

# “AGILE SOCIAL ENTREPRENEURSHIP”

## Developing new business models for Social Economy Entrepreneurs. PROJECT PROPOSAL PARTNERSEARCH

### Starting point:

- Amongst the unemployed people there is a large group of disadvantaged persons (people with a large distance to the labour market). They have difficulties to find a job.
- More and more the responsibility for finding a job is placed with the individual.
- Social Economy Businesses have difficulties to find new jobs for their workers.
- Regular Economy Businesses have difficulties to find workers.

### Problems:

During the past few years, the regional social economy businesses faced changing social – economic circumstances.

These changing circumstances imply threats (temporary unemployment, dismissals,...) but also give social economy businesses the opportunity to find new markets and differentiate their assignments. Therefore, social economy businesses should be able to swiftly adapt their business models.

**Currently, the regional social economy businesses do not dispose of the necessary knowledge to elaborate and apply this kind of agile business models.**

### Objectives:

Through this project, we wish to enable the social economic businesses to adapt swiftly to changing social economic circumstances.

The final goal is to create ‘meaningful and sustainable tailor-made jobs’.

By extension, the goal is to create jobs for disadvantaged groups, both in social economy businesses and regular businesses.

### Proposal for solution:

Alexander Osterwalder created the ‘business model generation’. This framework generates a set of business models. The application of these models allow businesses to understand their current situation and at the same time adapt swiftly to changing social economic circumstances.

Social economy businesses cannot simply apply this kind of framework and business models: while regular businesses look for employees for their jobs, social economy businesses look for jobs for their employees.

We have to take into account all the different conditions social economy businesses have to cope with when employing disadvantaged groups.

**Therefore a new, adapted, agile framework needs to be created, together with a set of agile business models.**

To this effect the Flemish partners are looking for

- Other EU partners willing to work on this topic.
- Existing examples of agile business models.
- Existing examples of participation by disadvantaged groups (in the development of new agile business models).

**Together with the European partners a project procedure (similar to the one hereafter described for Mid-West-Flanders) will have to be developed within the period September 2012 to August 2014.**

### Project Procedure for Mid-West-Flanders:

- Preparation (2 months)
- Develop the methodology (6 months)
  - The current business models of 2 social economy businesses in Mid-West-Flanders will be tested with regard to the framework, as described by Osterwalder, as well as to regular economy business models. (market intelligence + business intelligence + mix)
  - Development of a new framework, with suiting agile business models, applicable in social economy businesses. (analyses of the gaps, adaptation to business models and PPP)
- Two social economy businesses from Mid-West-Flanders apply one of the developed business models (6 months)
  - Disadvantaged groups will be participating to this process.
  - Staff members will be learned how to let disadvantaged groups participate.
- Adjustment of the framework and the business models + development of an application (eg business games with pilot cases) (4 months)
- VALIDATION
- Dissemination on (West-) Flemish level / international level (6 months). Implementation of the application. In Flanders, we would foresee three workshops, with each time one representative of a company (both social economy and regular businesses). Following that, we would provide support in the company itself.
- The newly developed models will be introduced by a set of regular businesses, to check out what the effect of the application of these models will be. Maybe it will enhance the employment of disadvantaged groups in regular businesses.