



European  
Commission

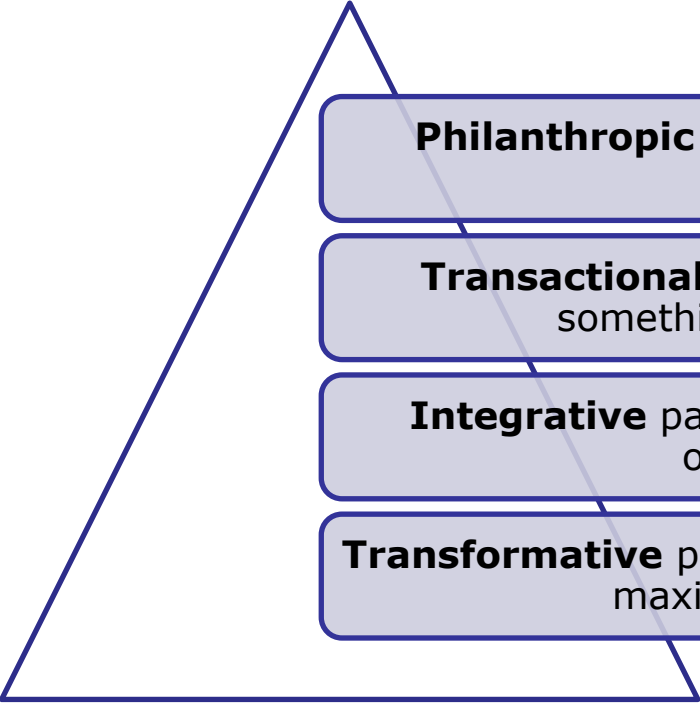
# Cooperation between social economy enterprises and traditional enterprises

**Karel VANDERPOORTEN**  
**DG GROW G2**

**15/04/2021**

# Ambition framework

*Level of ambition in terms of envisaged benefits and value generated:*



**Philanthropic** partnerships: where a traditional partner provides financial support.

**Transactional** partnerships: where both parties exchange/trade something that contributes to separate objectives.

**Integrative** partnerships: where parties have 1 or a set of joined objectives. Mostly CSR/project based

**Transformative** partnerships: where both parties align their missions to maximise mutual benefits and social impact.

# Bilateral or multilateral – how and with whom to organize?

- **Social intrapreneurs**
  - Are active within larger traditional enterprises on joint projects.
- **Social extrapreneurs**
  - typically enable and facilitate the encounter and dialogue between the “two worlds”, in both formal and informal ways, linking different organisations and creating collaborative platforms.
- **Also individuals, interest-groups or network organisations play a key role**
  - Sectoral federations, associations, chambers of commerce,...
  - Informal contacts and networking
  - Public authorities
  - Strategic cooperation, for example through shared value.
  - Clusters
  - ...

# Thematic approach on cooperation

Integration in value chains	Hybrid value chains	Social intrapreneurships	Clusters	Corporate Social Responsibility
Social extrapreneurs	Public procurement	Volunteering	Corporate Impact Venture Capital	Management methods
Promoting (gender) equality	Circular economy	Sharing economy	Patents	Digitisation

# Social Intrapreneurship



*"Social Intrapreneurship is an **autonomous process** through which individuals or groups of individuals seek to identify and exploit **entrepreneurial opportunities** that address societal challenges from within established organizations"* (Thijs Geradts, professor at Rotterdam University)

**Integrative and transformative partnerships**

## Corporate Social Responsibility Example



ABC-Czepczynski has multiple partnerships with social economy enterprises.

- Organizes several philanthropic activities.
- Has an active social procurement policy: supplies from social enterprises
- Encourages its employees to participate as tutors / mentors in the *ABC-Economy initiative*, aimed at providing economic & sustainability education at schools.
- It is an example of a traditional company which, due to its owner's internal motives, pursues social objectives in a very intense way.



## Circular Economy Example

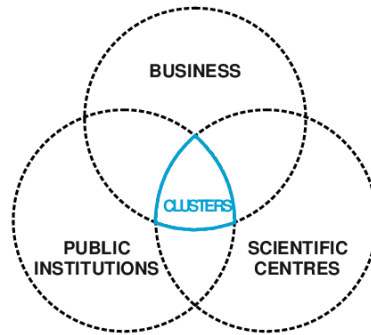
# Progetto Quid & Calzedonia group

*Quid Co-operative promotes the social inclusion of disadvantaged women*

- *By involvement in the production of ethical clothes and accessories largely made from waste*
- *part of production and selling is also made in co-branding with traditional businesses.*
- *Among the first partners of the social cooperative Quid, there has been Calzedonia*

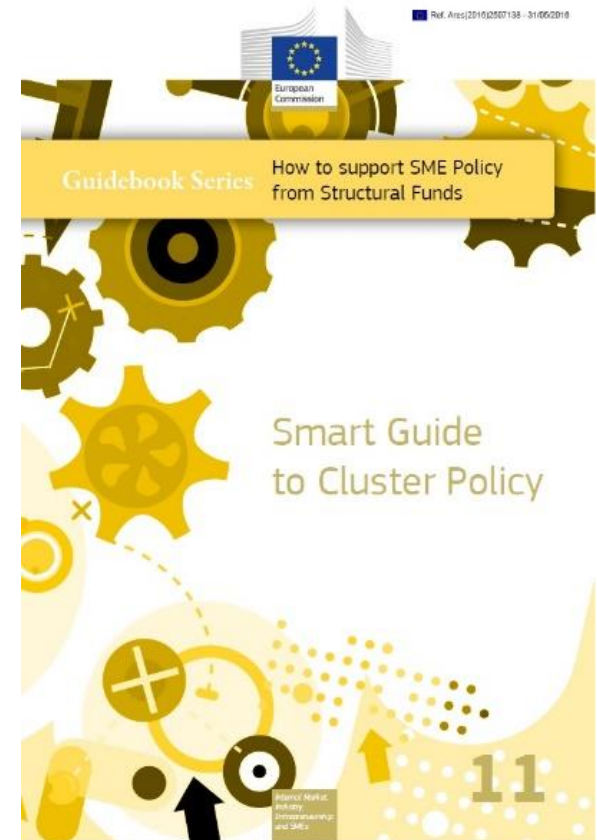
**This case provides a meaningful example of circular economy developed through hybrid and integrated value chains, where co-operations with firms have been established and pursued from the very beginning.**

# Clusters...



*"Clusters are groups of specialized enterprises – often SMEs – and other related supporting actors that cooperate closely together in a particular location. In working together SMEs can be more innovative, create more jobs and register more international trademarks and patents than they would alone."*

*Starting point → Explore likewise forms in the within the Social economy*





# Clusters of Social and Ecological Innovation

1) Government initiative (policy tool for social inclusion, employment & social innovation by engaging Social Economy actors)

2) Organically and initiated by a group of Social Economy actors

- **Social drivers:** employment of target groups and social inclusion, a favorable social innovation ecosystem, rural/urban development
- **Sustainability drivers:** develop a Common SDG approach, cooperation for ecologic / energy transition;
- **Economic drivers:** (similar to traditional clusters): access to markets, cost saving, common services, investments and knowledge/R&D.

## Observations amongst CSEI:

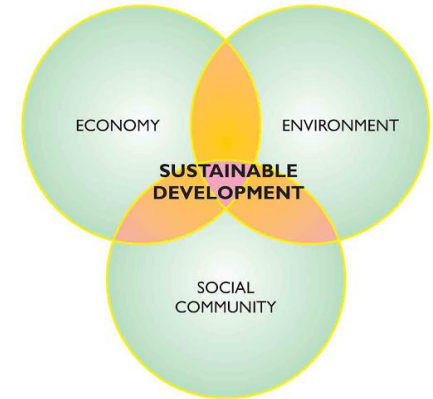
- Besides membership of business, local/regional government and Research, the engagement of **civil society** directly or indirectly is notable (Quadruple helix model)

- used for **regenerating a physical space or industrial site:** open spaces, creative commons. A variety of services that go beyond pure businesses activity (culture, leisure, housing, art,...)

- Used as a vehicle for **innovative financial opportunities and pooling financial resources** (specific loan system, crowdfunding, match-funding, act as an intermediate body ESIF, etc.)

- A Cluster with a **democratic or participatory Governance logic** (usually starting in an informal mode and gradually emerging to formalised forms with a manager budget, staff, legal entity).

- A Cluster is seen as a **resource for the territory** (aiming at meeting needs of the local population) rather than that the Territory is a resource for the cluster (aiming at an economic leadership)



ÉCONOMIE SOCIALE ET SOLIDAIRE  
CLUSTER GRANDE RÉGION



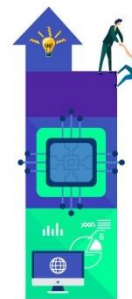
# Fablabs Slovenia & Digital Innovation Hubs

*Public Private People  
Partnerships within a Digital  
Innovation Hub: "4PDIH"*

- 1. Faculty of Electrical Engineering,  
Univ. of Ljubljana*
- 2. Association of Municipalities*
- 3. Local SME / Bigger corporates*
- 4. Civil society & schools*



PRIVATE  
SECTOR



EDUCATION



PUBLIC  
ADMINISTRATION



COMMUNITIES

**Decentralised over 29  
fablabs:**





# TORINO SOCIAL IMPACT

The fast-growing ecosystem for social entrepreneurship and impact investors

- Over 70 **public and private, profit and non-profit entities** joined to strengthen the local system
- An alliance among companies, public and private institutions
- A cluster of skills, activities, services to strengthen and promote the local ecosystem in economic, social and ecologic impact.

Services:

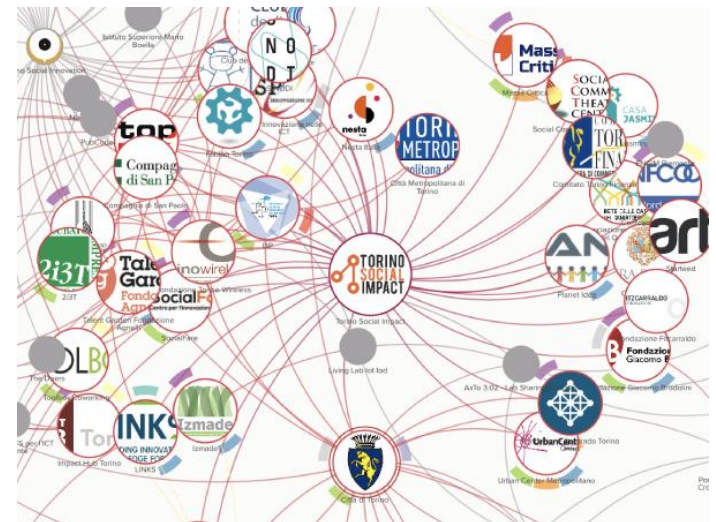
- Crowd funding academy
- Resource Centre and observatory for business modeling
- Social public procurement
- City lab

...

Projects;

- Tech for good
- Social housing
- Circular economy support
- Innovaton in schools

...



# Barriers

Lack of visibility ,  
recognition &  
knowledge

(Perceived) cultural  
differences &  
prejudices

Different  
communication styles

Different  
management styles,  
processes and  
stakeholder  
relationship

Different financial  
structures  
(expenditure means  
and values)

Different networks  
and limited access to  
each others'

availability and  
access to resources  
(time, manpower and  
finance)

Reluctance to make  
cooperation known  
vs.  
Social/green  
washing

Trust

Different market  
approach

A difference in size  
and capability  
production

Different governance  
models

# Opportunities

Access to new markets

Gaining visibility, credibility & recognition

Cost savings

Access to investment capital

Access to skills, new technologies and product / service innovation

Increase impact and influence

Maximize the spread of social innovations

Find partnerships for common investments

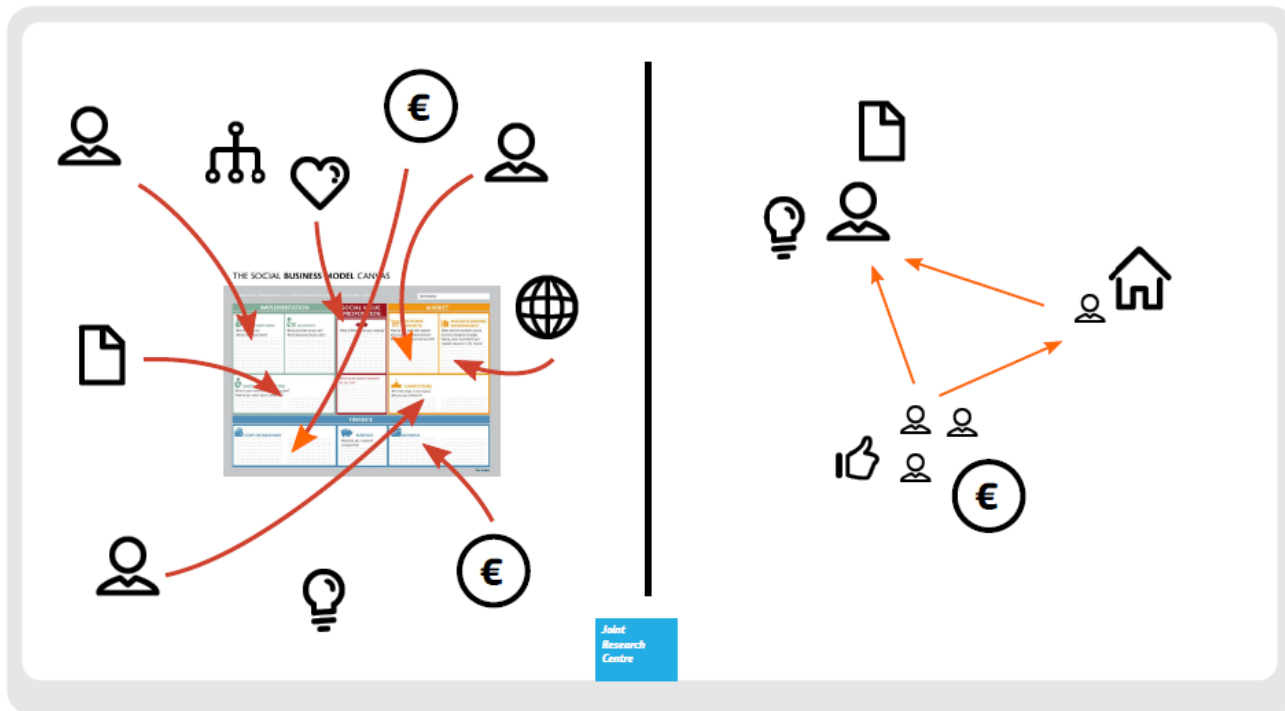
Lift CSR policy to more integrated level

Help incorporating sustainability and SDG focus

Maximize the spread of social innovations

Creation new (social) enterprises

# Social economy canvas – pilot



## Roles and flows of value

### Reference Communities



This symbol represents the communities you want to serve, the beneficiaries of your activity or idea. Reflect on their size and on who covers key roles, such as:

**Leader**  
**Enthusiast**  
**Sceptic**  
**Story teller**

### Neighbours



This symbol represents the communities that may contribute or hinder your activity or idea, but are not direct beneficiaries. Reflect on their size and on who covers key roles, such as:

**Leader**  
**Enthusiast**  
**Sceptic**  
**Story teller**

### Types of exchange

#### Currency

Monetary contributions, i.e. loans, donations, income from sales, rents and interests, salaries, fees.

#### Intangibles

Exchange of services, performances, reputation, etc. Intangible help reinforce social bonds and the social capital at large.

#### Labour

Exchange of labour. I.e. a community is offering labour, or members of your project community provide labour to others.

#### Knowledge

Exchange of knowledge.

#### Resources

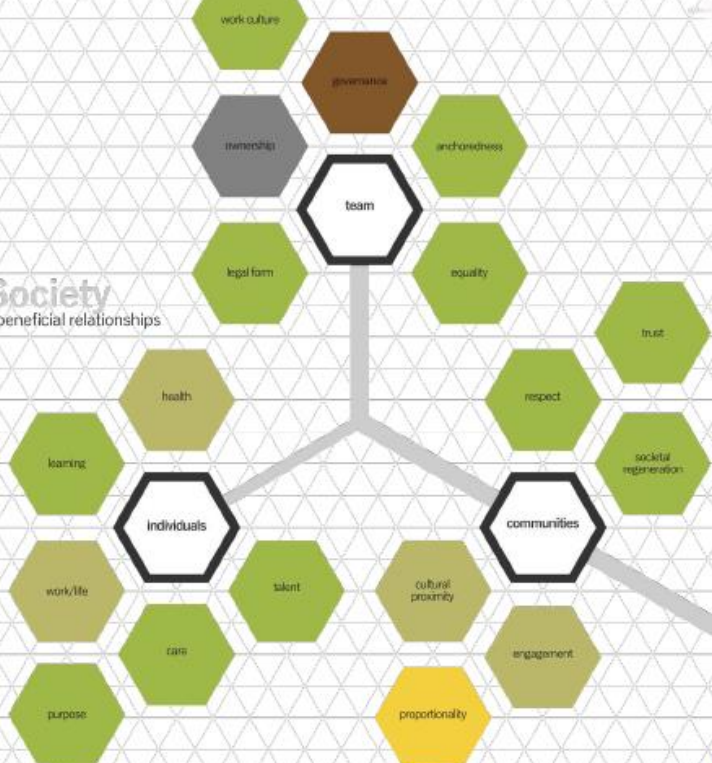
Exchange of material resources. From raw matter extracted from the environment, to shared tools and spaces.

#### Reciprocate!

Whenever you indicate a link, remember to ask yourself what the other party may expect in return. i.e. Currency for services or knowledge for labour.

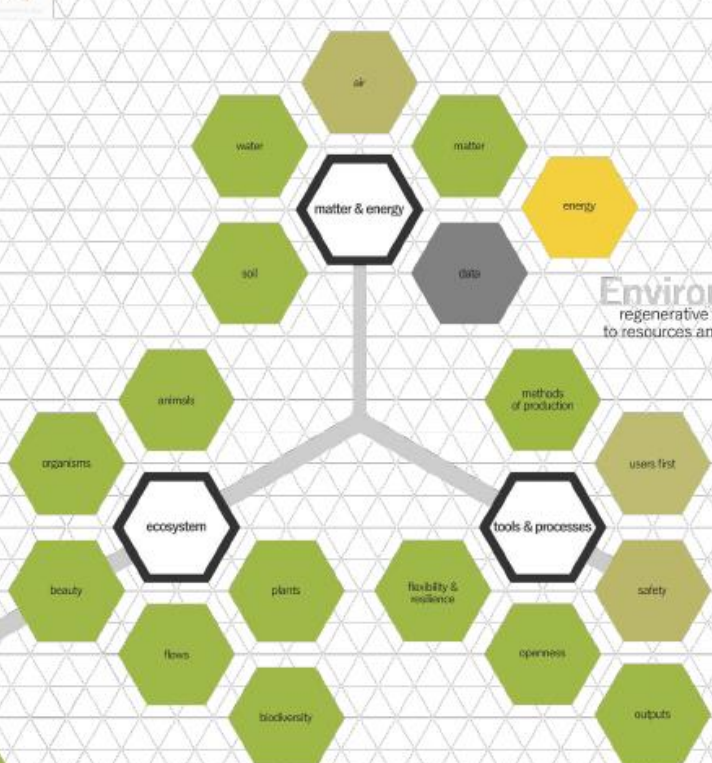
# Society

building beneficial relationships



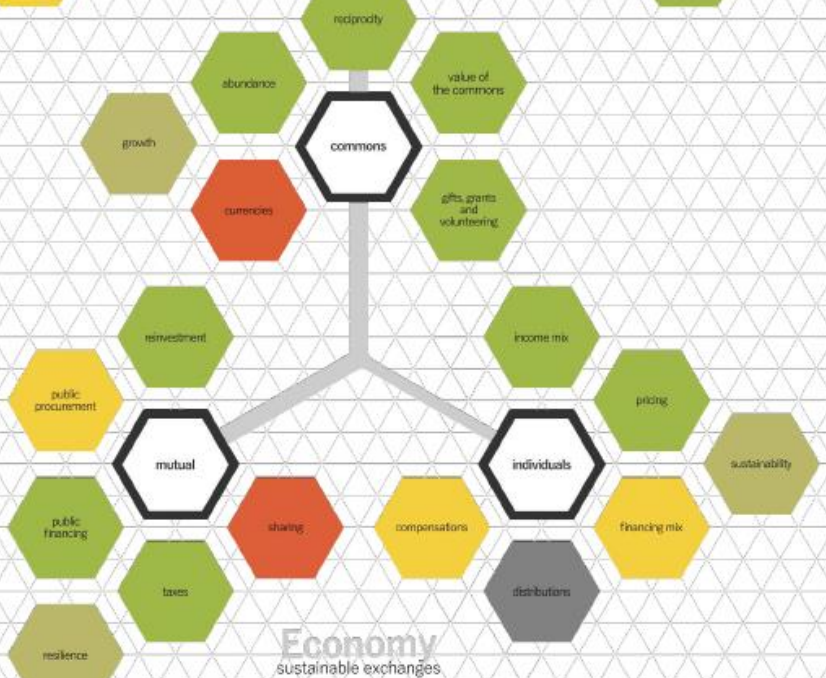
# Environment

regenerative approaches to resources and ecosystems



# Economy

sustainable exchanges





# Thank you!

Follow us on **Twitter!**

*@SocEntEU #EU4SocEnt #GECES*

Join our **LinkedIn** Community page:

*"EU for Social Economy & Social Enterprises"*

Visit the **website:**

*<https://ec.europa.eu/growth/sectors/social-economy>*