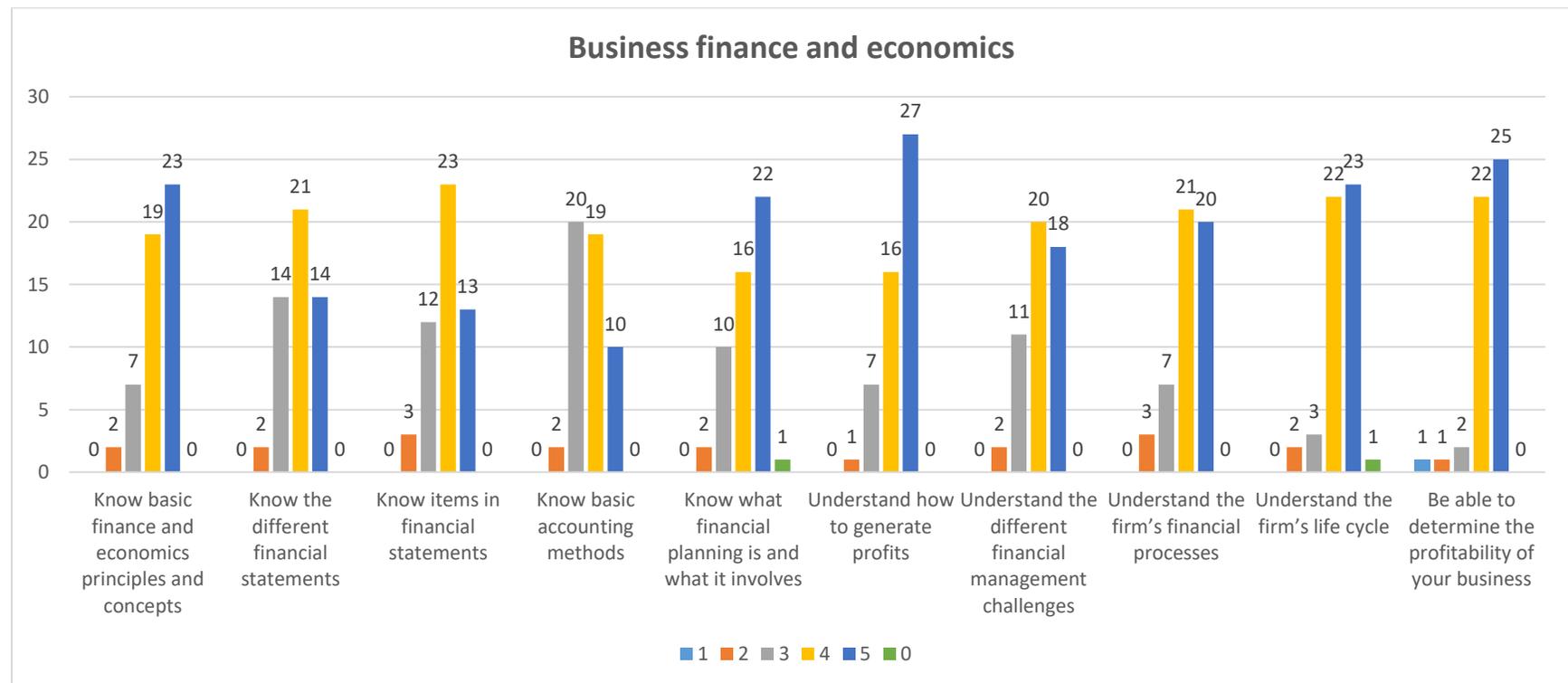
Marketing

The importance of marketing skills is undisputed, as the entrepreneur has to sell his/her products/services in order to have profits. Different aspects of marketing skills and fields were also explored within this survey and in the chart below the answers from the participants are being imprinted.



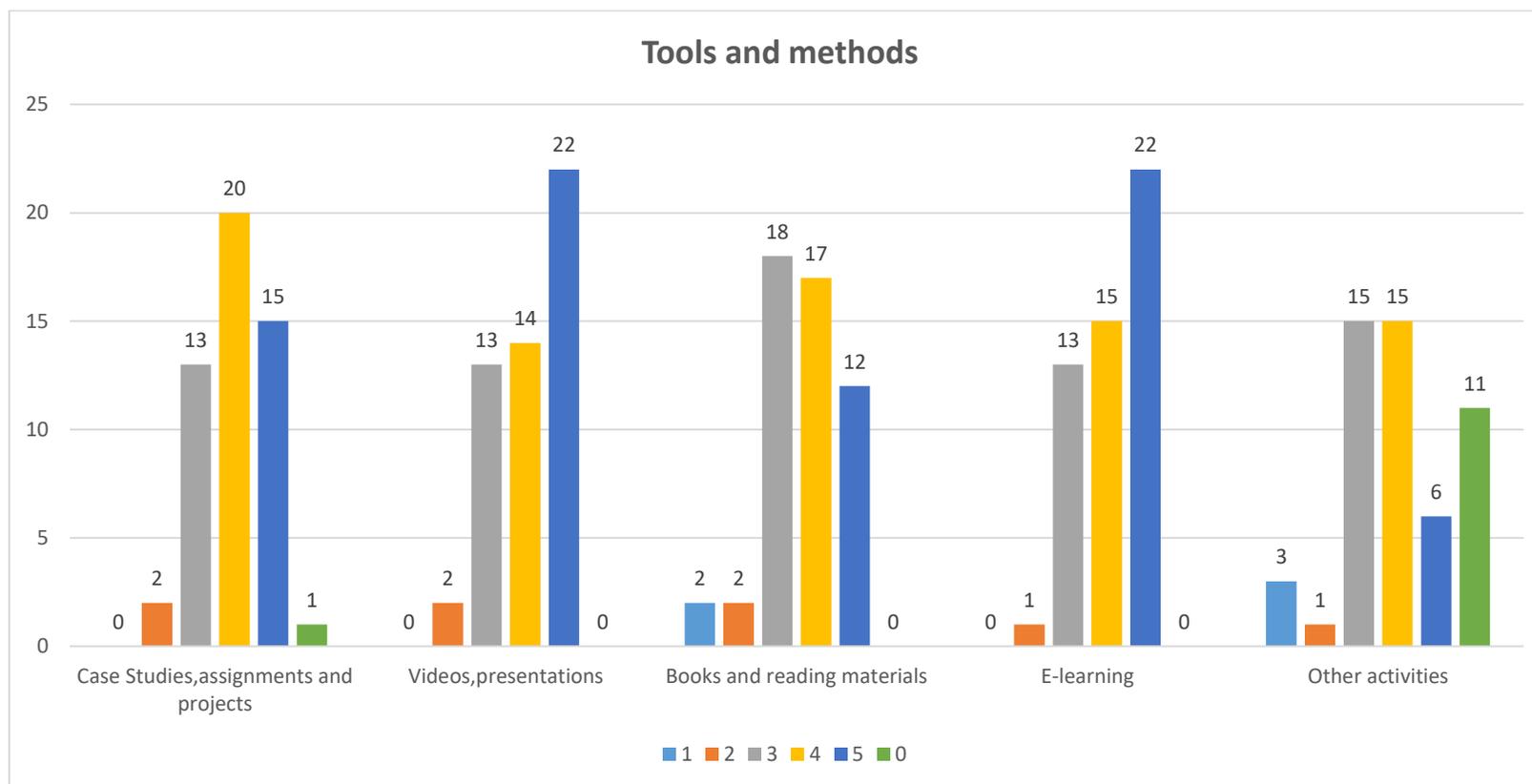
Business finance and economics

Business finance and economics is a crucial sector in which an entrepreneur should hold a significant amount of knowledge in order to manage and operate his/her enterprise/company. In the chart below the ratings from the participants in the survey regarding how important is for an entrepreneur to have knowledge in various business finance and economics aspects are being imprinted.



Tools and methods

Apart from the specific training needs of the project's target group in Social Economy & Entrepreneurship, another field that was explored through this survey was the exact training tools and methods that can be used in order to ensure better learning outcomes.





CHAPTER V - Conclusions & remarks

- ✚ The sector of Social Economy & Entrepreneurship in Greece is developing during the past years, as more and more people find it as a viable solution in order to deal with the difficult conditions created by the economic crisis.
- ✚ There is a clear legal framework defining all aspects of the Social Economy & Entrepreneurship sector.
- ✚ Agriculture cooperatives in different cities of Greece are a former type of social enterprise, although mainly they were initiatives of farmers and had the form of agriculture associations.
- ✚ Although the sector of social economy is developing and although there is the legal framework defining all aspects of the sector, social entrepreneurship hasn't still been embedded in the culture of Greek people as it lacks the proper promotion from the public authorities.
- ✚ Also, over the past years, public authorities have developed and implemented various funding programs for social enterprises.
- ✚ A social enterprise faces the same issues that any traditional business faces in its growth and operations. But social entrepreneurs also face unique challenges in delivering the social value, social returns or social impact of the enterprise in addition to commercial value.
- ✚ The majority of the participants in the survey are familiar with the term of Social Economy & Entrepreneurship, although there is also a significant percentage that are not.
- ✚ From the participants declared that they are not familiar with Social Economy and Entrepreneurship, approximately the 57% are university graduates, 29% have completed post-secondary education and there is also one person with postgraduate degree. This fact, despite the common belief that a person's knowledge in different fields such as entrepreneurship and social entrepreneurship is connected with his/her level of education, confirms the need of developing a specialized training course and material in the field of Social Economy and Entrepreneurship.
- ✚ All interviewees consider social entrepreneurship as a viable solution, but at the same time the idea of owning and leading a business was quite stressful for them.



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