



CATALOG

OF BUSINESS MODELS



#296116832

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CONTENTS

1. Slovenia: RDA North Primorska	
Inter and inner generation solidarity	7
1.1. CANVAS N.1: Seniors / young people	7
1.1.1. Canvas - individual customers	8
1.1.2. Notes to the canvas	9
1.1.3. Canvas - public institutions, companies	11
1.1.4. Notes to the canvas	11
1.2. Legislative references for the establishment	14
1.3. Legislative references for personnel hiring	14
1.4. Organisation	15
1.4.1. Roles	15
1.4.2. Functions	15
2. Italy: ASP della Romagna Faentina	
Building and green maintenance	16
2.1. CANVAS N.1: Privates & Disadvantaged people	16
2.1.1. Canvas	17
2.1.2. Notes to the canvas	18
2.2. Legislative references for the establishment	20
2.3. Legislative references for personnel hiring	21
2.4. Organisation	21
2.4.1. Roles	22
2.4.2. Functions	22
2.5. The business idea	22
2.5.1. CANVAS N.1	23
2.5.2. Notes to the canvas	23
3. Greece - Central Macedonia - EILD	
Green Maintenance & Gardening	24
3.1. CANVAS N.1: Public authorities	24
3.1.1. Canvas	25
3.1.2. Notes to the canvas	25
3.2. Legislative references for the establishment	26
3.3. Legislative references for personnel hiring	26
3.4. Organisation	26
3.4.1. Roles	26
3.4.2. Functions	27
4. Greece - Central Macedonia - EILD	
Maintenance (Buildings and Surrounding Space) 28	
4.1. CANVAS N.1: Public bodies (Local authorities, Hospitals, higher education institutes)	28
4.1.1. Canvas	29
4.1.2. Notes to the canvas	29
4.2. Legislative references for the establishment	30
4.3. Legislative references for personnel hiring	30
4.4. Organisation	31
4.4.1. Roles	31
4.4.2. Functions	31
5. Italy Apulia (Lecce)	
Building maintenance	32
5.1. CANVAS N.1: Public bodies	32
5.1.1. Canvas	33
5.1.2. Notes to the canvas	33
5.2. CANVAS N.2: Condos, hotels, bed and breakfast ..	34
5.2.1. Canvas	35
5.2.2. Notes to the canvas	35
5.3. Legislative references for the establishment	37
5.4. Legislative references for personnel hiring	38
5.5. Organisation	38
5.5.1. Roles	39
5.5.2. Functions	39
6. Italy Apulia (Lecce)	
Social agricultural enterprise	40
6.1. CANVAS N.1 Families:	40
6.1.1. Canvas Families	42
6.1.2. Notes to the canvas	43
6.2. CANVAS N.2 Restaurants and catering companies: ..	44
6.2.1. Canvas	45
6.2.2. Notes to the canvas	46
6.3. Legislative references for the establishment	47
6.4. Legislative references for personnel hiring	47
6.5. Organisation	48
6.5.1. Roles	48
6.5.2. Functions	48
7. Bosnia and Herzegovina: Municipality of Gradiška	
Building and green maintenance	49
7.1. CANVAS N.1: local communities of flat owners	50
7.1.1. Canvas	51
7.2. Legislative references for the establishment	51
7.3. Legislative references for personnel hiring	52
7.4. Organisation	52
7.4.1. Roles	52
7.4.2. Functions	52
8. Bosnia and Herzegovina: Municipality of Gradiška	
Maintenance of green surfaces	53
8.1. CANVAS N.1: municipal administration and public institutions in Gradiska	53
8.2. CANVAS N.2: Citizens, restaurants, companies	54
8.2.1. Canvas	55
8.2.2. Canvas	56
8.3. Legislative references for the establishment	56
8.4. Legislative references for personnel hiring	57
8.5. Organisation	57
8.5.1. Roles	57
8.5.2. Functions	57

9. Bosnia and Herzegovina: Municipality of Gradiška	
Collecting of waste.....	58
9.1. CANVAS N.1: households	58
9.1.1. Canvas	59
9.2. Legislative references for the establishment	59
9.3. Legislative references for personnel hiring	59
9.4. Organisation.....	60
9.4.1. Roles.....	60
9.4.2. Functions	60
10. Montenegro: Municipality of Hercegnovi	
Building and green maintenance	61
10.1. CANVAS N.1: production of ecological cartoon products	62
10.1.1. Canvas	63
10.1.2. Notes to the canvas.....	64
10.2. Legislative references for the establishment	65
10.3. Legislative references for personnel hiring	66
10.4. Organisation.....	67
10.4.1. Roles.....	67
10.4.2. Functions	67
11. Montenegro: Municipality of Hercegnovi	
Building and green maintenance.....	68
11.1. CANVAS N.1: (ECOLOGY AND CRAFTs)	68
11.1.1. Canvas	69
11.1.2. Notes to the canvas.....	70
11.2. Legislative references for the establishment	71
11.3. Legislative references for personnel hiring	72
11.4. Organisation.....	72
11.4.1. Roles.....	73
11.4.2. Functions	73
12. Croatia: Town of Labin	
Building and green maintenance.....	74
12.1. CANVAS N.1: BUILDING AND GREEN MAINTAINANCE.....	74
12.1.1. Canvas	75
12.1.2. Notes to the canvas.....	76
12.2. Legislative references for the establishment	76
12.3. Legislative references for personnel hiring	77
12.4. Organisation.....	77
12.4.1. Roles.....	77
12.4.2. Functions	77
13. Croatia: Town of Labin	
Waste reduction	78
13.1. CANVAS N.1: social coop second hand textile shops ..	78
13.1.1. Canvas	79
13.1.2. Notes to the canvas	80
13.2. Legislative references for the establishment	80
13.3. Legislative references for personnel hiring	81
13.4. Organisation.....	81
13.4.1. Roles.....	81
13.4.2. Functions	82
14. Italy: Sicily Consorzio Sol. Co.	
Agrifood - Wine	83
14.1. CANVAS.....	84
14.1.1. Canvas	84
14.1.2. Notes to the canvas.....	85
14.1.3. Legislative references for the establishment	86
14.1.4. Legislative references for personnel hiring	87
14.1.5. Roles.....	88
14.1.6. Functions	88
15. Italy: Sicily Consorzio Sol. Co.	
Building maintenance	89
15.1. CANVAS N.1: public bodies.....	90
15.1.1. Canvas	90
15.1.2. Notes to the canvas.....	91
15.2. CANVAS N.2: Enterprises	92
15.2.1. Canvas	93
15.2.2. Notes to the canvas	93
15.3. CANVAS N.3: RESIDENTIAL BUILDING OWNERS (RBO) .	95
15.3.1. Canvas	95
15.3.2. Notes to the canvas.....	96
15.3.3. Legislative References For The Establishment.....	97
15.3.4. Legislative references for personnel hiring	98
15.3.5. Organisation.....	98
15.3.6. Roles.....	99
15.3.7. Functions	99

INTRODUCTION

BEGIN is a project to define models for creation and management of social start-ups finalized to the inclusion of disadvantaged people.

Marginalized groups - e.g. unemployed, women, young people, immigrants, disabled, ex-convicts, former drug addicts - are counting significant percentage in every partner country.

Innovative feature and main objective of Begin is the creation of tools to encourage the creation and development of social start-ups active in safeguarding of environmental protection for social work inclusion and employment of disadvantaged people, which then contribute to improvement of territories both for use citizens and tourists. BEGIN will transfer know-how from more innovative and experienced regions to those lagging behind through creation of an innovative model that can be transferred also to other regions not involved in the project. Main common challenge tackled regards environmental protection, also to promote tourism development. This challenge is faced through joint analyses of territorial frameworks to identify work activities at the base of social start-ups models and business models that are involving specifically marginalized groups. Non-profit and third sector organizations are an efficient tool for environmental protection but are not very developed and structured in project countries, except for Italy. Hence, the project will capitalize results of research conducted in Italy by providing specific know-how.

Direct project beneficiaries of milestones, outputs and deliverables will be the FACILITATORS OF SOCIAL START-UPS. Indirect beneficiaries will be potential social start-uppers, people with disadvantage employment, employees of social start-ups, research and innovation centers, training centers and employment agencies, as well as legal and relevant public authorities in every country.

They also will lay the foundation for the creation of an INTERNATIONAL FACILITATORS NETWORK. This represent the main project output together with a TRANSNATIONAL STRATEGY FOR SUPPORTING SOCIAL START-UPS which will be built on the 10 local-regional strategies which will be realised in project regions. Besides main outputs BEGIN expects additional project milestones being the elaboration of BUSINESS MODELS for the Management and Creation of SOCIAL START-UPS as well as LEARNING PROCESSES for the dissemination of business models.

This document contains the business model for the creation of new social startups

This document, at the end of the project, will be available for other subjects interested facilitate the creation of social startups.

In this section it is explained the human resources needs to manage the new social enterprise



1. Slovenia: RDA North Primorska

TITLE: Inter and inner generation solidarity

THE BUSINESS IDEA

Today's society is becoming more and more individualized. The daily "struggle" to achieve a better standard of living, pushes the people to the limits. Ups and downs, the pressures and stress, frustration, etc. are increasingly affecting the people, their mood and lifestyle. Particularly vulnerable to this type of problem are some groups which are pushed to the margin with the today's lifestyle. The main focus of the model will be on

the older generation of people - seniors, who completed their "active" work. Who are in the retirement. Some of them are incapable to take care of themselves other are still active and are trying to find some challenges. They are faced with different problems, which are result of physical weakness and disease, as well as rapid computerization and digitization of the society.

To this group we will add also the young generation who is at the beginning of the »true« life, many times lost in the society, loss of values, facing the modern lifestyle and everyday pressure.

Interconnection of the old generation and between the two generations can create many opportunities on one hand, which can solve some of the real problems, on the other hand can generate some revenue to this marginalised groups and thus help them to save

decent lifestyle. The will, experience and knowledge of the seniors can represent high value to the other seniors and to the younger generation.

The social start-up which will interconnect this generations will overcome many of these facts and thus will have huge potential to cover operational costs, even earn some margin and generate inclusion and intergeneration solidarity will be obtained.

The proposal and approach is interesting, attractive and important because:

- It deals with target groups, which are usually ignored
- It encourages and promotes the values that are important for the sustainable development of society
- It encourages the transfer of knowledge and experience between generations
- It helps solve problems in the long run. And thus helps to solve "generational" crisis and apathy (which applies to both the target groups dealt with the project)

Model created, developed and used (as the results of the project) will be not use only once but can be roll out to the other sectors and areas. This business model will operate in the long term and will ensure sustainability.

1.1. CANVAS N.1: Seniors / young people

Purpose of the business model is to demonstrate the possibilities and opportunities that social enterprise offers on the field of inner and inter-generational solidarity with the vision:

To build successful social start up, based on the part of population which is marginalised, which will be formed from marginalised target group for marginalised target group, to provide benefits for all parties included (service providers, customers and owners) and to promote social entrepreneurship as a important direction for solving different social problems, obtain revenues and achieve sustainability.

General objectives of the described business model:

- With the knowledge and experience of old generations, provide help to younger generations.
- Provide help from younger generations to older generations and those who need help,
- To create the intergeneration solidarity
- To create permanent connection between generations.
- To push permanent and sustainable activities of intergeneration solidarity and active aging

The main target groups are:

- Seniors and other “older people“, which needs different types of help.
- Young people at the end of the study (beginning of work - employment career) and solving social problems (family, place to stay)

The revenues will be realised with the services, provided to the target groups with the several possible ways (single payment for single service, monthly subscription...).

Key activities are promotion of the service to the target groups, design of the right price policy and build and implementation of the information infrastructure.

Promotion will be done through several activities:

- Presentation to the key target groups
- Leaflets
- Direct meetings
- Education of the people who are in contact with target groups

Key partners are:

- Local communities / municipalities
- Public companies
 - Communal companies
- Retirement / senior societies
- Societies of the young people
- Retirement homes
- Public buildings
- Software company
- Marketing company

Costs depends mostly on the costs of infrastructure and promotion (which are “fixed”) and costs of service execution which vary and depends on the type of service.

Positioning will be done through the benefit of the user and will offer optimal combination value/costs. The cost cannot be overpriced.

1.1.1. Canvas - individual customers

(1) Customer segment	(2) Value proposition	(3) Channels
Seniors and other “older people“, which needs different type of help. Young people who need the help and support of the older ones	Inner and Intergeneration solidarity Quality of services - services with personal touch	Web portal Online market place (match making tool) Direct communication Presentations
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Social network Different organisations and societies Personal approach	The revenues will be obtained through. Longer contracts (monthly/yearly subscription for the service) Casual - random services	To Analyse the current market situation To Prepare IT infrastructure To execute promotion activities with the aim of finding seniors and youngers who will provide help and both of them who need help Perform day by day activities Visiting seniors, providing help
(7) Key resources	(8) Key partner	(9) Cost structure
Human resources Know how Information and technology Financial resources Connections	Key partners are: Local communities, Societies of seniors Societies of the young people Software companies Marketing companies Employment service Centre for social work	Because of the services the cost structure mainly consists of the variable costs of the employees - workers. Beside that the costs of the infrastructure (part of informatics promotion and administration/ management, accounting) are necessary costs and fixed costs - office, part of informatic, servers, cloud, services, maintenance...)

1.1.2. Notes to the canvas

Customer segment

Today's society is becoming more and more individualized. The daily "struggle" to achieve a better standard of living, pushes the people to the limits. Ups and downs, the pressures and stress, frustration, etc. are increasingly affecting the people, their mood and lifestyle. Particularly vulnerable to this type of problem are some groups which are pushed to the margin with the today's lifestyle. The main focus of the model will be on

- The older generation of people - seniors, who completed their "active" work and are in the retirement. Some of them are incapable to take care of themselves other are still active and are trying to find some challenges. They are faced with different problems, which are result of physical weakness and disease, as well as rapid computerization and digitization of the society.
- To this group we will add also the young generation who is at the beginning of the »true « life, many times lost in the society, lost values, facing the modern lifestyle and everyday pressure.

Value proposition

Quality of services - services with personal touch!

The main value (Inner and inter generation solidarity) of the proposal and approach is interesting, attractive and important because:

- It deals with target groups, which are usually ignored
- It encourages and promotes the values that are important for the sustainable development of society
- It encourages the transfer of knowledge and experience between generations
- It helps solve problems in the long run. And thus, helps to solve "generational" crisis and apathy (which applies to both the target groups dealt with the project)

The results of the services will be very personal approach and touch which will bring confidence and trust to the key target groups.

Channel

Channels are:

- Web portal - where all information regarding the service will be placed.
- Online market place (match making tool) - it is special information tool where the knowledge base will be formed. On one side there will be persons who offer - provide some kind of help or service to the others, with all knowledge, availability, way of work etc. On the other side there will be people which will need that services. The infrastructure will do matches and thus find right people for right customer
- Direct communication - direct communication will be done through visits, meetings.
- Presentations will be done to the different societies, organisations, which are in close contacts with the target groups.

Customer relationships

- Social network - social network is necessary because a lot of services can be provided through this and a lot of potential participants in the network, can be identified
- Different organisations and societies - Relations with associations and organisations are necessary for identifying potential customers and potential providers
- Personal approach - because of the specific target group is necessary to have personal approach, which will build trust and thus enable to expand services.

Revenue streams

The revenues will be obtained through.

- Longer contracts (monthly/yearly subscription for the service)
 - Longer contracts are agreed on monthly or yearly base. Longer contracts are significant for long term stability of social start up.
- Casual - random services:
 - There are unpredictable but still necessary for sustainability of the company.

Key activities

- To Analyse the current market situation.
- To Establish the social start up.
 - To Define the potential owners and persons responsible for start up
 - To Define formal framework
 - To Accept business model
- To Prepare IT infrastructure.
- To execute promotion activities with the aim of finding seniors and youngers who will provide help and both who need help.
- Perform day by day activities - Visiting seniors, providing help

Key resources

- **Human resources** - personnel for conducting such service is available at least within the seniors. For encouraging youth population for providing that kind of service, several promotion and educational activities must be executed. Many of them on regular basis within the school and afterschool programmes etc.
- **Financial resources** for start-up are more problematic but, the start-up as is conceptualised, will not have many initial costs. So initial financial input can be raised from owners, borrowed from banks or / and combined through some local communities or state funds.
- **Know how** is type of the resource that is quite widely available. The main challenges to position on the proper way, to define knowledge base and necessary standards and procedures.
- **Information technology** - information infrastructure is not developed yet. Therefore, it is necessary to plan, develop and implement it. IT resources are expensive, which can be an obstacle - risk - for implementation and execution of the business.
- **Connections** - connections are very important type of resource, because through the good connections, you have access to the target groups, and you can promote the services.

Key partners

Key partners are:

- Local communities
 - Local communities will help to identify potential customers and will promote services to them. Also, local communities can be positioned as customer for buying services of the social start up for their own needs.
- Societies of seniors
 - They will play on both part of spectrum as the identifiers of the needs, promoters and providers of services (through their members).
- Societies of the young people
 - They will play on both part of spectrum as the identifiers of the needs, promoters and providers of services (through their members).
- Software companies
 - They will provide IT infrastructure for the support of the business processes
- Marketing companies
 - Marketing companies will provide and coordinate the promotion services
- Employment service
 - Employment service will provide information and infrastructure which will help to find people who can provide services.
- Centre for social work
 - They will help to identify possible needs and customers.

Cost structure

Cost structure is defined by the type of service. Because of the service there is no need for stock and materials. All necessary materials are bought when the service is ordered. Therefore the main categories of the costs are:

- Variable costs - costs of work force - For providing services to the target groups there are mainly part time employees, employed under the work contract or under the sp - contract. The full-time employees are planned at the beginning only for some basic and administrative business functions. In this category is also promotion and informatic. The cost of promotion varies, based on the necessary promotion activities.
- Fixed costs - are costs of the infrastructure (Informatic, promotion and administration/management) are necessary costs

1.1.3. Canvas - public institutions, companies

(1) Customer segment	(2) Value proposition	(3) Channels
Public bodies, Large companies	Extraordinary and ordinary maintenance programmes, Reconstruction activities	Web portal Online market place (match making tool) Direct communication Presentations
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Social network Different organisations and societies Personal approach	The revenues will be obtained through. • Longer contracts (monthly/yearly subscription for the service) • Casual - random services	Maintenance of the buildings (painting, small works,...) Maintenance of the green areas
(7) Key resources	(8) Key partner	(9) Cost structure
Human resources Know how Information and technology Financial resources Connections	Key partners are: • Local communities, • Local communal companies • Large companies - owners of real estate	Because of the services the cost structure mainly consists of the variable costs of the employees - workers. Beside that the costs of the infrastructure (part of informatics promotion and administration/ management, accounting) are necessary costs and fixed costs - office, part of informatic, servers, cloud, services, maintenance...)

1.1.4. Notes to the canvas

Customer segment

Public bodies - local communities and large companies own or manage a lot of building, gardens and infrastructure which has to be maintained. Because of the business optimisation usually they do not have work force to conduct regular maintenance activities and there are searching for that kind of service on the market. The demand on the market temporarily higher than supply, therefore the prices are going higher. This is opportunity for social start up - because it can offer exact service, that is needed and can develop price policy that is sustainable in the long term for customers and service providers.

Value proposition

Quality of services - services with personal touch

The main value of the proposal and approach is interesting, attractive and important because it deals with:

- Extraordinary and ordinary maintenance programmes,
- Reconstruction activities Quality of services - services with personal touch

The results of the services will be very personal approach and touch which will bring confidence and trust to the key target groups.

Channel

Channels are:

- Web portal - where all information regarding the service will be placed.
- Online market place (match making tool) - it is special information tool where the knowledge base will be formed. On one side there will be persons who offer - provide some kind of help or service to the others, with all knowledge, availability, way of work etc. On the other side there will be institutions, which will need that services. The infrastructure will do matches and thus find right people for right customer.
- Direct communication - direct communication will be done through visits, meetings.
- Presentations will be done to the different societies, organisations, which are in close contacts with the target groups.

Customer relationships

- Social network - social network is necessary because a lot of services can be provided through this and a lot of potential participants in the network, can be identified.
- Different organisations and societies - Relations with associations and organisations are necessary for identifying potential customers and potential providers.
- Personal approach - because of the target group is necessary to have personal approach, which will build trust and thus enable to expand services.

Revenue streams

The revenues will be obtained through.

- Longer contracts (monthly/yearly subscription for the service)
 - Longer contracts are agreed on monthly or yearly base. Longer contracts are significant for long term stability of social start up.
- Casual - random services:
 - There are unpredictable but still necessary for sustainability of the company.

Key activities

Maintenance of the buildings (painting, small works,...)¹.

- **Planned maintenance:** Carried out on a regular basis, such as servicing boilers.
- **Preventive maintenance:** Carried out in order to keep something in working order or extend its life, such as replacing cracked roofing tiles before inclement weather.
- **Corrective maintenance:** This involves repairing something that has broken, such as a window or guttering.
- **Front-line maintenance:** This involves maintaining something while it is still in use, such as repainting and decorating an occupied building.
- **Scheduled maintenance:** Preventive maintenance carried out in accordance with predetermined intervals, number of operations, hours run, and so on.

Some potential maintenance services:

- Exterior painting and plastering.
- Landscaping and gardening.
- Paving repairs.
- Window and door repairs.
- Debris/rubbish removal and clearance.
- Jet washing with chemical cleaning agents to remove fungal stain or mould.
- Gutter clearance and repair.
- Carpentry.
- Lighting repairs.
- Re-plastering and plaster repairs.
- Rendering.
- Window and door repairs.
- Tiling.
- Carpeting and flooring.
- Plumbing.
- Building services maintenance.
- Repointing.
- Removing paintwork: Can be removed by water washing, steam stripping, application of chemical paint removers, abrasive methods, hot air paint stripper, burning-off method (using a blowtorch).
- Repairing cracking or leaning walls.
- Repairing decayed floorboards.

¹ <https://www.designingbuildings.co.uk/wiki/Maintenance>

Maintenance of the green areas:

- Maintenance of plants.
- Tree pruning.
- Replacement of plants.
- Pesticide treatments.
- Maintenance of irrigation networks.
- Maintenance of urban furniture.
- Environmental education.
- Maintenance of playgrounds.
- Maintenance of parks and gardens.
- Maintenance of tree-lined streets.
- Scrubs clearance along roads.
- Cleaning, maintenance and preservation of beaches and their infrastructure.
- Wastewater drains cleaning.
- Maintenance of sports facilities and fitness elements.
- Maintenance of ornamental fountains.

Key resources

- **Human resources** - personnel for conducting such service is available at least within the seniors. For encouraging youth population for providing that kind of service, several promotion and educational activities must be executed. Many of them on regular basis within the school and afterschool programmes etc.
- **Financial resources** for start-up are more problematic but, the start-up as is conceptualised, will not have many initial costs. So initial financial input can be raised from owners, borrowed from banks or / and combined through some local communities or state funds.
- **Know how** is type of the resource that is quite widely available. The main challenges to position on the proper way, to define knowledge base and necessary standards and procedures.
- **Information technology** - information infrastructure is not developed yet. Therefore, it is necessary to plan, develop and implement it. IT resources are expensive, which can be an obstacle - risk - for implementation and execution of the business.
- **Connections** - connections are very important type of resource, because through the good connections, you have access to the target groups, and you can promote the services.

Key partners

Key partners are:

- Local communities,
 - Local communities have building which on and can be positioned as customers to the services
- Local communal companies
 - This are mainly communal companies dedicated to developing, construct and maintain communal infrastructure. Usually they engage subcontractor for their work. Therefore, can be interesting as a potential customer.
- Large companies - owners of real estate
 - Have needs in the filed on the building maintenance, An offer to them for the service can be interesting.
- Software companies
 - They will provide IT infrastructure for the support of the business processes
- Marketing companies
 - Marketing companies will provide and coordinate the promotion services
- Employment service
 - Employment service will provide information and infrastructure which will help to find people who can provide services.
- Centre for social work
 - They will help to identify possible needs and customers.

Cost structure

Cost structure is defined by the type of service. Because of the service there is no need for stock and materials. All necessary materials are bought when the service is ordered. Therefore the main categories of the costs are:

- Variable costs - costs of work force - For providing services to the target groups there are mainly part time employees, employed under the work contract or under the sp - contract. The full-time employees are planned at the beginning only for some basic and administrative business functions. In this category is also promotion and informatic. The cost of promotion varies, based on the necessary promotion activities.
- Fixed costs - are costs of the infrastructure (Informatic, promotion and administration/management) are necessary costs.

1.2. Legislative references for the establishment

Legal nature	The social start up can be based on the law for social enterprise and can have different legal nature but can also be formed and operative under corporate law
Reference laws	<p>The social enterprises are established and are working based on:</p> <ul style="list-style-type: none"> • The Law for the social entrepreneurship, • The companies law • The law for working relations.
Link to the laws	http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO6175 http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO5944 http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO4291

1.3. Legislative references for personnel hiring

Types of contract	<p>The contract with employees are:</p> <ul style="list-style-type: none"> • Full time contracts. • Part time (work contracts). • Engagement through S.P (personal society).
Conditions	<ul style="list-style-type: none"> • Monthly average salaries based on the law for minimal salary (842,79 EUR). • Work contracts for part time work - based on the hourly fee. • Subcontractor agreements. Fee depends on negotiations.
Reference law	<ul style="list-style-type: none"> • Law for work relations. • The companies law. • Law for the social enterprise.
Link to documents	<p>1. Collective social contract for communale activities (Uradni list RS, nr.94/2004,8/2005,71/2005,14/2006,82/2006,66/2007,18/2008,5/2009,10/2010,10/2010- tariffe apendix,95/2010,14/2011- tariffe apendix 74/2011- tariffe apendix 19/2012,43/2012,4/2013,111/2013,43/15,12/17,80/17)</p> <p>2. Collective social contract for harmonizing salaries (Uradni list RS, nr.76/2006,62/2008)</p> <p>3. Collective social contract for common methodology for classification of jobs in to the salary classes (Uradni list RS, nr.57/2008)</p>

1.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	4
Disadvantaged people	Coordination and management	1
	Operative	4
	TOTAL	10

Type of disadvantaged people which will be engaged in the project:

- long term unemployed
- women in difficulty,
- young people,
- physical impaired

1.4.1. Roles

Responsible for the company (Manager):	Able bodied
Administrative/ operative coordination:	Disadvantaged people 1
Operative work. providing services	Able bodied 4
Operative work, providing services	Able bodied 4

1.4.2. Functions

Responsible for the company:

The manager is responsible to run business for the company. It is trying to connect with partners and potential communication canals, where is try to active sell the services of the company. He is also responsible for inner processes of the social start up (hiring people, managing them, control of the work,...)

Administrative/ operative coordination:

Administration is responsible of administrative tasks of the company as well as for coordination on the operational level, for contact of the clients; knowledge base, etc)

Operative work. providing services:

Operative work is work of people who will provide the services. The type of service provided depends on the actual demand and capability of service provider. There are several types of services that can be

2. Italy: ASP della Romagna Faentina

TITLE: Building and green maintenance

THE BUSINESS IDEA

The business idea emerged from the capacity building meetings is an economic reality spread knowledge and culture on the topic of maintenance and regeneration of buildings and green areas through the building a network of professionals, experts and artisans that work directly with private citizens and/or Companies.

Activities:

1. theoretical training on the issues of building maintenance and green areas;
2. practical workshops of “forgotten” jobs held by artisans and aimed at disadvantaged people;
3. supply of buildings and green areas maintenance services by disadvantaged people

Transversal activities:

- raising awareness with a view to creating meaning around the proposed policies and practices (through events, initiatives, etc.)

The goals of this new start up are:

- Create a community that shares needs and services;
- Spreading a culture and knowledge on the topic of maintenance
- Networking experts and not on the topic (network)
- Transmit specific practical skills on jobs that are likely to disappear
- Deliver low-maintenance services on the green and not
- Training and lab: individual citizens, public subjects, and organizational realities wishing to activate urban regeneration programs and projects
- Lab and job placement for disadvantaged people

2.1. CANVAS N.1: Privates & Disadvantaged people

Reality that promotes and disseminates knowledge and culture on the theme of regeneration and maintenance of buildings and green areas of the territory, through the networking of experts, professionals, artisans who provide individual citizens or organizational realities,

The main activities and services are

1. Theoretical training on the issues of maintenance of buildings and areas Greens;
2. Practical workshops of “forgotten” jobs held by artisans and aimed at disadvantaged people and citizens (need);
3. Provision of maintenance services for buildings and green areas from part of disadvantaged people

Cross activities:

awareness raising with a view to creating sense of the proposed policies and businesses (through events, initiatives, etc.)

What is it for:

- Create a community that shares needs and services related to Maintenance
- Spreading a culture and knowledge on the theme of Maintenance
- Networking experts and not on the subject (network)
- Transmit specific practical skills on jobs that they risk disappearing (intergenerational exchange)
- Provide small maintenance services for buildings and green areas

Who are the beneficiaries of this idea and why it is important for them?

- Training and workshops: Individual citizens (need in particular), public subjects and organizational realities that seek automatic urban regeneration programs and projects;
- Laboratories and job placement for disadvantaged people

2.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Citizens	Network of artisans, experts and professionals in the field of regeneration and maintenance of buildings and green areas. The network works in synergy to promote a meaningful culture around the policies and practices on the subject of maintenance, as well as offering maintenance services for buildings and green areas through the employment of disadvantaged people	Leaflets
Disadvantaged people		Website Social Network
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Formations: direct relationship, online / offline community	Provision of market maintenance services	Theoretical training
Practical laboratories: direct and personalized relationship	Theoretical training (fee)	Practical laboratories (which also create prototypes)
Provision of services: direct relationship	Practical workshops (fees for citizens)	Provision of maintenance services for buildings and green areas
		Sensitization and promotion
(7) Key resources	(8) Key partner	(9) Cost structure
<u>New technologies :</u>	Experts on the maintenance of buildings and green areas	OPERATING COSTS: INVESTMENT INITIAL:
Human resources dedicated for communication	Artisans	
Physical space (classrooms, laboratories, infopoints)	CFP	Administrative and management costs Physical space
Human resources dedicated for training and laboratories	Network, Best Practice Network	Equipment for maintenance Website
Human resources dedicated for the provision of services		Cost of human resources Equipment for maintenance
Machinery and tools		
Trainers / artisans		Costs of space (rent, utilities, etc.) Advertising Equipment and material for laboratories

2.1.2. Notes to the canvas

The following notes can facilitate the understanding of the model above

Customer segment

- These are municipal offices in which there is a need for cleaning, constant repairs and routine maintenance, regulatory adjustments, etc. For example, painting, plant safety, hydraulic repairs, electrical, etc. These customers require suppliers with adequate financial and quality certifications.

Value proposition

- The value proposition consists in the fact that the services give guarantees of transparency, guarantee the respect of technical specifications, allow risk reduction. Furthermore, eco-sustainable materials will be used and energy-saving procedures will be used.

Channel

- The marketing channels will be public as they are governed by the procurement code (D Lgs 50/2016). It will be necessary to register for e-procurement portals (for example MEPA at national level), to develop relationships with other public building operators to enter temporary business groupings (RTI) or to establish relationships with the agencies for direct requests (RDO)).

Customer relationships

- It will be possible to organize thematic workshops in which to highlight the operations carried out and the eco-sustainable and energy-saving solutions implemented following the assignment of the works. Or, you can organize free training activities for representatives of public bodies, to illustrate all the new solutions in the field of school buildings. These activities can be useful to verify the needs, then predict and anticipate the exit of calls for tenders.

Revenue streams

- It is appropriate to provide for participation in at least 70 races per year and expect a success rate of at least 20%. With an average tender value of around € 50,000, we estimate a segment value of € 700 thousand per year.

Key activities

- Advice will be given to the public administration to raise awareness on the sustainability and protection of the environment. The cleaning work will be carried out with its own personnel and equipment, while for the small repairs and the paintings we will also make use of the collaboration of partner companies whose work will be coordinated and managed.

Key resources

- The key resources are: human resources, as coordinator, operators and technicians; tools and equipment necessary for carrying out work.

Key partners

- Some interventions related to the installation of systems and repairs can be carried out by involving companies with equipment, tools and means of carrying out more adequate work. Partnership with innovative companies will be very important to adopt new solutions in terms of environmental sustainability and energy saving. The financial partners are fundamental for the guarantees required both in the design phase and in the execution of tenders.

Cost structure

- Structural costs (rent, vehicles, overheads, etc.) are estimated at around € 50,000 per year and promotion costs at around € 30,000, while staff costs are around € 200,000 per year.

(1) Customer segment	(2) Value proposition	(3) Channels
Citizens	Network of artisans, experts and professionals in the field of regeneration and maintenance of buildings and green areas.	Leaflets
Disadvantaged people		Website
Realities that want to activate urban regeneration projects	The network works in synergy to promote a meaningful culture around the policies and practices on the subject of maintenance, as well as offering maintenance services for buildings and green areas through the employment of disadvantaged people	Social Network
Public Institutions		
Privates that need maintenance services of buildings or green areas		
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Formations: direct relationship, online / offline community	Provision of market maintenance services	Theoretical training
Practical laboratories: direct and personalized relationship	Theoretical training (fee)	Practical laboratories (which also create prototypes)
Provision of services: direct relationship	Practical workshops (fees for citizens)	Provision of maintenance services for buildings and green areas
		Sensitization and promotion
(7) Key resources	(8) Key partner	(9) Cost structure
<u>New technologies :</u>	Experts on the maintenance of buildings and green areas	OPERATING COSTS:
Human resources dedicated for communication	Artisans	INVESTMENT INITIAL:
Physical space (classrooms, laboratories, infopoints)	CFP	Administrative and management costs
Human resources dedicated for training and laboratories	Public bodies of the territory	Physical space
Human resources dedicated for the provision of services	Network, Best Practice Network	Website
Machinery and tools	Employment centers	Equipment for maintenance
Trainers / artisans		Cost of human resources
		Equipment for maintenance
		Costs of space (rent, utilities, etc.)
		Advertising
		Equipment and material for laboratories

2.2. Legislative references for the establishment

Legal nature	<p>The possible legal forms for the start up are:</p> <p>Type B social cooperative (for job inclusion)</p> <p>Company limited managers (SRL) social enterprise</p> <p>The first legal form is the most suitable to work with disadvantaged workers.</p>
Reference laws	<p>The regulatory references for the Type B Social Cooperatives, in Italy are:</p> <p>Law 381/2001</p> <p>Type B social cooperatives can carry out various activities using the work experience of disadvantaged people in order to incorporate them into the world of work. The concept of a disadvantaged person is regulated by article 4 L. 381/1991. According to this provision the subjects that fall into this category are:</p> <p>disabled, physical, psychic or sensory subjects with a reduction in work capacity of more than 45%;</p> <ul style="list-style-type: none"> • former patients of psychiatric hospitals; • subjects undergoing psychiatric treatment; • drug addicts; • alcoholics; • minors of working age in situations of family difficulty; • convicted persons admitted to alternative measures to detention; • subjects identified with a specific decree by the president of the council of ministers. <p>Disadvantaged people must constitute at least 30% of the workers of the cooperative</p> <p>Another standard relevant to the business model is the provision of public tenders. Procurement Code (Legislative Decree No. 50/2016)</p>
Link to the laws	<p>Legge 381/2001</p> <p>https://it.wikisource.org/wiki/L._8_novembre_1991,_n._381_-_Disciplina_delle_cooperative_sociali</p> <p>Codice Appalti (Decreto Legislativo n. 50/2016)</p> <p>http://www.gazzettaufficiale.it/atto/serie_generale/caricaDettaglioAtto/originario?atto.dataPubblicazioneGazzetta=2016-04-19&atto.codiceRedazionale=16G00062</p>

2.3. Legislative references for personnel hiring

Types of contract	Job placement Assumption of fixed time Assumption of undetermined time
Conditions	Stipendi medi mensili According to the National Collective Labor Contract 2017 for social cooperatives, in Italy monthly salaries range from € 1,184.20 to € 2,180.72endi mensili vanno da 1.184,20€ a 2.180,72€
Reference law	National collective labor agreement (CCNL) for employees and members of the Cooperatives and members of the Social Cooperatives operating in the social-health, welfare-educational and employment sectors. Legislative Decree 276/2003, Arts. 13 - 14 Implementation of the delegations in the field of employment and the labor market, referred to in law 14 February 2003, n. 30. Circular Ministry of Labor n. 41 of October 23, 2004 MINISTRY OF LABOR AND SOCIAL POLICIES Directorate General for Social Shock Absorbers and Employment Incentives Division I Subject: Application of incentive measures for public and private connections as per article 13 of legislative decree n. 276 of 2003
Link to documents	Collective social cooperative contract 15/02/2017 http://cislalterziario.it/wp-content/uploads/2017/06/ccnl-coop-social.pdf Abatement of contributory costs and tax benefits https://www.cliclavoro.gov.it/Aziende/Incentivi/Pagine/Cooperative-sociali.aspx

2.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	
	Operative	
Disadvantaged people	Coordination and management	
	Operative	
	TOTAL	

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- mental impaired
- physical impaired
- immigrants
- ex drug addicted
- ex alcohol addicted

The new social startup needs the following human resources

2.4.1. Roles

I ruoli sono riferiti alla start up unica con le tre divisioni commerciali (una per tipologia di cliente)

Ruolo	Tipologia	N.
General direction	Able bodied	
Commercial manager	Able bodied	
Designers	Able bodied	
Race office manager	Disadvantaged people	
Administration	Able bodied	
Contact center workers	Disadvantaged people	
Artisans	Able bodied	
Apprentices	Disadvantaged people	
	TOTAL	

2.4.2. Functions

General direction

Implement the strategies indicated by the board of directors, coordinate the activities in particular by managing the design area and site managers, controlling the financial aspects, developing partnerships, maintaining relations with the banks.

Commercial manager

Identify and develop business partnerships, defining and implementing collaboration programs. He directly manages the business relationships with the customers of the Enterprise and RBO (Residence Building Owners) segment, organizes and supervises the activities of communication, promotion and relations with the customers, also taking care of the after sales service. Conducts surveys and satisfaction analysis

Designers

They define the renovation and maintenance interventions, including the projects for participation in public tenders, have architectural competences and skills in construction engineering. They coordinate the activities of architects, engineers, external interior designers (partners). They monitor the market of eco-sustainable solutions and define partnership agreements with partner companies in the R & D area and in the Production area.

Race office manager

Identify tenders to which to participate, take care of registration and update to e-procurement portals, sign agreements for collaboration with other companies, in order to realize RTI (temporary groupings of companies)

Administration

They manage ordinary accounting, also taking care of the control and monitoring aspects. The tender office manager is assisted by tenders on tenders.

Contact center employees

They manage the web platform and use the management software for scheduled maintenance. They receive customer requests and organize appointments of sales personnel, designers and site managers.

Artisans

Specialized workers involved in maintenance, renovation and emergency intervention

Apprentices

Workers in work placement. They work in assistance to specialized workers.

2.5. The business idea

The business idea emerged from the capacity building meetings is a system of transport of goods with low environmental impact vehicles, which can reduce the access of large and polluting vehicles into the historic center. The business will be based in its own hub just outside the city center, where to sort goods to be delivered and also to recover and sale waste materials. The model implies the employment of disadvantaged people who can deliver goods to the inhabitants of the city center.

Activities:

1. Storing of goods (also "Amazon Locker" type);
2. Home delivery service;
3. Recovering, re-using and sale of waste materials.

Transversal activities:

Raising awareness with a view to creating meaning around the proposed policies and practices (through events, initiatives, etc.)

The goals of this new start up are:

- Create a community that shares needs and services;
- Spreading a culture and knowledge on the topic of waste reduction and re-using as well as on urban environmental sustainability;
- Offer a service of low-impact delivery of goods;
- Lab and job placement for disadvantaged people

2.5.1. CANVAS N.1

Citizens

The business comprises a hub for storing goods and for carrying out transversal activities related to the re-use of waste materials as well as a system of transport of goods with low environmental impact vehicles, which can reduce the access of large and polluting vehicles into the historic center.

The citizens will benefit from this business from at least three points of view: the possibility to store goods (e.g. “Amazon locker”); the possibility to have the goods delivered directly at home with a quasi-zero environmental impact as well as a significant social impact (in terms of inclusion of disadvantaged workers); the possibility to frequent a social space where to recover and re-use waste material, thus contributing as a whole to the creation of an active local community that shares needs and services.

Shopkeepers and distributors of goods

The business comprises a hub for storing goods and for carrying out transversal activities related to the re-use of waste materials as well as a system of transport of goods with low environmental impact vehicles, which can reduce the access of large and polluting vehicles into the historic center.

Both the distributors of goods and the local shopkeepers will benefit from this model in terms of environmental and social responsibility. More particularly, the business offers the possibility to contribute to the creation of a local community of citizens-clients who share needs and services and will become increasingly closer to the local shops which, in turn, will gradually enlarge the services they offer under a uniform and recognizable label (brand).

2.5.2. Notes to the canvas

The following notes can facilitate the understanding of the model above

Customer segment

The business service is aimed at Good distributors; Shopkeepers; and Citizens.

Value proposition

Home delivery and waste re-use, with low environmental impact and high social impact.

Channel and customer relationships

The customers will be reached via door-to-door communication activities, online with dedicated app and strategy, and at home with car-go-bike and electric vehicles used for delivery.

Key activities

Transport of goods with low environmental impact vehicles, which can reduce the access of large and polluting vehicles into the historic center. The business will be based in its own hub just outside the city center, where to sort goods to be delivered and also to recover and sale waste materials. The model implies the employment of disadvantaged people who can deliver goods to the inhabitants of the city center.

Key resources

Human resources: project manager, marketing/sales; technicians; secretary.

Material resources: physical space to become the hub of the project; low-impact vehicles such as car-go-bikes; tools and instruments for waste recycle and bike repairs.

3. Greece - Central Macedonia - EILD

TITLE:

Green Maintenance & Gardening

THE BUSINESS IDEA

The idea is to create a social start-up that provides green maintenance and gardening services for public authorities (open green areas) and, in particular green maintenance, gardening and waste management based on respect for environmental sustainability.

The main customers are:

- Local Public Authorities

The social start-up will also be managed through the job inclusion of disadvantaged people.

The business idea was structured with the Canvas Business model tool which consists of the following blocks:

1. Customer segments
2. Value proposition
3. Customer relationship
4. Channels
5. Revenue Streams
6. Key activities
7. Key resources
8. Key partners
9. Cost structure

One business model is developed, as one customer segment is identified.

3.1. CANVAS N.1: Public authorities

Addressing to the needs of Public Authorities, the start-up company will specialize in Green Maintenance, gardening and waste management in compliance with environmental sustainability.

The start-up can either participate in public tenders or proceed to Programming Contracts with public authorities according to the Greek National Law of 2016 that provides this possibility for social cooperative enterprises.

The work will be carried out with internal and external resources and will be conducted by providing innovative and eco-sustainable solutions also thanks to the use of machinery, equipment and tools in line with the environment.

Relations with customers will be maintained thanks to information and training activities on innovative solutions in terms of environmental sustainability and energy saving.

The value proposition consists in the quality of the proposal based on the values of eco-sustainability and energy saving and on the disadvantaged workers social inclusion policies. Another aspect is the production of added value products such as fertilizers which can also be promoted in the market.

3.1.1. Canvas

(1) Customer segment Local Authorities	(2) Value proposition High quality performance and risk reduction: regulatory adjustments; ordinary maintenance.	(3) Channels Direct supply of services requests
(4) Customer relationships Thematic workshops to inform about eco-sustainable solutions	(5) Revenue streams Negotiation and bidding procedures. We estimate a turnover of € 600,000	(6) Key activities Advice to Public Bodies; Monitoring of tenders; Management and monitoring and scheduled maintenance.
(7) Key resources Research and development; Production; Quality and certifications; Monitoring; Tools and equipment	(8) Key partner Research and development companies and institutes Banks and insurance (financial partners) Micro loans Funds	(9) Cost structure The most significant costs are those of the provision of necessary equipment and costs of production partnerships, which are variable costs. The cost ratio is 60-65%

3.1.2. Notes to the canvas

The following notes can facilitate the understanding of the model above

Customer segment

- Local Public Authorities where is a need for green maintenance, gardening, green waste management etc. These customers require suppliers with adequate financial and quality certifications.

Value proposition

- The value proposition consists in the fact that the services give guarantees of transparency, guarantee the respect of technical specifications, allow risk reduction. Eco-sustainable materials and energy-saving procedures will be used. Furthermore, new products will be developed, such as fertilizers.

Channel

- Through public tenders and bids and also through programming contracts with local public authorities. It will be necessary to register for e-procurement portals.

Customer relationships

- It will be possible to organize thematic workshops in which to highlight the operations carried out and the eco-sustainable and energy-saving solutions implemented following the assignment of the works. Establishment of Memorandum of Understanding with Local and other Public Authorities.

Revenue streams

- With an average tender value of around € 60,000, we estimate a segment value of € 600 thousand per year.

Key activities

- Advice will be given to the public administration to raise awareness on the sustainability and protection of the environment. Green Maintenance will be carried out with its own personnel and equipment.
- Key resources
- Human resources.
- Equipment.

Key partners

- Partnership with innovative companies will be very important to adopt new solutions in terms of environmental sustainability and energy saving. The financial partners are fundamental for the guarantees required both in the design phase and in the execution of tenders.

Cost structure

- Structural costs (equipment, warehouses, transfer means) are estimated at around € 150,000 per year and promotion costs at around € 10,000, while staff costs are around € 200,000 per year.

3.2. Legislative references for the establishment

Legal nature	The possible legal forms for the start up are: social cooperative (for job inclusion)
Reference laws	The regulatory references for the Social Cooperatives, in Greece are: L. 4430/2016 L. 4412/2016, L. 4413/2016 Ministerial Decision (221/2012) for the maintenance and operation of the General Register of Social Economy
Link to the laws	http://koinsep.org/4430-2016/ http://koinsep.org/4430-2016/τήρηση-και-λειτουργία-του-γενικού-μητ/

3.3. Legislative references for personnel hiring

Types of contract	Full time contracts Part time contracts
Conditions	The employment relationship of employee members is governed by applicable labor law
Reference law	L. 4387/2016
Link to documents	http://koinsep.org/ενημερωτικο-υλικο/εισφορές-ασφάλισης-από-1-6-2016-σύμφωνα-με-το/

3.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	8
Disadvantaged people	Coordination and management	1
	Operative	5
	TOTAL	15

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

3.4.1. Roles

I ruoli sono riferiti alla start up unica con le tre divisioni commerciali (una per tipologia di cliente)

Ruolo	Tipologia	N.
General direction	Able bodied	1
Commercial manager	Able bodied	1
Administration	Disadvantaged people	1
Contact center workers	Disadvantaged people	2
Artisans	Able bodied	7
Apprentices	Disadvantaged people	3
	TOTAL	15

3.4.2. Functions

General direction

Implement the strategies indicated by the board of directors, coordinate the activities in particular by managing the design area and site managers, controlling the financial aspects, developing partnerships, maintaining relations with the banks.

Commercial manager

Identify and develop business partnerships, defining and implementing collaboration programs. Organizes and supervises the activities of communication, promotion and relations with the customers, also taking care of the after sales service. Conducts surveys and satisfaction analysis

Administration

They manage ordinary accounting, also taking care of the control and monitoring aspects. The tender office manager is assisted by tenders on tenders.

Contact center employees

They manage the web platform and use the management software for scheduled maintenance. They receive customer requests and organize appointments of sales personnel, designers and site managers.

Artisans

Specialized workers involved in maintenance, renovation and emergency intervention

Apprentices

Workers in work placement. They work in assistance to specialized workers.

4. Greece - Central Macedonia - EILD

TITLE:

Maintenance (Buildings and Surrounding Space)

THE BUSINESS IDEA

The idea is to create a social start-up that provides multiple maintenance services for public infrastructure (buildings and their surrounding areas) and, in particular cleanings, small repairs and surroundings' maintenance based on respect for environmental sustainability.

The main customers are:

- Public bodies

The social start-up will also be managed through the job inclusion of disadvantaged people.

The business idea is structured with the Canvas Business model tool which consists of the following blocks:

1. Customer segments
2. Value proposition
3. Customer relationship
4. Channels
5. Revenue Streams
6. Key activities
7. Key resources
8. Key partners
9. Cost structure

One business model is developed, as one customer segment is identified.

4.1. CANVAS N.1: Public bodies (Local authorities, Hospitals, higher education institutes)

Addressing to the needs of Public Bodies such as Local Authorities, Hospitals and Higher Education Institutes, the start-up company will specialize in cleaning services and small repairs when it comes to Building Maintenance and surrounding areas in compliance with environmental sustainability.

The start-up can either participate in public tenders or proceed to Programming Contracts with public authorities according to the Greek National Law of 2016 that provides this possibility for social cooperative enterprises.

The work will be carried out with internal and external resources and will be conducted by providing innovative and eco-sustainable solutions also thanks to the use of machinery, equipment and tools in line with the environment.

Relations with customers will be maintained thanks to information and training activities on innovative solutions in terms of environmental sustainability and energy saving.

The value proposition consists in the quality of the proposal based on the values of eco-sustainability and energy saving and on the disadvantaged workers social inclusion policies.

4.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Local Authorities Hospitals and Health Provision Insitutes Higher Education Institutes	High quality performance and risk reduction: regulatory adjustments; ordinary maintenance.	Direct supply of services requests
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Thematic workshops to inform about eco-sustainable solutions	Negotiation and bidding procedures. We estimate a turnover of € 500,000	Advice to Public Bodies; Monitoring of tenders; Management and monitoring and scheduled maintenance.
(7) Key resources	(8) Key partner	(9) Cost structure
Research and development; Production; Quality and certifications; Monitoring; Tools and equipment	Research and development companies and institutes Banks and insurance (financial partners) Micro loans Funds	The most significant costs are those of the provision of necessary equipment and costs of production partnerships, which are variable costs. The cost ratio is 60-65%

4.1.2. Notes to the canvas

The following notes can facilitate the understanding of the model above

Customer segment

- Public infrastructure (Buildings and their surrounding open space) where is a need for cleaning, constant repairs and routine maintenance, regulatory adjustments, etc. For example, painting, plant safety, hydraulic repairs, electrical, etc. These customers require suppliers with adequate financial and quality certifications.

Value proposition

- The value proposition consists in the fact that the services give guarantees of transparency, guarantee the respect of technical specifications, allow risk reduction. Furthermore, eco-sustainable materials and energy-saving procedures will be used.

Channel

- Through public tenders and bids and also through programming contracts with local public authorities. It will be necessary to register for e-procurement portals.

Customer relationships

- It will be possible to organize thematic workshops in which to highlight the operations carried out and the eco-sustainable and energy-saving solutions implemented following the assignment of the works. Establishment of Memorandum of Understanding with Local and other Public Authorities.

Revenue streams

- With an average tender value of around € 50,000, we estimate a segment value of € 500 thousand per year.

Key activities

- Advice will be given to the public administration to raise awareness on the sustainability and protection of the environment. Building Maintenance will be carried out with its own personnel and equipment, while for the small repairs and the paintings the collaboration of partner companies whose work will be coordinated and managed is also an option.

Key resources

- Human resources.
- Equipment.

Key partners

- Some interventions related to the installation of systems and repairs can be carried out by involving companies with equipment, tools and means of carrying out more adequate work. Partnership with innovative companies will be very important to adopt new solutions in terms of environmental sustainability and energy saving. The financial partners are fundamental for the guarantees required both in the design phase and in the execution of tenders.

Cost structure

- Structural costs (equipment, warehouses, transfer means) are estimated at around € 100,000 per year and promotion costs at around € 10,000, while staff costs are around € 200,000 per year.

4.2. Legislative references for the establishment

Legal nature	The possible legal forms for the start up are: social cooperative (for job inclusion)
Reference laws	The regulatory references for the Social Cooperatives, in Greece are: L. 4430/2016 L. 4412/2016, L. 4413/2016 Ministerial Decision (221/2012) for the maintenance and operation of the General Register of Social Economy
Link to the laws	http://koinsep.org/4430-2016/ http://koinsep.org/4430-2016/τήρηση-και-λειτουργία-του-γενικού-μητ/

4.3. Legislative references for personnel hiring

Types of contract	Full time contracts Part time contracts
Conditions	The employment relationship of employee members is governed by applicable labor law
Reference law	L. 4387/2016
Link to documents	http://koinsep.org/ενημερωτικο-υλικο/εισφορές-ασφάλισης-από-1-6-2016-σύμφωνα-με-το/

4.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	8
Disadvantaged people	Coordination and management	1
	Operative	5
	TOTAL	15

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

4.4.1. Roles

I ruoli sono riferiti alla start up unica con le tre divisioni commerciali (una per tipologia di cliente)

Ruolo	Tipologia	N.
General direction	Able bodied	1
Commercial manager	Able bodied	1
Administration	Disadvantaged people	1
Contact center workers	Disadvantaged people	2
Artisans	Able bodied	7
Apprentices	Disadvantaged people	3
	TOTAL	15

4.4.2. Functions

General direction

Implement the strategies indicated by the board of directors, coordinate the activities in particular by managing the design area and site managers, controlling the financial aspects, developing partnerships, maintaining relations with the banks.

Commercial manager

Identify and develop business partnerships, defining and implementing collaboration programs. Organizes and supervises the activities of communication, promotion and relations with the customers, also taking care of the after sales service. Conducts surveys and satisfaction analysis

Administration

They manage ordinary accounting, also taking care of the control and monitoring aspects. The tender office manager is assisted by tenders on tenders.

Contact center employees

They manage the web platform and use the management software for scheduled maintenance. They receive customer requests and organize appointments of sales personnel, designers and site managers.

Artisans

Specialized workers involved in maintenance, renovation and emergency intervention

Apprentices

Workers in work placement. They work in assistance to specialized workers.

5. Italy Apulia (Lecce)

TITLE: Building maintenance

THE BUSINESS IDEA

The idea is to create a social start-up that provides multiple maintenance services for public and private buildings, in particular cleanings and small repairs based on respect for environmental sustainability.

The main customers are:

- Public bodies
- Private citizens (residential building owners and condos)

The social start-up will also be managed through the job inclusion of disadvantaged people.

The business idea was structured with the Canvas Business model tool which consists of the following blocks:

1. Customer segments
2. Value proposition
3. Customer relationship
4. Channels
5. Revenue Streams
6. Key activities
7. Key resources
8. Key partners
9. Cost structure

We developed two business models, as two customer segments were identified.

5.1. CANVAS N.1: Public bodies

With regard to the Public Bodies customer segment, the start-up company will specialize in cleaning services and small repairs to municipal offices and public buildings in general in compliance with environmental sustainability.

The start-up will participate in public tenders about building maintenance according to the Italian procurement code no. 50/2016.

The work will be carried out with internal and external resources and will be conducted by providing innovative and eco-sustainable solutions also thanks to the use of machinery, equipment and tools in line with the environment.

Relations with customers will be maintained thanks to information and training activities on innovative solutions in terms of environmental sustainability and energy saving.

The value proposition consists in the quality of the proposal based on the values of eco-sustainability and energy saving and on the disadvantaged workers social inclusion policies.

5.1.1. Canvas

(1) Customer segment Municipal offices	(2) Value proposition High quality performance and risk reduction: regulatory adjustments; ordinary maintenance.	(3) Channels MEPA (electronic market). Participation in RTI (temporary business groupings) direct supply requests (RDO).
(4) Customer relationships Thematic workshops to inform about eco-sustainable solutions	(5) Revenue streams Negotiation procedures. We estimate a turnover of € 700,000	(6) Key activities Advice to Public Bodies; Monitoring of tenders; Design; Construction site coordination; Management and monitoring and scheduled maintenance.
(7) Key resources Research and development; Production; Quality and certifications; Monitoring; Tools and equipment	(8) Key partner Research and development companies Banks and insurance (financial partners)	(9) Cost structure The most significant costs are those of the provision of necessary equipment and costs of production par The most significant costs are those of materials for the implementation of interventions and costs of production partnerships, which are variable costs. The cost ratio is 95-98% tnerships, which are variable costs. The cost ratio is 60-65%

5.1.2. Notes to the canvas

The following notes can facilitate the understanding of the model above

Customer segment

- These are municipal offices in which there is a need for cleaning, constant repairs and routine maintenance, regulatory adjustments, etc. For example, painting, plant safety, hydraulic repairs, electrical, etc. These customers require suppliers with adequate financial and quality certifications.

Value proposition

- The value proposition consists in the fact that the services give guarantees of transparency, guarantee the respect of technical specifications, allow risk reduction. Furthermore, eco-sustainable materials and energy-saving procedures will be used.

Channel

- The marketing channels will be public as they are governed by the procurement code (D Lgs 50/2016). It will be necessary to register for e-procurement portals (for example MEPA at national level), to develop relationships with other public building operators to enter temporary business groupings (RTI) or to establish relationships with the agencies for direct requests (RDO)).

Customer relationships

- It will be possible to organize thematic workshops in which to highlight the operations carried out and the eco-sustainable and energy-saving solutions implemented following the assignment of the works. Or, you can organize free training activities for representatives of public bodies, to illustrate all the new solutions in the field of school buildings. These activities can be useful to verify the needs, then predict and anticipate the exit of calls for tenders.

Revenue streams

- It is appropriate to provide for participation in at least 70 races per year and expect a success rate of at least 20%. With an average tender value of around € 50,000, we estimate a segment value of € 700 thousand per year.

Key activities

- Advice will be given to the public administration to raise awareness on the sustainability and protection of the environment. The cleaning work will be carried out with its own personnel and equipment, while for the small repairs and the paintings we will also make use of the collaboration of partner companies whose work will be coordinated and managed.

Key resources

- The key resources are: human resources, as coordinator, operators and technicians; tools and equipment necessary for carrying out work.

Key partners

- Some interventions related to the installation of systems and repairs can be carried out by involving companies with equipment, tools and means of carrying out more adequate work. Partnership with innovative companies will be very important to adopt new solutions in terms of environmental sustainability and energy saving. The financial partners are fundamental for the guarantees required both in the design phase and in the execution of tenders.

Cost structure

- Structural costs (rent, vehicles, overheads, etc.) are estimated at around € 50,000 per year and promotion costs at around € 30,000, while staff costs are around € 200,000 per year.

5.2. CANVAS N.2: Condos, hotels, bed and breakfast

For the Enterprise segment, the social start-up will provide cleaning, maintenance and repair services to electrical, plumbing and air-conditioning systems and painting for condominiums, hotels and bed and breakfasts

The marketing will take place through online and offline channels.

The interventions will be managed by specialized personnel and trained on new solutions in terms of energy saving and environmental sustainability. Research and development partnerships will start in order to be updated on innovative and eco-sustainable solutions. Moreover, the collaborations and the technological ones will be useful for the functioning of the software for managing the programmed interventions.

5.2.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Owners or renters of residential properties in condominiums, hotels and bed & breakfasts that require maintenance and cleaning services	Scheduled ordinary maintenance, emergency services, cleaning. The value proposition is played on the immediacy of the interventions, the care of the customer through the proposal of new energy saving solutions	Online (web platform, social media). Sales outlets with informative material. Sales network.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Scheduled maintenance Web platform for the maintenance reminders and for new energy saving proposals or new materials	The customer segment should be worth around € 250,000.	Research and development of new materials and innovative solutions Contact center through web and telephone operators Commercial action with agents Intervention management Quality control and certifications
(7) Key resources	(8) Key partner	(9) Cost structure
Development and contact management software and maintenance program management Commercial manager; responsible for coordinating interventions Tools, equipment and vehicles for interventions	Innovative companies on energy saving and eco-sustainable materials (partner R & D) ICT company for management software and web platform (R & D partner) Certification companies (production partners) Shops for the dissemination of commercial material (commercial partners) Investment financing banks (financial partners)	The most significant costs are those of personnel and material. The cost incidence is 90%

5.2.2. Notes to the canvas

Le note sono riferite alla numerazione dei blocchi-

Customer segment

- These are condominiums, hotels and bed & breakfasts that need cleaning, ordinary maintenance services and prompt intervention for repairs, with particular reference to electrical, plumbing and conditioning systems. Customers demand emergency response services, which immediately solve problems, as well as transparent tariffs, regulatory compliance and use of durable materials.
- The main concerns are the approximate interventions that require a return on the work done, poor materials, delays, lack of certifications to be shown on request to the bodies in charge.

Value proposition

- The services will be: cleaning and scheduled maintenance services; emergency services.
- The value proposition will be played on the factors of resolution of the problems and on the reduction of the times and on the reduction of the risks. The interventions will be characterized by the use of solutions for energy saving and environmental sustainability.

Channel

- The sales channels will be divided into two lines: on-line and off-line. In the online line a webplatform will be activated able to manage the first contact requests; accesses will be favored by social media campaigns. Off-line agreements will be activated with sales points of electrical, hydraulic and DIY equipment. Once the first contact is activated through online and off-line channels, a commercial start-up agent will take care of the inspection of the buildings and the stipulation of contracts.

Customer relationships

- The web platform will also serve as a tool for the management of scheduled maintenance as well as to present new energy-saving solutions and new eco-sustainable materials. This will also allow the management of searches and analyzes of custodial satisfaction for new service designs and process reviews.

Revenue streams

- Around 300 cleaning and scheduled maintenance contracts are considered, which each year will produce around € 100,000. Furthermore, around 500 hours per month of interventions are considered at an average value of € 30 per hour, for an annual total of around € 150,000. Comply with materials, agreements with suppliers are envisaged for a total annual cost of € 30,000.

Keyactivities

- The monitoring of all innovative solutions for energy, water and eco-sustainable solutions will be very important. The contact center will be the first point of contact with the customer and will also deal with the management of the portal for communication and promotion of services. In addition, the contact center will take care of organizing the commercial action of the agents, as well as verifying customer satisfaction.

Keyresources

- The management software will be fundamental to assure the customer of the expected quality.
- The activities of execution of the interventions can also be carried out by people with a working disadvantage, but it will be fundamental that the start up has the heads of the various areas of competence (electrical, electronic, hydraulic, etc.) that can guarantee the correct execution of the works. The wide employment of personnel with disadvantage of work can be done in the contact center area and management of the web platform and of the management software.

Keypartners

- The partnership with innovative companies will ensure the use of durable materials and solutions for environmental protection and will also allow contracts to be made to derive margins from the resale of materials, equipment and tools. Finally, partnerships will be decisive for staff training.
- Another important partnership will be the one with the ICT company for the development of the management software and the web platform.
- Lastly, the partnership with resale stores (building materials, electrical, plumbing and DIY materials) will guarantee the dissemination of information and promotional material for the start-up.

Cost structure

- The cost structure is considered net of the values for the purchase of materials and spare parts. Office and vehicle costs can be quantified at around € 70,000 per year and promotion costs at around € 30,000. The personnel costs will have an impact of around € 200,000.

5.3. Legislative references for the establishment

Legal nature	<p>The possible legal forms for the start up are:</p> <p>Type B social cooperative (for job inclusion) Company limited managers (SRL) social enterprise</p> <p>The first legal form is the most suitable to work with disadvantaged workers.</p>
Reference laws	<p>The regulatory references for the Type B Social Cooperatives, in Italy are:</p> <p>Law 381/2001</p> <p>Type B social cooperatives can carry out various activities using the work experience of disadvantaged people in order to incorporate them into the world of work. The concept of a disadvantaged person is regulated by article 4 L. 381/1991. According to this provision the subjects that fall into this category are:</p> <p>disabled, physical, psychic or sensory subjects with a reduction in work capacity of more than 45%;</p> <ul style="list-style-type: none"> • former patients of psychiatric hospitals; • subjects undergoing psychiatric treatment; • drug addicts; • alcoholics; • minors of working age in situations of family difficulty; • convicted persons admitted to alternative measures to detention; • subjects identified with a specific decree by the president of the council of ministers. <p>Disadvantaged people must constitute at least 30% of the workers of the cooperative</p> <p>Another standard relevant to the business model is the provision of public tenders. Procurement Code (Legislative Decree No. 50/2016)</p>
Link to the laws	<p>Legge 381/2001</p> <p>https://it.wikisource.org/wiki/L._8_novembre_1991,_n._381_-_Disciplina_delle_cooperative_sociali</p> <p>Codice Appalti (Decreto Legislativo n. 50/2016)</p> <p>http://www.gazzettaufficiale.it/atto/serie_generale/caricaDettaglioAtto/originario?atto.dataPubblicazioneGazzetta=2016-04-19&atto.codiceRedazionale=16G00062</p>

5.4. Legislative references for personnel hiring

Types of contract	Job placement Assumption of fixed time Assumption of undetermined time
Conditions	Stipendi medi mensili Secondo quanto disposto dal Contratto Collettivo Nazionale del Lavoro 2017 per le cooperative sociali, in Italia gli stip Monthly average salaries According to the National Collective Labor Contract 2017 for social cooperatives, in Italy monthly salaries range from € 1,184.20 to € 2,180.72endi mensili vanno da 1.184,20€ a 2.180,72€
Reference law	National collective labor agreement (CCNL) for employees and members of the Cooperatives and members of the Social Cooperatives operating in the social-health, welfare-educational and employment sectors. Legislative Decree 276/2003, Arts. 13 - 14 Implementation of the delegations in the field of employment and the labor market, referred to in law 14 February 2003, n. 30. Circular Ministry of Labor n. 41 of October 23, 2004 MINISTRY OF LABOR AND SOCIAL POLICIES Directorate General for Social Shock Absorbers and Employment Incentives Division I Subject: Application of incentive measures for public and private connections as per article 13 of legislative decree n. 276 of 2003
Link to documents	Collective social cooperative contract 15/02/2017 http://cislalterziario.it/wp-content/uploads/2017/06/ccnl-coop-social.pdf Abatement of contributory costs and tax benefits https://www.cliclavoro.gov.it/Aziende/Incentivi/Pagine/Cooperative-sociali.aspx

5.5. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	9
Disadvantaged people	Coordination and management	1
	Operative	9
	TOTAL	20

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

5.5.1. Roles

I ruoli sono riferiti alla start up unica con le tre divisioni commerciali (una per tipologia di cliente)

Ruolo	Tipologia	N.
General direction	Able bodied	1
Commercial manager	Able bodied	1
Designers	Able bodied	1
Race office manager	Disadvantaged people	1
Administration	Able bodied	1
Contact center workers	Disadvantaged people	4
Artisans	Able bodied	5
Apprentices	Disadvantaged people	5
	TOTAL	20

5.5.2. Functions

General direction

Implement the strategies indicated by the board of directors, coordinate the activities in particular by managing the design area and site managers, controlling the financial aspects, developing partnerships, maintaining relations with the banks.

Commercial manager

Identify and develop business partnerships, defining and implementing collaboration programs. He directly manages the business relationships with the customers of the Enterprise and RBO (Residence Building Owners) segment, organizes and supervises the activities of communication, promotion and relations with the customers, also taking care of the after sales service. Conducts surveys and satisfaction analysis

Designers

They define the renovation and maintenance interventions, including the projects for participation in public tenders, have architectural competences and skills in construction engineering. They coordinate the activities of architects, engineers, external interior designers (partners). They monitor the market of eco-sustainable solutions and define partnership agreements with partner companies in the R & D area and in the Production area.

Race office manager

Identify tenders to which to participate, take care of registration and update to e-procurement portals, sign agreements for collaboration with other companies, in order to realize RTI (temporary groupings of companies)

Administration

They manage ordinary accounting, also taking care of the control and monitoring aspects. The tender office manager is assisted by tenders on tenders.

Contact center employees

They manage the web platform and use the management software for scheduled maintenance. They receive customer requests and organize appointments of sales personnel, designers and site managers.

Artisans

Specialized workers involved in maintenance, renovation and emergency intervention

Apprentices

Workers in work placement. They work in assistance to specialized workers.

6. Italy Apulia (Lecce)

TITLE: Social agricultural enterprise

THE BUSINESS IDEA

The idea comes from associative and active citizenship paths to respond to the social, economic, ecological, occupational and moral crisis, with an innovative project directed to create a cooperative of agricultural community based on the collaboration between public institutions, workers, member farms and individual citizens.

The lands and the structures made available for the activity belong to public property (ie: Lecce Municipality, Lecce Diocese) and to others owned by small landowners and other small cooperatives.

The aim is to produce local horticultural products in strict compliance with the dictates of organic farming, using natural fertilizers, traditional agricultural techniques, such as crop rotation to encourage the natural fertility of the land, without the need to exploit them intensively.

The cooperative will work against the deterioration of agricultural activity to protect the quality of food, the environment, the landscape, health and social life by enhancing social and economic role of agriculture, increasing employment and economic sustainability.

The main activities will be horticulture and beekeeping with a preview of the delivery of weekly food boxes at home and will favour the employment and social integration of people with disabilities and of disadvantaged workers (ie: ex-drug addicts, ex-pris-

oners) even within social rehabilitation projects through collaboration with local health companies and public bodies in charge of them.

In addition, the cooperative, in collaboration with local associations, will realize ecological and environmental education courses, including laboratories and educational gardens for schools.

The **main customers** are:

- Families
- Restaurants and catering companies.
- For these two customer segments we realized two Business model Canvases detailed on the basis of the following blocks:
- Customer segment
- Value proposition
- Customer relationship
- Channels
- Revenue Streams
- Key activities
- Key resources
- Key partners
- Cost structure

6.1. CANVAS N.1 Families:

The new social start up for customer segment **families** will offer a **value proposition** that consists in: organic and seasonal agriculture products and honey from bees with beehives located on the farm; a specific social value related to the staff involved and to the principles of the environmental sustainability, biodiversity guardianship and circular economy; timeliness linked to the e-commerce, telephonic orders, e-mail orders and personal and on line payment; weekly home fruit and vegetables boxes delivery; educational farm.

The **channels** to reach the customers are: home fruit and vegetables cassettes; periodic events; company

outlets; sales points of high quality agro-food products; little markets also organized by trade associations; .

Customer relationships are based on the following elements: newsletter; staff as a point of reference; the company goes to the customers (the relations are based on transparency; communication; involvement; trust; community; respect of the customers); periodic events (thematic events as social dinners related to the discovery of new recipes in collaboration with other companies, wineries and local confectionery and linked to food and environmental education).

Revenue streams are: selling of the products, of the workshops and of the special events; fixed price for high quality products with a great social value also delivered to the customers; easy tools of payment (on-line; monthly subscription for home cassettes; e-commerce).

Key activities are biologic productions; selling; home fruit and vegetables boxes delivery; educational and social inclusive workshops; marketing and communication.

Key resources are: human resources properly trained and updated as agricultural workers selected among disadvantaged people in charge of public and private bodies; agronomist; report and commercial officer; delivery employee; web platform for e-commerce; management software; brand.

Key partners are: schools (conventions for food educational projects and workshops); public and private bodies dealing with ex held ex drug addicted, disabled, unemployed (conventions for their involvement as workers); training bodies (conventions for training courses for staff); land owners that can confer the land necessary for the production; agri-food and processing companies; company for the e-commerce platform and management software; associations for the educational workshops on ecologic and environmental topics.

Cost structure is the following: management, production, delivery (including means of transport), communications, consulting, training costs (these costs are the principles and strongest to sustain on the activity).

6.1.1. Canvas Families

(1) Customer segment	(2) Value proposition	(3) Channels
private customers (families)	Organic and seasonal agriculture products and honey from bees with beehives located on the farm with a specific social value related to the staff involved and to the principles of the environmental sustainability, biodiversity guardianship and circular economy; timeliness linked to the e-commerce, telephonic orders, e-mail orders and personal and on line payment; weekly home fruit and vegetables boxes delivery.	periodic events; company outlets; sales points of high quality agro-food products; little markets also organized by trade associations.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Newsletter and social networks; staff as a point of reference the company goes to the customers (the relations are based on transparency; communication; involvement; trust; community ; respect of the customers); periodic events (thematic events as social dinners related to the discovery of new recipes in collaboration with other companies, wineries, local confectionery and linked to food and environmental education).	Selling of the products, of the workshops and of the special events; Fixed price for high quality products with a great social value also delivered to the customers; easy tools of payment (on-line; monthly subscription for home boxes. e-commerce.	biologic productions; selling; home fruit and vegetables boxes; boxes delivery; educational workshops; marketing and communication.
(7) Key resources	(8) Key partner	(9) Cost structure
human resources properly trained and updated as: 1-agricultural workers selected among disadvantaged people in charge of public and private bodies; 2-agronomist; 3-report and commercial officer; 4-delivery employee; web platform for e-commerce; management software; brand.	public and private bodies dealing with ex held ex drug addicted, disabled, unemployed (conventions for their involvement as workers); training bodies (conventions for training courses for staff); land owners that can confer the land necessary for the production; agri-food and processing companies; company for the e-commerce platform and management software; associations for the educational workshops on ecologic and environmental topics; banks.	management, production, delivery (including means of transport), communications, consulting, training costs (these costs are the principles and strongest to sustain on the activity).

6.1.2. Notes to the canvas

Customer segment

- Families needs are related to high quality biologic food product with a high social value in line with the principles of respect for the environment, the individual, and work.

Value proposition

- It consists in the following: organic and seasonal agriculture products and honey from bees with beehives located on the farm with a specific social value related to the staff involved and to the principles of the environmental sustainability, biodiversity guardianship and circular economy; timeliness linked to the e-commerce, telephonic orders, e-mail orders and on line payment; the creation of an innovative brand with a great social value; weekly home fruit and vegetables boxes delivery.

Channels

Channels to reach customers are: periodic events; company outlets; sales points of high quality agro-food products; little markets also organized by trade associations. Customers can weekly receive at home fruit and vegetables boxes, can be involved in period events; can buy the products on line or directly at the company marketplace or in special shops.

Customer relationships

Customer relationships are based on: newsletter and social networks; staff as a point of reference; the company goes to the customers (the relations are based on transparency; communication; involvement; trust; community ; respect of the customers); there will be periodic events related to the discovery of new recipes in collaboration with other companies, wineries, local confectionery and linked to food and environmental education. In this way the customers will be constantly informed and updated on new products, initiatives, events and will be involved in the ideation of new services showing their needs. In addition there will be workshops on food and environmental education for the children.

Revenue streams

They derives from selling of the products, of the workshops and of the special events; there will be fixed price for high quality products with a great social value also delivered to the customers and easy tools of payment (on-line; subscription for home cassettes). it is assumed to sell 200 boxes per month at a cost of 15 euros (€ 3000) and a production monthly revenue streams from the other channels of €

30.000 for 1000 clients; from the schools we imagine a revenue streams of € 500 per month; from the monthly events and social dinner it is hypothesized a revenue streams of € 500.

Key activities

Key activities: biologic productions; selling; home fruit and vegetables boxes delivery; educational workshops; marketing and communication.

Key resources

Key resources: human resources properly trained and updated as: 1-agricultural workers selected among disadvantaged people in charge of public and private bodies; 2-agronomist; 3-report and commercial officer; 4-delivery employee; 5- a commercial employee deputed to the management of the web platform for e-commerce and of the social networks; management software; brand.

Key partners

Key partners: public and private bodies dealing with ex held ex drug addicted, disabled, unemployed (conventions for their involvement as workers); training bodies (conventions for training courses for staff); land owners that can confer the land necessary for the production; agri-food and processing companies; company for the e-commerce platform and management software; associations for the educational workshops on ecologic and environmental topics; banks. The partners will be important for different activities of the company: productive (processing companies), financial (banks); educational (associations for the workshops).

Cost structure

Cost structure: production and personnel costs are those that most affect the business; the annual costs of external consultancy and software are € 20000; the personnel costs per year are 150000 euros;

management costs are € 20000 per year; commercial and communication costs are 30000 per year; costs for the associations that organize workshops are € 2500 per year.

6.2. CANVAS N.2 Restaurants and catering companies:

The new social start up for customer segment **restaurants and catering companies** will offer a **value proposition** that consists in: organic and seasonal agriculture products and honey from bees with beehives located on the farm; a specific social value related to the staff involved and to the principles of the environmental sustainability, biodiversity guardianship and circular economy; timeliness linked to the delivery of the products.

The **channels** to reach the customers are: direct sales in farm and delivery by the farm van.

Customer relationships are based on the following elements: newsletter; staff as a point of reference; the company goes to the customers to delivery the products; the relations are based on collaboration in the organization of periodic thematic events.

Revenue streams are: selling of the products; variable price; easy tools of payment .

Key activities are biologic productions; selling; home delivery, marketing and communication.

Key resources are: human resources properly trained and updated as agricultural workers selected among disadvantaged people in charge of public and private bodies; agronomist; report and commercial officer; delivery employee; web platform for e-commerce; management software; brand.

Key partners are: schools (conventions for food educational projects and workshops); public and private bodies dealing with ex held ex drug addicted, disabled, unemployed (conventions for their involvement as workers); training bodies (conventions for training courses for staff); land owners that can confer the land necessary for the production; agri-food and processing companies; company for the e-commerce platform and management software; associations for the educational workshops on ecologic and environmental topics.

Cost structure is the following: management, production, delivery (including means of transport), communications, consulting, training costs (these costs are the principles and strongest to substain on the activity).

6.2.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Restaurants and catering companies	Organic and seasonal agriculture products and honey from bees with beehives located on the farm with a specific social value related to the staff involved and to the principles of the environmental sustainability, biodiversity guardianship and circular economy; timeliness linked to home delivery.	company outlets; home delivery; little markets also organized by trade associations.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Newsletter and social networks; staff as a point of reference the company goes to the customers (the relations are based on transparency; communication; involvement;); organization of periodic events collaborating with restaurants and catering companies .	Selling of the products; Variable price; easy tools of payment (for example: subscription)	biologic productions; selling; home fruit and vegetables delivery; marketing and communication.
(7) Key resources	(8) Key partner	(9) Cost structure
human resources properly trained and updated as: 1-agricultural workers selected among disadvantaged people in charge of public and private bodies; 2-agronomist; 3-report and commercial officer; 4-delivery employee; web platform for e-commerce; management software; brand.	public and private bodies dealing with ex held ex drug addicted, disabled, unemployed (conventions for their involvement as workers); training bodies (conventions for training courses for staff); land owners that can confer the land necessary for the production; agri-food and processing companies; company for the e-commerce platform and management software; associations for the educational workshops on ecologic and environmental topics; banks.	management, production, delivery (including means of transport), communications, consulting, training costs (these costs are the principles and strongest to subtain on the activity).

6.2.2. Notes to the canvas

Customer segment

Families needs are related to high quality biologic food product with a high social value in line with the principles of respect for the environment, the individual, and work.

Value proposition

it consists in the following: organic and seasonal agriculture products and honey from bees with beehives located on the farm with a specific social value related to the staff involved and to the principles of the environmental sustainability, biodiversity guardianship and circular economy; timeliness linked to the e-commerce, telephonic orders, e-mail orders and on line payment; the creation of an innovative brand with a great social value; weekly home fruit and vegetables boxes delivery.

Channels

to reach customers are: periodic events; company outlets; sales points of high quality agro-food products; little markets also organized by trade associations. Customers can weekly receive at home fruit and vegetables boxes, can be involved in period events; can buy the products on line or directly at the company marketplace or in special shops.

Customer relationships

are based on: newsletter and social networks; staff as a point of reference; the company goes to the customers (the relations are based on transparency; communication; involvement; trust; community ; respect of the customers); there will be periodic events related to the discovery of new recipes in collaboration with other companies, wineries, local confectionery and linked to food and environmental education. In this way the customers will be constantly informed and updated on new products, initiatives, events and will be involved in the ideation of new services showing their needs. In addition there will be workshops on food and environmental education for the children.

Revenue streams

they derives from selling of the products, of the workshops and of the special events; there will be fixed price for high quality products with a great social value also delivered to the customers and easy tools of payment (on-line; subscription for home cassettes). it is assumed to sell 200 boxes per month at a cost of 15 euros (€ 3000) and a production monthly revenue streams from the other channels of € 30.000 for 1000 clients; from the schools we imagine a revenue streams of € 500 per month; from the monthly events and social dinner it is hypothesized a revenue streams of € 500.

Key activities

biologic productions; selling; home fruit and vegetables boxes delivery; educational workshops; marketing and communication.

Key resources:

human resources properly trained and updated as: 1-agricultural workers selected among disadvantaged people in charge of public and private bodies; 2-agronomist; 3-report and commercial officer; 4-delivery employee; 5- a commercial employee deputed to the management of the web platform for e-commerce and of the social networks; management software; brand.

Key partners

public and private bodies dealing with ex held ex drug addicted, disabled, unemployed (conventions for their involvement as workers); training bodies (conventions for training courses for staff); land owners that can confer the land necessary for the production; agri-food and processing companies; company for the e-commerce platform and management software; associations for the educational workshops on ecologic and environmental topics; banks. The partners will be important for different activities of the company: productive (processing companies), financial (banks); educational (associations for the workshops).

Cost structure

production and personnel costs are those that most affect the business; the annual costs of external consultancy and software are € 20000; the personnel costs per year are 150000 euros;

- management costs are € 20000 per year; commercial and communication costs are 30000 per year; costs for the associations that organize workshops are € 2500 per year.

6.3. Legislative references for the establishment

Legal nature	The legal form of the nascent cooperative is: community cooperative social cooperatives of type B for social inclusion
Reference laws	REGIONE PUGLIA LAW 20 May 2014, n. 23 about community cooperative Law n.391 / 1991 LEGISLATIVE DECREE 3 July 2017, n. 117 According to L. 391/1991 are considered disadvantaged persons: Physical, psychic and sensory invalids, the former patients of institutions psychiatric, people in psychiatric treatment, ex drug addicts, alcoholics, minors working in situations of family difficulty, the condemned persons admitted to the alternatives measures to detention . The overall rates of insurance contributions compulsory social security and assistance due from cooperatives social security, with regard to the remuneration paid to individuals disadvantaged persons referred to in this article, are reduced to zero. Disadvantaged people employed in the cooperative must be 30% of the total personnel. Other important law is L. n.50/2016
Link to the laws	http://www.gazzettaufficiale.it/eli/id/1991/12/03/091G0410/sg http://www.gazzettaufficiale.it/atto/serie_generale/caricaDettaglioAtto/originario?atto.dataPubblicazioneGazzetta=2016-04-19&atto.codiceRedazionale=16G00062

6.4. Legislative references for personnel hiring

Types of contract	Contracts of: apprenticeship; subordinate employment for a fixed and indefinite period; agricultural work.
Conditions	According the national collective agreement of social cooperatives medium average salaries are about € 1000 per month.
Reference law	National collective labor agreement for employees of social cooperatives and of the healthcare-assistance-educational social sector job placement
Link to documents	http://cislterziario.it/wp-content/uploads/2017/06/ccnl-coop-social.pdf

6.5. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	2
	Operative	0
Disadvantaged people	Coordination and management	1
	Operative	7
	TOTALE	10

Type of disadvantaged people

- long term unemployed
- mental impaired
- immigrants
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

6.5.1. Roles

Able-bodied

- 1 Coordinator (legal representative responsible for human resources and external relationships)
- 1 Commercial and communication manager

Disadvantaged people

- 1 Agronomist
- 6 Agricultural workers
- 1 Delivery employee

6.5.2. Functions

The coordinator will represent the cooperative, promoting and communicating its mission and objectives and will establish relationships with local public and private bodies relating with disadvantaged people from which he will select the workers.

The commercial and communication manager will manage the commercial platform and social networks and take the relationship with customers.

The agricultural workers will work the land and realize the production.

The delivery employee will deliver the fruit and vegetables boxes.

7. Bosnia and Herzegovina: Municipality of Gradiška

TITLE: Building and green maintenance

THE BUSINESS IDEA

The business model for “Building and green maintenance” is developed for establishment of social enterprise involved in building maintenance through ecological approach.

- 1) The main proposed type of client/consumer is local community of flat owners.
- 2) The added value that social enterprise is creating for client is offering professional representation services and resolving problems of cleaning of buildings and stairs, cleaning of glass surfaces, maintaining of business books, cleaning of access paths, cleaning of snow in front of the building during winter, maintenance of electrical and mechanical installations.
- 3) Stakeholders emphasized the following potential channels of communication with the clients: leaflets distribution, organization of round tables, direct communication and online commercials.
- 4) The proposed relationship with clients is based on long-term contract that can be terminated in the case of dissatisfaction with performed services.
- 5) Potential clients are ready to pay suitable amount of money related to provided services and clients' income. The service prices are set according to the flat's surface in m². Total income of social enterprise will be based on the following types of income: maintenance of glass surfaces (10% of total income); maintenance of mechanical installations (10% of total income); maintenance of stairs, access paths and cleaning of snow (20% of total income); maintenance of electrical installations (10% of total income); professional services of representation and maintenance of business books (50% of total income).
- 6) The main activities of social enterprise are as following:
 - professional services of representation
 - maintenance of business books
 - cleaning and maintenance of staircase
 - maintenance of access paths
 - maintenance of mechanical equipment
 - maintenance of electrical equipment.
- 7) The main necessary resources are human resources- workforce and material resources (machines and instruments for green maintenance).
- 8) The key partners are CSOs and suppliers-companies that supply ecologically tested material resources allowing respecting green maintenance principles. Key partners distribute necessary ecologically tested materials.
- 9) The main costs of business model are costs of business foundation, rental costs of business premises, costs of ecologically tested materials supply, costs of workforce salaries. The most expensive resources are workforce (professional services of representation) and business premises rental.

7.1. CANVAS N.1: local communities of flat owners

Repeat this paragraph in case of 2 or more customers segments

Brief summarize of

customer segment: local communities of flat owners on the territory of the Municipality of Gradiska are in a need of professional representation services and green building maintenance.

value proposition: social enterprise is offering professional representation services and resolving problems of cleaning of buildings and stairs, cleaning of glass surfaces, maintaining of business books, cleaning of access paths, cleaning of snow in front of the building during winter, maintenance of electrical and mechanical installations.

channel of communication with the clients: leaflets distribution, organization of round tables, direct communication and online commercials.

customer relationships: long-term contract.

Revenue streams:

- maintenance of glass surfaces (10% of total income);
- maintenance of mechanical installations (10% of total income);
- maintenance of stairs, access paths and cleaning of snow (20% of total income);
- maintenance of electrical installations (10% of total income);
- professional services of representation and maintenance of business books (50% of total income).

Key activities:

- professional services of representation
- maintenance of business books
- cleaning and maintenance of staircase
- maintenance of access paths
- maintenance of mechanical equipment
- maintenance of electrical equipment.

Key resources: human resources- workforce and material resources (machines and instruments for green maintenance).

Key partners: are CSOs and suppliers-companies that supply ecologically tested material resources allowing respecting green maintenance principles.

Cost structure: costs of business foundation, rental costs of business premises, costs of ecologically tested materials supply, workforce salaries.

7.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Local communities of flat owners on the territory of the Municipality of Gradiska are in a need of professional representation services and green building maintenance.	The added value that social enterprise is creating for client is offering professional representation services and resolving problems of cleaning of buildings and stairs, cleaning of glass surfaces, maintaining of business books, cleaning of access paths, cleaning of snow in front of the building during winter, maintenance of electrical and mechanical installations.	Stakeholders emphasized the following potential channels of communication with the clients: leaflets distribution, organization of round tables, direct communication and online commercials.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
The proposed relationship with clients is based on long-term contract that can be terminated in the case of dissatisfaction with performed services.	Potential clients are ready to pay suitable amount of money related to provided services and clients' income. The service prices are set according to the flat's surface in m2. Total income of social enterprise will be based on the following types of income: maintenance of glass surfaces (10% of total income); maintenance of mechanical installations (10% of total income); maintenance of stairs, access paths and cleaning of snow (20% of total income); maintenance of electrical installations (10% of total income); professional services of representation and maintenance of business books (50% of total income).	<ul style="list-style-type: none"> -professional services of representation -maintenance of business books -cleaning and maintenance of staircase -maintenance of access paths -maintenance of mechanical equipment -maintenance of electrical equipment.
(7) Key resources	(8) Key partner	(9) Cost structure
The main necessary resources are human resources- workforce and material resources (machines and instruments for green maintenance).	The key partners are CSOs and suppliers-companies that supply ecologically tested material resources allowing respecting green maintenance principles. Key partners distribute necessary ecologically tested materials.	The main costs of business model are costs of business foundation, rental costs of business premises, costs of ecologically tested materials supply, costs of workforce salaries. The most expensive resources are workforce (professional services of representation) and business premises rental.

7.2. Legislative references for the establishment

Legal nature	Law on development of small and medium sized enterprises
Reference laws	Republika Srpska Official Gazette 50/2013 and 56/2013)
Link to the laws	https://www.paragraf.ba/propisi/republika-srpska/zakon-o-razvoju-malih-i-srednjih-preduzeca.html

7.3. Legislative references for personnel hiring

Types of contract	Full time employment contract, Part-time employment contract
Conditions	
Reference law	Republika Srpska Law on labor (Official Gazette 1/16) RS Law on employment and rights for unemployed (Official Gazette 30/10 and 102/12)
Link to documents	https://www.paragraf.ba/propisi/republika-srpska/zakon-o-radu.html http://www.podaci.net/_gBiH/propis/Zakon_o_posredovanju/Z-pzpvne03v1030-12A2.html

7.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	
Disadvantaged people	Coordination and management	
	Operative	3
	TOTALE	4

Type of disadvantaged people

delete those that are not relevant

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- displaced persons, people in difficult material situation.

7.4.1. Roles

People from vulnerable groups will be involved through the following roles:

- cleaning and maintenance of staircase
- maintenance of access paths
- maintenance of mechanical equipment
- maintenance of electrical equipment.

7.4.2. Functions

People from vulnerable groups will perform functions of cleaning and maintenance staircase, access paths, cleaning of snow, maintenance of mechanical and electrical equipment if applicable.

8. Bosnia and Herzegovina: Municipality of Gradiška

TITLE: Maintenance of green surfaces

THE BUSINESS IDEA

The business idea is related to establishment of business model for foundation of social enterprise active in maintenance of green surfaces such as parks in the Municipality of Gradiska.

- 1) The main clients are municipal administration and public institutions in Gradiska.
- 2) Added value that social enterprise is offering would be high quality and ecologically maintained green surfaces including (removal of weed and ambrosia), maintenance of road belt, maintenance of parks and recreational surfaces, pruning and removal of dry branches, creation of flower surfaces and planting of flowers, production of planting material, production of compost, protection and conservation of plants.
- 3) Desirable channels of communication with clients are media (TV, radio, social networks), promotional activities via banners and distribution of leaflets.
- 4) Clients expect professional relationship based on long-term contract.
- 5) Price is based on realized services, market capacity should be analysed before foundation of business.
- 6) The main activities are as following: maintenance of green surfaces including (lawn moving, removal of weed and ambrosia), maintenance of road belt, maintenance of parks and recreational surfaces, pruning and removal of dry branches and bushes, creation of flower surfaces and planting of flowers, production of planting material, production of compost, protection and conservation of plants.
- 7) The main resources are quality workforce, mechanisation, financial funds, infrastructure (greenhouse, composter, land, business premises).
- 8) The key partners firms involved in distribution of seeds and plant materials as well as mechanisation. Key partners should perform supply of repro materials.
- 9) The main costs are associated with registration of business, procurement of mechanisation, maintenance of mechanisation, maintenance of equipment, procurement of fuel and workforce salaries.

8.1. CANVAS N.1: municipal administration and public institutions in Gradiska

Repeat this paragraph in case of 2 or more customers segments

(1) Brief summarize of

customer segment: The main clients are municipal administration and public institutions in Gradiska.

value proposition: Added value that social enterprise is offering would be high quality and ecologically maintained green surfaces including (removal of weed and ambrosia), maintenance of road belt, maintenance of parks and recreational surfaces, pruning and removal of dry branches, creation of flower surfaces and planting of flowers, production of planting material, production of compost, protection and conservation of plants.

Channel: Desirable channels of communication with clients are media (TV, radio, social networks), promotional activities via banners and distribution of leaflets.

customer relationships: Clients expect professional relationship based on long-term contract.

Revenue streams: Price is based on realized services, market capacity should be analysed before foundation of business.

Key activities:

- maintenance of green surfaces including (lawn moving, removal of weed and ambrosia),
- maintenance of road belt,
- maintenance of parks and recreational surfaces,
- pruning and removal of dry branches and bushes,
- creation of flower surfaces and planting of flowers,
- production of planting material,
- production of compost,
- protection and conservation of plants.

Key resources: The main resources are quality workforce, mechanisation, financial funds, infrastructure (greenhouse, composter, land, business premises).

Key partners: firms involved in distribution of seeds and plant materials as well as mechanisation. Key partners should perform supply of repro materials.

Cost structure: The main costs are associated with registration of business, procurement of mechanisation, maintenance of mechanisation, maintenance of equipment, procurement of fuel and workforce salaries.

8.2. CANVAS N.2: Citizens, restaurants, companies

Brief summarize of customer segment: The main clients are citizens, restaurants and companies in Gradiska.

value proposition: Added value that social enterprise is offering would be high quality and ecologically maintained green surfaces, yards, planting of ornamental flowers, trees, green fences, maintenance of trees, bushes and other plants, protection, fertilization and conservation of plants.

Channel: Desirable channels of communication with clients are media (TV, radio, social networks), promotional activities via banners and distribution of leaflets, marketing for users of services.

Customer relationships: Clients expect professional relationship based on long-term contract.

Revenue streams: Price is based on realized services, market capacity should be analysed before foundation of business.

Key activities:

- maintenance of green surfaces and yards,
- planting of ornamental flowers, trees, green fences,
- maintenance of trees, bushes and other plants, protection, fertilization and conservation of plants,
- counselling related to maintenance of green surfaces.

Key resources: The main resources are quality workforce, mechanisation, financial funds, infrastructure (greenhouse, composter, land, business premises).

Key partners: firms involved in distribution of seeds and plant materials as well as mechanisation. Key partners should perform supply of repro materials.

Cost structure: The main costs are associated with registration of business, procurement of mechanisation, maintenance of mechanisation, maintenance of equipment, procurement of fuel and workforce salaries.

8.2.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
The main clients are citizens, restaurants and companies in Gradiska.	Added value that social enterprise is offering would be high quality and ecologically maintained green surfaces, yards, planting of ornamental flowers, trees, green fences, maintenance of trees, bushes and other plants, protection, fertilization and conservation of plants, counselling related to green surfaces maintenance.	Desirable channels of communication with clients are media (TV, radio, social networks), promotional activities via banners and distribution of leaflets.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Clients expect professional relationship based on long-term contract.	Price is based on realized services, market capacity should be analysed before foundation of business.	<ul style="list-style-type: none"> - maintenance of green surfaces including (lawn moving, removal of weed and ambrosia), - maintenance of road belt, - maintenance of parks and recreational surfaces, - pruning and removal of dry branches and bushes, - creation of flower surfaces and planting of flowers, - production of planting material, - production of compost, - protection and conservation of plants
(7) Key resources	(8) Key partner	(9) Cost structure
The main resources are quality workforce, mechanisation, financial funds, infrastructure (greenhouse, composter, land, business premises).	The key partners firms involved in distribution of seeds and plant materials as well as mechanisation. Key partners should perform supply of repro materials.	The main costs are associated with registration of business, procurement of mechanisation, maintenance of mechanisation, maintenance of equipment, procurement of fuel and workforce salaries.

8.2.2. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
The main clients are municipal administration and public institutions in Gradiska.	Added value that social enterprise is offering would be high quality and ecologically maintained green surfaces including (removal of weed and ambrosia), maintenance of road belt, maintenance of parks and recreational surfaces, pruning and removal of dry branches, creation of flower surfaces and planting of flowers, production of planting material, production of compost, protection and conservation of plants.	Desirable channels of communication with clients are media (TV, radio, social networks), promotional activities via banners and distribution of leaflets, marketing for users of services.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Clients expect professional relationship based on long-term contract.	Price is based on realized services, market capacity should be analysed before foundation of business.	<ul style="list-style-type: none"> - maintenance of green surfaces and yards, - planting of ornamental flowers, trees, green fences, - maintenance of trees, bushes and other plants, protection, fertilization and conservation of plants, - counselling related to maintenance of green surfaces.
(7) Key resources	(8) Key partner	(9) Cost structure
The main resources are quality workforce, mechanisation, financial funds, infrastructure (greenhouse, composter, land, business premises).	The key partners firms involved in distribution of seeds and plant materials as well as mechanisation. Key partners should perform supply of repro materials.	The main costs are associated with registration of business, procurement of mechanisation, maintenance of mechanisation, maintenance of equipment, procurement of fuel and workforce salaries.

8.3. Legislative references for the establishment

Legal nature	Law on development of small and medium sized enterprises
Reference laws	Republika Srpska Official Gazette 50/2013 and 56/2013)
Link to the laws	https://www.paragraf.ba/propisi/republika-srpska/zakon-o-razvoju-malih-i-srednjih-preduzeca.html

8.4. Legislative references for personnel hiring

Types of contract	Full time employment contract, Part-time employment contract
Conditions	
Reference law	Republika Srpska Law on labor (Official Gazette 1/16) RS Law on employment and rights for unemployed (Official Gazette 30/10 and 102/12)
Link to documents	https://www.paragraf.ba/propisi/republika-srpska/zakon-o-radu.html http://www.podaci.net/_gBiH/propis/Zakon_o_posredovanju/Z-pzpvne03v1030-12A2.html

8.5. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	
Disadvantaged people	Coordination and management	
	Operative	3
	TOTALE	4

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- people in poor material conditions, displaced persons

8.5.1. Roles

The roles of vulnerable groups are related to implementation of all the activities that social entrepreneurship is performing:

- maintenance of green surfaces including (lawn moving, removal of weed and ambrosia),
- maintenance of road belt,
- maintenance of parks and recreational surfaces,
- pruning and removal of dry branches and bushes,
- creation of flower surfaces and planting of flowers,
- production of planting material,
- production of compost,
- protection and conservation of plants - maintenance of green surfaces and yards,
- counselling related to maintenance of green surfaces.

8.5.2. Functions

People from vulnerable groups will perform functions of

- maintenance of green surfaces including (lawn moving, removal of weed and ambrosia),
- maintenance of road belt,
- maintenance of parks and recreational surfaces,
- pruning and removal of dry branches and bushes,
- creation of flower surfaces and planting of flowers,
- production of planting material,
- production of compost,
- protection and conservation of plants - maintenance of green surfaces and yards,
- counselling related to maintenance of green surfaces.

9. Bosnia and Herzegovina: Municipality of Gradiška

TITLE:

Collecting of waste

THE BUSINESS IDEA

The business model represents social enterprise involved in collecting and disposal of waste.

- 1) The main customers are households on the territory of the Municipality of Gradiška.
- 2) The added value is resolving the problem of mixed and communal waste by collecting of waste from households and disposal of waste to regional landfill, in order to provide healthier and cleaner environment and ecological ambient.
- 3) Available channels of communication are local media and online promotion.
- 4) Relationship with client should be based on contractual relationship.
- 5) The price depends on the type of collected waste: 30 pf/m² for plastic materials, 75 pf/m² for glass waste, 15 pf/m² for other communal waste. Approximately, plastic materials contribute for about 30%, glass waste for about 10% and other communal waste for about 60% in total income.
- 6) The main activity consists of collecting and disposal of waste.
- 7) The main resources needed for activity realization are human resources, material resources (vehicles), equipment for protection, tools and manipulative space.
- 8) The key partners are communal companies, Municipality of Gradiska and public institutions, operators for secondary raw materials and recycling. Suppliers are gas stations and companies involved in protection at work.

Partners should provide financial support and professional support. Activities that partners should conduct are related to provision of contracts for special services that are not conducted by the company.
- 9) The main costs of the business model are the following: salaries of staff, maintenance of equipment, company registration, supply of equipment, transportation and disposal of waste.

9.1. CANVAS N.1: households

Brief summarize of

customer segment: The main customers are households on the territory of the Municipality of Gradiska.

value proposition: The added value is resolving the problem of mixed and communal waste by collecting of waste from households and disposal of waste to regional landfill, in order to provide healthier and cleaner environment and ecological ambient.

Channel: Available channels of communication are local media and online promotion.

customer relationships: Relationship with client should be based on contractual relationship.

Revenue streams: The price depends on the type of collected waste: 30 pf/m² for plastic materials, 75 pf/m² for glass waste, 15 pf/m² for other communal waste. Approximately, plastic materials contribute for about 30%, glass waste for about 10% and other communal waste for about 60% in total income.

Key activities: The main activity consists of collecting and disposal of waste.

Key resources: The main resources needed for activity realization are human resources, material resources (vehicles), equipment for protection, tools and manipulative space.

Key partners: The key partners are communal companies, Municipality of Gradiska and public institutions, operators for secondary raw materials and recycling. Suppliers are gas stations and companies involved in protection at work. Partners should provide financial support and professional support. Activities that partners should conduct are related to provision of contracts for special services that are not conducted by the company.

Cost structure: The main costs of the business model are the following: salaries of staff, maintenance of equipment, company registration, supply of equipment, transportation and disposal of waste.

9.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
The main customers are households on the territory of the Municipality of Gradiska.	The added value is resolving the problem of mixed and communal waste by collecting of waste from households and disposal of waste to regional landfill, in order to provide healthier and cleaner environment and ecological ambient.	Available channels of communication are local media and online promotion.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Long term contract	The price depends on the type of collected waste: 30 pf/m ² for plastic materials, 75 pf/m ² for glass waste, 15 pf/m ² for other communal waste. Approximately, plastic materials contribute for about 30%, glass waste for about 10% and other communal waste for about 60% in total income.	The main activity consists of collecting and disposal of waste.
(7) Key resources	(8) Key partner	(9) Cost structure
The main resources needed for activity realization are human resources, material resources (vehicles), equipment for protection, tools and manipulative space.	The key partners are communal companies, Municipality of Gradiska and public institutions, operators for secondary raw materials and recycling. Suppliers are gas stations and companies involved in protection at work. Partners should provide financial support and professional support. Activities that partners should conduct are related to provision of contracts for special services that are not conducted by the company.	The price depends on the type of collected waste: 30 pf/m ² for plastic materials, 75 pf/m ² for glass waste, 15 pf/m ² for other communal waste. Approximately, plastic materials contribute for about 30%, glass waste for about 10% and other communal waste for about 60% in total income.

9.2. Legislative references for the establishment

Legal nature	Law on development of small and medium sized enterprises
Reference laws	Republika Srpska Official Gazette 50/2013 and 56/2013)
Link to the laws	https://www.paragraf.ba/propisi/republika-srpska/zakon-o-razvoju-malih-i-srednjih-preduzeca.html

9.3. Legislative references for personnel hiring

Types of contract	Full time employment contract, Part-time employment contract
Conditions	
Reference law	Republika Srpska Law on labor (Official Gazette 1/16) RS Law on employment and rights for unemployed (Official Gazette 30/10 and 102/12)
Link to documents	https://www.paragraf.ba/propisi/republika-srpska/zakon-o-radu.html http://www.podaci.net/_gBiH/propis/Zakon_o_posredovanju/Z-pzpvne03v1030-12A2.html

9.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	
Disadvan- taged people	Coordination and management	
	Operative	4
TOTALE		5

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- people in poor material conditions, displaced persons

9.4.1. Roles

The roles of vulnerable groups are related to implementation of all the activities that social entrepreneurship is performing: collecting and disposal of waste.

9.4.2. Functions

The functions of vulnerable groups are related to implementation of all the activities that social entrepreneurship is performing: collecting and disposal of waste.

10. Montenegro: Municipality of Hercegnovi

TITLE: Building and green maintenance

THE BUSINESS IDEA

After evaluating the ideas and exhibited possibilities given from the participants of the meetings, there was an idea for starting a business that would be oriented towards providing services of gardening and other home affairs, mainly to those households that reside in Herceg Novi relatively briefly and / or periodically. The idea is to organize the production of so-called ecological products, in this particular case, it would be greeting cards, recycled paper pots, printing and recycling services.

The production of these products will enable people with disabilities to change their way of life, blend into social trends and provide themselves with an appropriate kind of economic existence, and therefore satisfaction. Congratulations cards and similar products have already become a synonym for support to such projects, but what makes this idea different is the unification of products, a unique look that, with an ecologically and socially responsible note, sets itself apart from other similar (competing) products.

Second product from the planned assortment is recycled flower pot. There is no household that does not throw at least a plastic (bag) item into the garbage on a daily basis, they end up at the landfill, and they remain there for 1,000 years!

This is a step-by-step thing, and the process will go from a gathering a groups and individuals of ecologi-

cally responsible lovers. It is necessary to give up and forget about the plastic containers and flower pots and to stimulate them to no longer enter the yard. There are several solutions that will not leave a planet contaminated by the plastics in the next generations.

The trend in the world are paper pots in yards. It looks a little impossible and unsustainable. But if you're gardener who raises seasonal flowers only, these pots can finish the job. These pots are relatively cheap, so for one plastic you can buy at least five ecological. These pots are easily composted in nature, because they are made of natural fibers and materials, which are completely decomposed in nature. After some time in the garden, but also at the landfill, there is no sign of it.

In addition to the extremely important ecological advantages, gardening works are also facilitated. The plant does not suffer from transplantation and does not damage the root system. Being lightweight and durable, these pots are a welcome alternative to plain plastic containers that we are accustomed to using. The paper should only be broken up for two to six weeks. Biodegradable pots will keep the season in the yard.

The product is based exclusively on ecological principles, but very well designed. It is produced in a combination of paper, with a little cement, poured into special and uniquely shaped molds.

10.1. CANVAS N.1: production of ecological cartoon products

The main users of the (greeting cards and similar) products would be: City and state institutions, pre-school and school institutions, representatives of the civil sector and a significant number of individuals. Apart from them, it is evident that there are interest from tourist organizations that would like to use these products. Namely, this is a positive affirmation of persons with disabilities who by providing this idea will provide themselves with decent living conditions, not only in the economic but also in the social sense. They would be active participants in social life, self-aware of their work and other sophistication and recognize themselves as members of the community who are not burdensome.

Realizing this idea would create a high level of satisfaction, not only for people with disabilities, but also for users in terms of transferring a part of income to affirmative projects and ideas that contribute to the strengthening of the social community, and thus make the community better and more convenient for life and economic activity. In addition, the realization of this idea would provide support to the strengthening of activities that aim to support sustainable development, through the protection of the environment and stimulating the use of recycled and bioremediating materials. Consequently, the emission of harmful substances into the environment would also be significantly reduced. The sale would be in the following channels: Direct sales (performances at fairs, exhibitions); Distribution to brokers (sales facilities - bookstores, gift shops, souvenir shops and similar stores) and On-line sales (in the future, sales could be developed through the site).

CRM Value Chain Model - based on a high degree of interaction and an exceptional level of trust. This is a model in which consumers play an active role, creating an added value for the company. So far, at a certain level, awareness has been developed of the need for the development of "environmental protection styles", but the level of development required has to be further expanded. By purchasing these products, consumers would have a higher level of satisfaction, which would, besides meeting their basic needs, provide a higher degree of satisfaction, a more emotion-

al attitude towards the product, as well as a sense of more value to make with his purchase and use more than a good deed. Until now, this was not the case, so the purchase and use of such products was reduced to tradition and respect for the usual norms. So far, sales have been traded through traditional payment methods (cash and account), and there is a significant place to promote and organize online sales and payment cards and other electronic banking instruments. Key activities would focus on education, both employees (for the use of machines and tools) as well as end-users (in terms of approaching and familiarizing with the concept of this idea).

The goal of these activities is to achieve a high level of understanding and to avoid unnecessary delays in work and production. Further activities would be directed towards the establishment of probation and regular production, which would be followed by the planning activities with the aim of providing financial sustainability independence as soon as possible. In terms of resources, it is certainly the most important initial (financial) capital, which would be used to procure equipment and means of work, which are imperceptible to ensure a smooth production process. Certainly, and not least, there is a human capital, without which everything cannot be organized and executed. Key partners in these projects are certainly local and state administration, which are directly interested in the realization of project activities. Then there are associations with a disabled person, as well as other associations that gather sensitive groups, and whose inclusion in the realization of this project would result in greater inclusion.

The project would be unthinkable without representatives of companies and representatives of the civil sector, as well as responsible individuals and informal groups interested in greater inclusion of persons with disabilities in social life. Individuals and individuals interested in protecting the environment and encouraging the use of recycled and biodegradable materials would make a special whole. The most important are the costs of equipping equipment and equipping work space. The most important resource is certainly equipment and machines, along with quality and trained personnel.

10.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
<p>City institutions</p> <p>Government institutions</p> <p>Educational institutions</p> <p>Civil sector</p> <p>Tourism companies and organizations</p> <p>Horticulturists and people dealing with horticulture</p> <p>Citizens who like to recycle.</p> <p>Individuals who take care of the preservation of the environment.</p> <p>Various associations and informal groups fighting for the rights of “green”</p>	<p>Participation in the realization of the project with a higher value</p> <p>Support inclusion of persons with disabilities</p> <p>Ecologically clean product suitable for use in many situations.</p> <p>Contribution to the development of environmental protection.</p> <p>A feeling of security and self-confidence in relation to a healthy environment.</p> <p>Substitution of plastic, concrete and other “heavy” materials, with biodegradable and natural materials.</p>	<p>Direct sales (fairs, exhibitions)</p> <p>Sales to brokers (sales facilities - plant pharmacies)</p> <p>On-line sales (via site)</p> <p>Sales via social networks.</p>
(4) Customer relationships	(5) Revenue streams	(6) Key activities
<p>CRM Value Chain Model - based on a high degree of interaction and an exceptional level of trust. This is a model in which consumers play an active role, creating an added value for the company.</p> <p>So far, at a certain level, awareness has been developed of the need for the development of “environmental protection styles”, but the level of development required has to be further expanded.</p>	<p>Consumers want to pay for a product that will provide them with functionality, durability, environmental friendliness and aesthetically correct appearance.</p> <p>Now, only practicality and functionality products are paid. Currently, it is paid cash, on the spot, and in the perspective, there is a significant place for on-line sales, as well as card payments.</p>	<p>Education of users.</p> <p>Education of employees</p> <p>Development of production</p> <p>Sales skills and marketing techniques</p> <p>Direct sales, retail chains and online sales.</p> <p>Transaction-based revenue</p>
(7) Key resources	(8) Key partner	(9) Cost structure
<p>Financial - seed capital.</p> <p>Physical - facilities, vehicles and machines.</p> <p>Human - skilled workforce</p>	<p>Local government</p> <p>Companies that are in the chain of business and whose interests fit into the realization of this idea</p> <p>Civil sector</p> <p>State authorities and institutions</p> <p>Responsible individuals and fighters for environmental rights.</p>	<p>The most important are the costs of equipping equipment and equipping work space. The most important resource is certainly equipment and machines, along with quality and trained personnel.</p> <p>The most expensive activities would be: Procurement of equipment, Training of personnel and Establishment of distribution network</p>

10.1.2. Notes to the canvas

Customer segment

there are interested buyers / users who would be very happy to use the products of this venture. There is insufficient information for some segments, but this could be overcome by more education activities and distribution of information.

Value proposition

it is a higher objective than an economic interest, because its realization raises the level of quality in society, involves a greater number of factors in his life and creates a synergetic effect that will give additional impetus to society. A positive image of the local community is created and stronger community support. Economic independence is ensured by one sensitive group of people, and at the same time different ways of dealing with both the society and the environment are stimulated.

Channel

traditional channels of sales are established, while for online (on-line) channels it takes a bit of time, but there is surely a real chance for sales to develop through these channels of sales.

Customer relationships

depends most on trust among partners, but given that it is a local and relatively small community, these relationships will, along with quality work and business, be quickly built on a satisfactory level.

Revenue streams

the current established sales methods and market conditions require some newspaper and changes, and this idea allows them. Consumers want news in this field, so these products fit together with the system values they have met.

Key actions

inform, educate, develop marketing activities and manage proposed activities in a way that will ensure achievement of the goal.

Key resources

capitalizing on capital of any form can be an obstacle.

Key partners

many partners are declarative for the implementation of such projects, but experience indicates that there may be difficulty in realizing. A good and efficient project approach is needed.

Cost structure

the biggest challenge is the initial capital that is necessary for the procurement of equipment and training of personnel.

10.2. Legislative references for the establishment

Legal nature	Establishment of a company in line with the current regulations in the form of a limited liability company. The statute should define that a major part of the profit must be reinvested.
Reference laws	<p>Law on Business Enterprises</p> <p>Law on Social and Child Protection</p> <p>Law on Protection and Health at Work</p> <p>Law on Vocational Rehabilitation and Employment of Persons with Disabilities</p>
Link to the laws	<p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwiby43R_o_fAhW-Gt4sKHQyRByMQFjABegQIBRAC&url=http%3A%2F%2Fwww.mpa.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D208323%26rType%3D2%26file%3DZakon%2520o%2520privrednim%2520dru%25C5%25A1tvima.pdf&usg=AOvVaw-13ghfT2pEuxEpw9AQscMai</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwj68Nj1_o_fAhW0AxAIHeuFAR8QFjABegQIA-hAC&url=http%3A%2F%2Fwww.mrs.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D135042%26rType%3D2&usg=AOvVaw34ld395B43Ev8T4ZO4pjMs</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=2ahUKEwjph42C_4_fAhVQlIsKHZfAALcQFjACegQIB-hAC&url=http%3A%2F%2Fwww.minradiss.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D285078%26rType%3D2%26file%3DZakon%2520o%2520zastiti%2520i%2520zdrav-lju%2520na%2520radu%252034%252014.pdf&usg=AOvVaw14i1rwhOJ36z331dYdwEBu</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwiEou-4_o_fAhWBLYsKHS-sCNwQFjABegQICRAC&url=http%3A%2F%2Fwww.zzzcg.me%2Fwp-content%2Fuploads%2F2015%2F05%2FZakon-o-profesionalnoj-rehabilitaciji-i-zaposljavanju-lica-sa-invaliditetom.pdf&usg=AOvVaw3zdGI9RJU_ttGXBTY2DKlh</p>

10.3. Legislative references for personnel hiring

Types of contract	Labor contracts Contracts for supplementary engagement Other contracts of work
Conditions	Full time - 40 hours a week Short working hours - 20 hours a week Ad hoc engagement as needed
Reference law	Labor law Law on Protection and Health at Work Law on Vocational Rehabilitation and Employment of Persons with Disabilities General Collective Agreement
Link to documents	<p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja-&uact=8&ved=2ahUKEwilkZXD_4_fAhXGo4sKHfIQCE4QFjABegQIBRAC&url=http%3A%2F%2Fwww.poreskauprava.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D154682%26rType%3D2%26file%3DZakon%2520o%2520radu-pre%25C4%-258Di%25C5%25A1%25C4%2587eni%2520tekst.doc&usg=AOvVaw3OHkiPjuDfpUjGXsSkEiCt</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=2ahUKEwjph42C_4_fAhVQlIsKHZfAALcQFjACegQIBhAC&url=http%3A%2F%2Fwww.minradiss.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D285078%26rType%3D2%26file%3DZakon%2520o%2520zastiti%2520i%2520z-dravlju%2520na%2520radu%252034%252014.pdf&usg=AOvVaw14i1rwhOJ36z331dYdwEBu</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwiEou-4_o_fAhWBlYsKHS-sCNwQFjABegQICRAC&url=http%3A%2F%2Fwww.zzzcg.me%2Fwp-content%2Fuploads%2F2015%2F05%2F-Zakon-o-profesionalnoj-rehabilitaciji-i-zaposljavanju-lica-sa-invaliditetom.pdf&usg=AOvVaw3zdGI9RJU_ttGXBTY2DKlh</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja-&uact=8&ved=2ahUKEwjSwtLY_4_fAhVCw4sKHQ0IDIMQFjAAegQIChAC&url=http%3A%2F%2Fwww.zpcg.me%2Fdownloads%2Fzakoni%2FOpsti%2520Kolektivni.pdf&usg=AOvVaw3_iQFUXLNGQioRg1hcABHb</p>

10.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	3
Disadvantaged people	Coordination and management	2
	Operative	3
TOTALE		9

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

10.4.1. Roles

Director - 1 person

Purchasing and Sales Manager - 1 person

Financial / accounting manager - 1 person

Worker in production - 5 persons

Distributor / driver - 1 person

10.4.2. Functions

The Director - is responsible for creating and implementing a work plan, a sales plan and designing marketing activities. It's about the uncompleted business and legal obligations of the company. (Disadvantaged people)

Purchasing and Sales Manager - in charge of procurements of raw materials and materials for labor, manages labor and market placement of products. If necessary, he / she carries out activities in the field of marketing activities. (Disadvantaged people)

Financial / accounting manager - Financial directors manage financial assets within the enterprise, which implies the management of cash inflows and outflows. They perform their business in accordance with the business policy of the company. In order to know the distribution of funds, it is necessary to compile periodic cash flow plans, as well as reports of executed plans items. They also perform and analyze reports that they produce monthly, quarterly, semi-annual and / or annual. (Disadvantaged people)

Worker in production - management of equipment and means for work in the production of cardboard packaging, paper decoration and biodegradable paper recycled paper. Material handling and packaging of final products. (Disadvantaged people)

Distributor / driver - delivers raw materials and other means of labor, performs final product deliveries and performs other tasks as needed.

11. Montenegro: Municipality of Hercegnovi

TITLE: Building and green maintenance

THE BUSINESS IDEA

After evaluating the ideas and exhibited possibilities given from the participants of the meetings, there was an idea for starting a business that would be oriented towards providing services of gardening and other home affairs, mainly to those households that reside in Herceg Novi relatively briefly and / or periodically.

These are a large number of apartments, cottages, houses, villas and other facilities, which are used in one period (usually during the summer season), which still require certain maintenance.

It has been identified that there is a real need to create a set of services for these users, which would include from one-time service up to certain number of services that could be provided over a certain period of time.

This is a simple service for households, through works aimed at maintenance of buildings, to basic works in the field of horticulture.

Residential objects that are mostly empty throughout the whole year and do not have any supervision and maintenance after a certain period require specific service activities in order to keep them usable. Given that these actions are sometimes more expensive than regular maintenance and the eco lump sum that would be paid for services, the space for performing such activities has been identified.

Also, what the group has chosen for this idea is the fact that in the event of some defects or failures, they can damage not only the owner's apartment but also the surrounding flats, and in this case, it can be negatively reflected to the micro environment.

The idea is focused on the functionality of a large number of residential units and facilities, in order to preserve their purpose, to provide security to their owners and users.

Considering that Herceg Novi is a quiet city in the off season period, without a large number of visitors, and therefore without major activities in the city, this creates a great deal of space for organizing a network of servicemen, gardens and other staff that would be engaged in the implementation of these activities.

11.1. CANVAS N.1: (ECOLOGY AND CRAFTs)

The primary segment consists of owners of real estates, apartments, flats, houses and other objects of owners who do not stay during the year in Herceg Novi (so-called weekenders). Apart from them, the target group consists of the citizens of Herceg Novi, some of whom will recognize the importance and value these services.

Smaller tourist facilities can be targeted as well.

By providing this type of service, the owners of the listed real estates will be given a sense of security, rest and easy arrival in and departure from Herceg Novi, all of which will be completed with a pleasant stay during the city visit.

Direct sales will be done by door-to-door promotion. Then, massive campaigns, throughout split of leaflets, flyers and promotions in the daily press will be carried out. Sales will also be made through promotional activities on social networks, in order of better targeting the target group.

An IDIC Model that focuses on 4 basic actions will be developed: Identify, differentiate (value, need), Interaction and Customize. More precisely, it is about the following activities: the company must identify who is the actual customer and should know about the deep knowledge of their customers, so that they can easily understand them and serve them profitably. Differentiate customers on two bases: value and need. Value: Differentiate customers to identify which customer is generating most value now and

which offer most for the future. Need: Differentiate customers according to their needs (type). Interaction - The company must emphasize interaction with the customer to ensure that it understands customer's expectations and their relationship with a brand. The company must consider Interaction with customers according to their needs and value that they provide you. Interaction directly with customers makes believe that the company has concern with them and the company wants to serve them individually. Customize - When a company differentiates its customers according to their values and needs, after that, the company has to customize its product according to their needs and values. Customize the offer and communications to ensure that the expectations of customers are met. Interact to customize is information to customers about your ability to cope with their need. Failure in the third step means something wrong with the second or third steps.

The revenue will be realized through the collection of subscription packages, which will be formed depending on the specific needs of the users, then the collection of individual services and through the

collection of other (ad hoc) activities. Beneficiaries will be offered contract service packages, which will combine several services with a more favorable price, all in order to ensure stability both financially and operational.

The first step in the realization of the idea will be the detailed market research, which will be done by collecting primary and secondary data and their further processing. Then, the selection and training of personnel, recruitment with a range of offers and the refinement of work activities.

Resource facilities are key facilities that will be used for central organization, then equipment for core business, all of which should be covered by the company's founding capital.

Of the costs, the most significant expenditures will be for the space / facility of the company, equipping with the means of work and education of the personnel that will be engaged in the business.

11.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Owners of real estates (apartments, flats, houses, villas and other facilities) - weekends. Residents of Herceg Novi Tourist objects	Security and serenity when it comes to ownership of a property. Constant functionality. Security in terms of securing property. Know who to address in case of some problems / failures that can occur anytime, anytime of the day.	Direct sale On-line sales (via site)
(4) Customer relationships	(5) Revenue streams	(6) Key activities
IDIC Model company must identify who is an actual customer. Differentiate customers on two bases: value and need. company must emphasis on interaction with the customer. Customize - When company differentiate its customers according to their values and needs, after that, company has to customize its product according to their needs and values.	Consumers want to pay for a service that will provide them with peace of mind, security, and functionality. There is currently no organization of this type of service Payment will be made in two ways: by subscription (via account) and by cash.	Market research Defining the range of services Selection and recruitment of staff. Education of employees Direct sales, retail chains and online sales. Transaction-based revenue
(7) Key resources	(8) Key partner	(9) Cost structure
Physical - facilities, vehicles and equipment. Human - skilled workforce Financial - seed capital.	Local government Assembly of tenants Civil sector State authorities and institutions	The most important are the costs of buying / renting out space and equipment for work. The most important resource is certainly equipment and machines, along with quality and trained personnel. The most expensive activities would be: Resource Planning, Personnel Training and Establishment of Distribution Network

11.1.2. Notes to the canvas

Customer segment

a large number of individuals and other persons who do not have the ability to satisfy the needs of this type in a quality manner, since most of them are not familiar with the way they can do it, and, above all, the current nature of solving these and similar problems was based on the “mouth-to-mouth” principle.

Value proposition

owners of real estate that are not throughout the year in their premises, have a typical problem that arise due to the flow of time, technical failures, natural disasters, weather and so on. Organization of these kind of service would create the ability for estates owners to “remotely” solve the problems that they would otherwise have no influence on.

Channel

the “mouth-to-mouth” practice will not be ignored, as it is a standard practice, so it can be expected that the most common channel of sales will be direct sales. What’s new is a unique and unified offer through leaflets, flyers, catalogs and related materials, targeting those customers who are not able to reach through direct communication. Over time, the image of a secure partner and “good neighbour” will be built, who is always there to solve the problem, and such image can be strengthened on social networks as well.

Customer relationships

a model will be created that will be unified in one part, and in the second it will be adjusted to the reactions of the owners of apartments and houses in order to meet their basic needs and solve their crucial problem.

Revenue streams

revenues will be generated from two sources: subscription and individual interventions. The goal is to provide as many subscribers as possible in the long run, which will make the business economically viable.

Key actions

it is necessary to organize and collect the most important information about the situation on the market, and based on them create a range of services, in order to offer customers a “top-notch” product.

Key resources

it is necessary to provide an office with a office and a room for tools and machines, as well as the necessary means for operation. If necessary, appropriate staff training is also needed.

Key partners

local self-government, tenants’ assemblies, real estate owners, civil sector.

Cost structure

The most important are the costs of buying / renting out space and equipment for work.

11.2. Legislative references for the establishment

Legal nature	Establishment of a company in line with the current regulations in the form of a limited liability company. The statute should define that a major part of the profit must be reinvested.
Reference laws	<p>Law on Spatial Planning and Construction of Structures</p> <p>Law on construction products</p> <p>Law on land ownership</p> <p>Law on Protection and Health at Work</p> <p>Law on Vocational Rehabilitation and Employment of Persons with Disabilities</p>
Link to the laws	<p>http://www.mrt.gov.me/ResourceManager/FileDownload.aspx?rId=290617&rType=2</p> <p>http://www.mrt.gov.me/ResourceManager/FileDownload.aspx?rId=304871&rType=2</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKEwin_MqUspDfAhVGqlsKHQF2DVwQFjAAegQI-CRAC&url=http%3A%2F%2Fwww.gov.me%2Ffiles%2F1054113588.pdf&usg=AOvVaw2uzzf_XSNRRejid_jvIT3F</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=2ahUKEwjph42C_4_fAhVQlIsKHZfAALcQFjACegQIB-hAC&url=http%3A%2F%2Fwww.minradiss.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D285078%26rType%3D2%26file%3DZakon%2520o%2520zastiti%2520i%2520zdrav-lju%2520na%2520radu%252034%252014.pdf&usg=AOvVaw14i1rhwOJ36z331dYdwEBu</p> <p>https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwiEou-4_o_fAhWBlyKHS-sCNwQFjABeg-QI-CRAC&url=http%3A%2F%2Fwww.zzzcg.me%2Fwp-content%2Fuploads%2F2015%2F05%2FZakon-o-profesionalnoj-rehabilitaciji-i-zaposljavanju-lica-sa-invaliditetom.pdf&usg=AOvVaw3zdGI9RJU_ttGXBTY2DKlh</p>

11.3. Legislative references for personnel hiring

Types of contract	Labor contracts Contracts for supplementary engagement Other contracts of work
Conditions	Full time - 40 hours a week Short working hours - 20 hours a week Ad hoc engagement as needed
Reference law	Labor law Law on Protection and Health at Work Law on Vocational Rehabilitation and Employment of Persons with Disabilities General Collective Agreement
Link to documents	https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwilkZXD_4_fAhXGo4sKH-fIQCE4QFjABegQIBRAC&url=http%3A%2F%2Fwww.poreskauprava.gov.me%2FResourceManager%2FFileDownload.aspx%3Frid%3D154682%26rType%3D2%26file%3DZakon%2520o%2520radu-pre%25C4%258Di%25C5%25A1%25C4%2587eni%2520tekst.doc&usg=AOvVaw30HkiPjuDfpUjGxsSkEiCt https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=2ahUKEwjph42C_4_fAhVQllsKHZfAALcQFjACegQIBhAC&url=http%3A%2F%2Fwww.minradiss.gov.me%2FResourceManager%2FFileDownload.Frid%3D285078%26rType%3D2%26file%3DZakon%2520o%2520zastiti%2520i%2520zdravlju%2520na%2520radu%252034%252014.pdf&usg=AOvVaw14i1rwhOJ36z331dYdwEBu https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKEwiEou-4_o_fAhWBlYsKHS=-sCNwQFjABegQICRAC&rl=http%3A%2F%2Fwww.zzzcg.me%2Fwp-content%2Fuploads%2F2015%2F05%2F-Zakon-o-profesionalnoj-rehabilitaciji-i-zaposljavanju-lica-sa-invaliditetom.pdf&usg=AOvVaw3zdGI9RJU_ttGXBTY2DKlh https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKEwJswtLY_4_fAhVCw4sKHQ0IDIMQFjAAegQIChAC&url=http%3A%2F%2Fwww.zpcg.me%2Fdownloads%2Fzakoni%2FOpsti%2520Kolektivni.pdf&usg=AOvVaw3_iQFUXLNGQioRg1hcABHb

11.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	2
Disadvantaged people	Coordination and management	2
	Operative	1
	TOTALE	6

Type of disadvantaged people

-

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

11.4.1. Roles

Director - 1 person

Dispatcher - 2 persons

Repairer / handyman - 3 people

11.4.2. Functions

The Director - is responsible for creating and implementing a work plan, a sales plan and designing marketing activities. It's about the uncompleted business and legal obligations of the company. (Disadvantaged people)

Dispatcher - person in charge of receiving calls, reporting failure, master plan, implementation of plans. (Disadvantaged people)

Repairer / handyman - repair workers, carpenters, electricians, plumbers etc.

12. Croatia: Town of Labin

TITLE: Building and green maintenance

THE BUSINESS IDEA

After evaluating the ideas and exhibited possibilities given from the participants of the meetings, there was an idea for starting a business that would be oriented towards providing services of gardening and other home affairs, mainly to those households and lodgers in skyscrapers in Rijeka which are not under maintainance of public company Čistoća d.o.o.

These are a large number of skyscrapers and households that are situated out of city centre which is daily maintained. The biggest problem is that the area around was “public ownership” and it stayed like this after government transformation from former Yugoslavia to Republic of Croatia. Oftenly that is “nobodys land” making problems to the lodgers but also to the municipality.

It has been identified that there is a real need to create a set of services for these users, which would include from one-time service up to certain number of services that could be provided over a certain period of time.

This is a simple service for households, through works aimed at maintenance of buildings, to basic works in the field of horticulture. Participants also wanted to create mini urban gardens designed on the principles of permaculture which could be lead by the lodgers but also by the new social enterprise.

Also, what the group has chosen for this idea is the fact that in the event of some defects or failures, they can damage not only the owner’s apartment but also the surrounding flats, and in this case, it can be negatively reflected to the micro environment.

The idea is focused on the functionality of a large number of residential units and facilities, in order to preserve their purpose, to provide security to their owners and users, but to include disadvantaged groups and to create possible “simple” but quality jobs for them.

The biggest advantage is that mainly the idea was created by the city of Rijeka representatives who are in search for quality partners from civil sector and other to help them solve the problem activating a social startup.

12.1. CANVAS N.1: BUILDING AND GREEN MAINTAINANCE

The primary segment consists of owners of flats and houses situated out from the city centre which is approximately going from Korzo to Kozala area, and going up to Drenova area. Apart from them, the target group consists of the citizens of Rijeka, some of whom will recognize the importance and value these services. Smaller tourist facilities can be targeted as well.

Direct sales will be done by door-to-door promotion. Then, massive campaigns, throughout split of leaflets, flyers and promotions in the daily press will be carried out. Sales will also be made through promotional activities on social networks, in order of better targeting the target group. Huge support can be made from the city of Rijeka in their daily news etc but also Čistoća d.o.o. which in this case are not considered as competition but as partners.

Customer relation is based on ICT approach consisted from CRM system and call center. Its necessary to optimize the customer relations, costs and to make sure that the service is in high quality.

The revenue will be realized through the sales of service such as green mainance of grass surface, wood editing, urban garden maintainance and building maintainance.

The first step in the realization of the idea will be the detailed market research, which will be done by collecting primary and secondary data and their further processing. Then, the selection and training of personnel, recruitment with a range of offers and the refinement of work activities.

Resource facilities are key facilities that will be used for central organization, then equipment for core business, all of which should be covered by the company's founding capital.

Of the costs, the most significant expenditures will be for the space / facility of the company, equipping with the means of work and education of the personnel that will be engaged in the business.

12.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Owners of real estates (apartments, flats, houses, villas and other facilities)	Employment of disabled people Sustainable development of urban areas Circular economy Green city branding Social inclusion	Direct sale On-line sales (via site)
(4) Customer relationships	(5) Revenue streams	(6) Key activities
CRM system and call center in service to customers. Special trained persons for working with customers.	Consumers want to pay for a service that will provide them with peace of mind, security, and functionality. There is currently no organization of this type of service Payment will be made in two ways: by subscription (via account) and by cash.	Market research Defining the range of services Selection and recruitment of staff. Education of employees Direct sales, retail chains and online sales. Purchase of maintenance equipment
(7) Key resources	(8) Key partner	(9) Cost structure
Physical - facilities, vehicles and equipment. Human - skilled workforce Financial - seed capital.	City of Rijeka - department for urbanism - department for communal affairs Building managers Čistoća d.o.o.	The most important are the costs of buying / renting out space and equipment for work. The most important resource is certainly equipment and machines, along with quality and trained personnel. The most expensive activities would be: Resource Planning, Personnel Training and Establishment of Distribution Network

12.1.2. Notes to the canvas

Customer segment

a large number of individuals and other persons who do not have the ability to satisfy the needs of this type in a quality manner, since most of them are not familiar with the way they can do it, and, above all, the current nature of solving these and similar problems was based on the “mouth-to-mouth” principle.

Value proposition

owners of real estate that are willing to support the inclusion of disadvantaged people

Channel

the “mouth-to-mouth” practice will not be ignored, as it is a standard practice, so it can be expected that the most common channel of sales will be direct sales. What’s new is a unique and unified offer through leaflets, flyers, catalogs and related materials, targeting those customers who are not able to reach through direct communication.

Customer relationships

a model of call center that is not fixed but can be provided on different spots

Revenue streams

revenues will be generated from two sources: subscription and individual interventions. The goal is to provide as many subscribers as possible in the long run, which will make the business economically viable.

Key actions

it is necessary to organize and collect the most important information about the situation on the market, and based on them create a range of services, in order to offer customers a “top-notch” product.

Key resources

it is necessary to provide an office with a office and a room for tools and machines, as well as the necessary means for operation. If necessary, appropriate staff training is also needed.

Key partners

local self-government, real estate owners, civil sector.

Cost structure

The most important are the costs of buying / renting out space and equipment for work.

12.2. Legislative references for the establishment

Legal nature	Establishment of a company in line with the current regulations in the form of a limited liability company. The statute should define that a major part of the profit must be reinvested.
Reference laws	Law on communal economy Law on land ownership Law on environment protection Law on Protection and Health at Work Law on Vocational Rehabilitation and Employment of Persons with Disabilities
Link to the laws	https://www.zakon.hr/z/319/Zakon-o-komunalnom-gospodarstvu https://narodne-novine.nn.hr/clanci/sluzbeni/1996_10_91_1596.html https://www.zakon.hr/z/194/Zakon-o-za%C5%A1titi-okoli%C5%A1a https://www.zakon.hr/z/167/Zakon-o-za%C5%A1titi-na-radu https://www.zakon.hr/z/493/Zakon-o-profesionalnoj-rehabilitaciji-i-zapo%C5%A1ljavanju-osoba-s-invaliditetom

12.3. Legislative references for personnel hiring

Types of contract	Labor contracts Contracts for supplementary engagement Other contracts of work
Conditions	Full time - 40 hours a week Short working hours - 20 hours a week Ad hoc engagement as needed
Reference law	Labor law Law on Protection and Health at Work Law on Vocational Rehabilitation and Employment of Persons with Disabilities
Link to documents	https://www.zakon.hr/z/307/Zakon-o-radu http://www.zakon.hr/z/167/Zakon-o-zaštiti-na-radu https://www.zakon.hr/z/167/Zakon-o-za%CA1titi-na-radu

12.4. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	1
	Operative	1
Disadvantaged people	Coordination and management	1
	Operative	3
	TOTALE	6

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- ex-prisoners
- ex drug addicted.

12.4.2. Functions

The Director - is responsible for creating and implementing a work plan, a sales plan and designing marketing activities. It's about the uncompleted business and legal obligations of the company. (Disadvantaged people)

Dispatcher - person in charge of receiving calls, reporting failure, master plan, implementation of plans. (Disadvantaged people)

Coordinator of disadvantaged workers - person in charge to educate and lead people with disabilities or disadvantaged people who need to integrate on labor market

Repairer / handyman - repair workers, carpenters, electricians, plumbers, gardeners etc.

12.4.1. Roles

Director - 1 person

Dispatcher - 1 persons

Coordinator of disadvantaged workers - 1 person

Repairer / handyman - 3 people

13. Croatia: Town of Labin

TITLE: Waste reduction

THE BUSINESS IDEA

Social enterprises and social economy sector in Croatia is not well developed. Due to the specific situation, the activities were implemented in two locations, Labin and Rijeka. After analyzing the sector and market possibilities with participants of workshops, a business idea was created in order to include people with disabilities to the labour market and provide services connected with reuse and collection of textile.

In 2013., as output of one EU project in the north of Croatia several private and legal persons established a social cooperative called Humana Nova. After two years of testing the business model on the market, the protagonist expanded the business model to capital city Zagreb, and in 2017. in Labin. Today, there are three social cooperatives operating in different counties. The mission of the coops is to reduce and reuse textile from the environment and to use it again. Business model consists from "reverse" logistic chain in a way that textile is collected, then sorted in different categories, and then distributed to second hand shops or to other enterprises who are working in the sector of recycling waste. Each coop is employing from 10 to 18 employees, mostly from deprived groups or people with disabilities.

In order to test the market position in Labin, specifically in Istrian county, there was one meeting implemented, with participant directly involved in the coops daily work, such as coop manager, employees and coop members. Other meeting was with participants from Rijeka who are going to implement the business model in Primorsko goranska county, specifically second hand shops, and who are directly working with young people with disabilities. Final idea is to open a chain of second hand shops from Istria county to Međimurska county (north-west) lead by social coops and to employ people with disabilities and other deprived groups. Main resource is textile waste who needs to be used or as clothes in second hand shops or in a process of recycling and then be used as isolation in houses etc.

With this business idea protagonists can prevent that textile is going on the landfills and the hipper production of textile and clothes. Approximately 2.400 t of textile can be used in the process, which is directly connected to downsizing CO₂ emission and H₂O usage. The process can generate from 5 to 20 working units for people with disabilities or other, depending on the mission of the organization. Although business idea is low profit or even non profit if is managed well can be organized as sustainable business.

13.1. CANVAS N.1: social coop second hand textile shops

The main users of the products would be: private persons with low incomes, or person with strong sense of environmental consciousness, legal persons who have second hand shops and enterprises who operate in the field of textile recycle process and create new products such as isolation material.

Apart from them, it is evident that there are interest from tourist organizations that would like to use these products. Namely, this is a positive affirmation of persons with disabilities who by providing this idea will provide themselves with decent living conditions, not only in the economic but also in the social sense. They would be active participants in social life, self-aware of their work and other sophistication and recognize themselves as members of the community who are not burdensome.

Realizing this idea would create a high level of satisfaction,

not only for people with disabilities, but also for users in terms of transferring a part of income to affirmative projects and ideas that contribute to the strengthening of the social community, and thus make the community better and more convenient for life and economic activity. In addition, the realization of this idea would provide support to the strengthening of activities that aim to support sustainable development, through the protection of the environment and stimulating the use of recycled, upcycled or reused materials or products. Consequently, the emission of harmful substances into the environment would also be significantly reduced. The sale would be in the following channels: Direct sales (second hand shops); Distribution to brokers (sales facilities - gift shops, for profit second hand shops and similar stores) and On-line sales (in the future, sales could be developed through the site for upcycled products).

In terms of resources, it is certainly the most important initial (financial) capital, which would be used to procure equipment and means of work, which are imperceptible to ensure a smooth production process. Certainly, and not least, there is a human capital, without which everything cannot be organized and executed. Key partners in these projects are certainly local utility companies, which are directly interested in the realization of project activities. Then there are associations with a disabled person, as well as other associations that gather sensitive groups, and whose inclusion in the realization of this project would result in greater inclusion.

The project would be unthinkable without representatives of companies and representatives of the civil sector, as well as responsible individuals and informal groups interested in greater inclusion of persons with disabilities in social life. Individuals and individuals interested in protecting the environment and encouraging the use of recycled materials would make a special whole. The most important are the costs of equipping equipment and equipping work space. The most important resource is certainly equipment and storage, along with quality and trained personnel.

13.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Private persons (with lower income, and conscious persons)	Participation in the realization of the project with a higher value	Direct sales (second hand shops, fairs, exhibitions)
Tourism companies and organizations	Support inclusion of persons with disabilities	Sales to brokers
Citizens who like to reuse	Ecologically clean product suitable for use in many situations.	On-line sales (via site)
Various associations and informal groups fighting for the rights of "green"	Contribution to the development of environmental protection.	Sales via social networks
Non profit organizations	A feeling of security and self-confidence in relation to a healthy environment.	
Merchants	Support of recycling of materials	
Constructional enterprises		
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Sustainability and loyalty	Most of the sales is going on in second hand shops where textile and clothes can be bought with cash and cards, so called kilo shop (1 kg for 7 EUR), part of upcycled clothes can be bought through second hand shops and on web shop, there is a huge potential to sale textile that is lower quality to buyers/enterprises who recycle textile into new products. The rest can be sold to for profit second hand shops in EU.	Education of users.
Customer education and ethical values shared		Education of employees
Creation of tailor made mini events with and for customers		Pickup of waste textile
		Sorting of textile
		Redesign of clothes
		Direct sales, retail chains and online sales.
		Transaction-based revenue
(7) Key resources	(8) Key partner	(9) Cost structure
Financial - seed capital.	Second hand shops	The most important are the costs of equipping equipment and equipping work space. The most important resource is certainly equipment and storage, along with quality and trained personnel.
Physical - facilities, vehicles and machines.	Textile buyer enterprises	
Human - skilled workforce	Civil sector	The most expensive activities would be: Procurement of equipment, Training of personnel and Establishment of distribution network. For high quality supply of second hand shops and textile collection there is a need to buy a vehicle/van, 1 or 2 depending on the size of workload.
Raw material - textile, clothes	Responsible individuals and fighters for environmental rights	
	Utility companies	

13.1.2. Notes to the canvas

Customer segment

there are interested buyers / users who would be very happy to use the products of this venture. There is insufficient information for some segments, but this could be overcome by more education activities and distribution of information, and stronger marketing activities on social networks.

Value proposition

it is a higher objective than an economic interest, because its realization raises the level of quality in society, especially for deprived groups. This is a non-for-profit venture directed to downsize textile waste and to upsize reuse of resources/materials.

Channel

traditional channels of sales are established, the second hand shops, while for online (on-line) channels it takes a bit of time, but there is surely a real chance for sales to develop through these channels of sales.

Customer relationships

depends most on trust among partners, cooperative members and employees. With tailor made approach to customers and constant evaluation of relations bounds can quickly be made and local community support will not be deficient.

Revenue streams

most of the sales is going on in second hand shops where textile and clothes can be purchased with cash and cards, so called kilo shop (1 kg for 7 EUR),

Key actions

inform, educate, develop marketing activities and manage proposed activities in a way that will ensure achievement of the goal.

Key resources

both financial and human resources in the business venture can be at high risk, as non for profit maybe there is going to be lack of capital to start up and later on lead the business. Human capital must be managed good in order to take the most of the employed but at the same time to not put in the position eventually to "normal" employees due to less capacity.

Key partners

the key of success is to gather reliable partners who are going to support business venture in different phases of growth, with capital, human and other resources.

Cost structure

the biggest challenge is the initial capital that is necessary for the procurement of equipment and training of personnel, but also to find a storage for textile and van(s) for delivery and collecting textile from containers.

13.2. Legislative references for the establishment

Legal nature	Establishment of a company in line with the current regulations in the form of social cooperative The statute should define that a major part of the profit must be reinvested.
Reference laws	Law on Business Enterprises Law on cooperatives Law on environment protection Law on Vocational Rehabilitation and Employment of Persons with Disabilities
Link to the laws	https://narodne-novine.nn.hr/clanci/sluzbeni/2011_12_152_3144.html https://www.zakon.hr/z/458/Zakon-o-zadrugama https://www.zakon.hr/z/194/Zakon-o-za%C5%A1titi-okoli%C5%A1a https://www.zakon.hr/z/493/Zakon-o-profesionalnoj-rehabilitaciji-i-zapo%C5%A1ljavanju-osoba-s-invaliditetom

13.3. Legislative references for personnel hiring

Types of contract	Labor contracts Contracts for supplementary engagement Other contracts of work Voluntary contracts
Conditions	Full time - 40 hours a week Short working hours - 20 hours a week Ad hoc engagement as needed Voluntary work in non profits
Reference law	Labor law Law on Protection and Health at Work Law on Vocational Rehabilitation and Employment of Persons with Disabilities
Link to documents	https://www.zakon.hr/z/307/Zakon-o-radu https://www.zakon.hr/z/167/Zakon-o-za%C5%A1titi-na-radu https://www.zakon.hr/z/493/Zakon-o-profesionalnoj-rehabilitaciji-i-zapo%C5%A1ljanju-osoba-s-invaliditetom

13.4. Organisation

The new social startup needs the following human resources

13.4.1. Roles

Type	Role	n.
Able-bodied	Cooperative manager	1
	Assistant manager	1
Disadvantaged people	Sorting house coordinator	1
	Operative (vendors, sorters, shofer)	5
	TOTAL	8

Cooperative manager- 1 person

Assistant Manager - 1 person

Sorting house coordinator - 1 person

Worker in production - 4 persons

Distributor / driver - 1 person

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people with disabilities
- physical impaired
- pensioners

13.4.2. Functions

Cooperative manager - is responsible for creating and implementing a work plan, a sales plan and designing marketing activities. It's about the uncompleted business and legal obligations of the company. Financial directors manage financial assets within the enterprise, which implies the management of cash inflows and outflows. They perform their business in accordance with the business policy of the company. In order to know the distribution of funds, it is necessary to compile periodic cash flow plans, as well as reports of executed plans items. They also perform and analyze reports that they produce monthly, quarterly, semi-annual and / or annual (Disadvantaged people)

Assistant Manager - in charge of procurements of raw materials and materials for labor, manages labor and market placement of products. If necessary, he / she carries out activities in the field of marketing activities. Workers in second hand shops. (Disadvantaged people)

Worker in production - people who work in sorting place and in second hand shops. (Disadvantaged people)

Distributor / driver - delivers raw materials and other means of labor, performs final product deliveries and performs other tasks as needed.

14. Italy: Sicily Consorzio Sol. Co.

TITLE: Agrifood - Wine

THE BUSINESS IDEA

The idea is to create a social start up for the marketing of natural wine. Natural wines are characterized by a limited content of chemical additives; this is why

they fit into the macro trend of sustainable consumption. The social start-up will be managed through the job inclusion of disadvantaged people.

How many additives there could be in a bottle of wine?



The start up would not be limited to commercialization but would lead to studies for the creation of new products, which would then make wine from third parties after choosing the grapes considered most suitable to meet the tastes of consumers.

1.1.1.1 The customer is the consumer eager to experiment new wine products that contain significant elements of history, ethics and quality.

With regard to the customer, in the following pages are defined: Needs and expectations

1. Value proposition
2. Customer relationship
3. Channels
4. Revenue Streams
5. Key activities
6. Key resources
7. Key partners
8. Cost structure

The various elements of the business model are organized according to the BMC (business model canvas) methodology. On the sidelines of the Canvass are reported the legal and organizational aspects of the social start-up.

14.1. CANVAS

The start-up is aimed at the final consumer, lover of quality wine, with innovative traits, who can tell a story of innovation and experimentation and is combined with ethical principles

The offer will include a wide variety of labels, all wines made “natural”, studied and produced with ethical, sustainable and social inclusion principles.

The marketing will take place through an online channel, either direct (with web platform) or indirect (through marketplace). Direct sales are also planned in physical locations, such as niche fairs, tasting events.

The relationship with the client will be centered on the creation of consumer panels able to orient the production in a logic of co-design.

The key activities of the start up will consist in the purchase of grapes of different origins, in the conception of wines, in the vinification of bottling and labeling through third parties (partner wineries able to comply with supply specifications), in communication and marketing

The key resources will coincide with human resources, in particular a winemaker responsible for production, a commercial. Another key resource will be the management software of production and marketing, which will be at the base of the web platform.

The main partners are: agricultural producers, wine-makers, wineries, marketplaces (es Vinix)

The ratio of revenues to costs, even if it shows a not high margin, allows high scalability indexes (high increases in customers that do not require new investments).

Naturally, positioning will be value driven, where the value of the company will be given by the quality of the product, by environmental sustainability and by the social inclusion policies of disadvantaged workers.

It is suggested to read the canvas following the numbering of the 9 blocks.

14.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Quality wine consumers	Quality wines, natural, innovative, with strong symbolic, ethical and social elements.	Web portal (direct) Online marketplace Tasting events Niche exhibitions
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Web platform Social network Panel test for co-design	Fixed pricing: price list and product feature dependent Valore della produzione pari a circa € 765.000	Ideation of wines Purchase of grapes Outsourced production Control and certifications Marketing Communication and promotion Pre-sales and after-sales
(7) Key resources	(8) Key partner	(9) Cost structure
Winemaker (Human) Commercial (Human) Contact center (Human) Disciplinary (intellectual) Software (Intellectual) Web platform (Intellectual)	Oenologists (R & D partner) Farms (Production partner) Cellars winemaking companies (Production partner) Software company (commercial partner)	An incidence of 58-60% is estimated for the costs of raw materials and for production, packaging and shipping costs. Adding personnel costs, consultancy, commercial and communication costs, structural costs (office, means, etc.) the incidence of costs reaches 95%.

14.1.2. Notes to the canvas

The notes refer to the numbering of the blocks:

Customer segment

- Expectations are centered on quality, symbolic value, variety and innovation. The concerns refer to failure to respect delivery times.

Value proposition

- The value proposition is therefore played on elements of novelty (new products, niche, to be shown), design (evocative labels) and status (the value of the brand, which recalls the concepts of innovation, but at the same time history and ethical value -social). You can make deliveries in a short time, thanks to the partnerships with the production, which will establish a direct line between warehouses and places of delivery.

Channel

- Customers can order wines through the start-up web platform. Furthermore, marketing is also foreseen through specialized wine marketplaces.
- Finally, purchases can take place during events dedicated to food and wine tasting and small fairs for wine lovers.
- Deliveries will be managed directly by the production partners, thanks to the start-up management software.

Customer relationships

- Through the web platform and social networks customers will be constantly updated on new productions, offers, promotions and promotional appointments.
- Furthermore, for the creation of wines the start-up will form panel tests; customers can join test groups that will be invited to taste and to express their evaluation on new products.

Revenue streams

- The products will have a starting price, different in terms of type and characteristics of the wines. Starting from these lists, promotions will be defined differentiated by customer loyalty level and by sales channel (for example, the use of marketplaces will impose the use of discounts and promotions). An average price of €8.5 per bottle is assumed for 90,000 bottles of 0.75 cl per year (volumes correspond to an average consumption of 20 bottles per year by 4,500 customers).

Key activities

- The wines will be designed starting from the different Italian grapes, looking for innovative solutions to obtain high quality natural wines. The design process will end with the definition of a production disciplinary and with the definition of labels (brand and graphics).
- The grapes will be bought on farms and sent to production partners (wineries) for vinification, bottling and labeling (so production will be outsourced); the production partners will also take care of the logistics (warehouse and delivery to the customer on the basis of what is required by the start up through the management software and the web platform). During the production phases, the social start-up will follow the processes, checking the results and compliance with the production specifications.
- The central activity of the start up, in addition to the ideation, will therefore be that of communication and promotion to develop sales; it is about treating relationships with trend setters (bloggers, journalists, chefs, etc.), developing campaigns on social media, organizing and participating in tasting events, participating in small fairs.
- Naturally, the ideation must be managed with a high involvement of the customers (in particular those with greater fidelity), above all in the testing phase. As well as the after-sales, it must be followed accurately, to complete the customer's shopping experience.

Key resources

- Among the human resources, the roles of the oenologist and responsible for production (for the creation of wines and for the coordination of production), the commercial (for the management of sales, communication and promotion) and the staff of the contact center (for the management of the web platform, social media, reports and telephone contacts, for the use of management software).
- The contact center, the operative heart of the start up, will be managed with the employment of personnel with a working disadvantage; in particular it will be possible to employ people with physical disabilities who can work on the phone and the computer.
- The other key resources are of an intellectual nature: wine production regulations, management software (for the organization and monitoring of production, logistics, sales and administration) and the web platform (both for the front end with the consumer, who for the interface in the reserved area with the partners).

Key partners

- The ideation will be realized also thanks to the involvement of a staff of external enologists, coordinated by the internal enologist at the start up. External winemakers can be contracted according to the research and development objectives.
- Other key partners are the productive ones, in particular the farms where to buy the grapes and the wineries to which the winemaking, the bottling and the labeling, the packaging, the warehouse logistics and the distribution. The value of the start up will be precisely that of articulating a wide network of productive partnerships, differently specialized in natural wines. Each winery will be able to take care of one or two specific labels on behalf of the start up; this will be a barrier to unfair behavior on the part of the partners.

Cost structure

- Production costs are those with greater incidence. Each bottle has a cost of € 1.5 for grapes, € 2 for vinification, bottling, labeling, € 1 for packaging and shipping. Total production and distribution costs of € 4.5 per bottle. Considering a production of 100,000 bottles a year to meet a demand of 90,000, production costs will be around 450,000 euros.
- To these are added personnel costs, for around € 186,000 a year.
- The costs of external consultants: winemakers, software companies, for € 25,000 a year. The commercial and communication costs, for € 40,000 a year.
- The structural costs (offices, vehicles, overheads, travel and transfers, etc.), equal to about € 24,000 per year.

14.1.3. Legislative references for the establishment

Legal nature	<p>The possible legal forms for the start up are:</p> <p>Type B social cooperative (for job inclusion) Company limited managers (SRL) social enterprise</p> <p>Of the two, the first is certainly the most suitable to work with disadvantaged workers.</p>
Referen ce laws	<p>The normative references for the Type B Social Cooperatives, in Italy are:</p> <p>Law 381/2001</p> <p>Type B social cooperatives can carry out various activities using the work experience of disadvantaged people in order to integrate them into the world of work. The concept of a disadvantaged person is regulated by article 4 L. 381/1991. According to this provision the subjects that fall into this category are:</p> <p>disabled, physical, psychic or sensory subjects with a reduction in work capacity of more than 45%;</p> <p>former patients of psychiatric hospitals;</p> <p>subjects undergoing psychiatric treatment;</p> <p>drug addicts;</p> <p>alcoholics;</p> <p>minors of working age in situations of family difficulty;</p> <p>convicted persons admitted to alternative measures to detention;</p> <p>subjects identified with a specific decree by the president of the council of ministers. Disadvantaged people must constitute at least 30% of the workers of the cooperative</p> <p>Another standard relevant to the business model is the provision of public tenders. Procurement Code (Legislative Decree No. 50/2016)</p>
Link to the laws	<p>Law 381/2001</p> <p>https://it.wikisource.org/wiki/L._8_novembre_1991,_n._381_-_Disciplina_delle_cooperative_sociali</p> <p>ProcurementCode(DecretoLegislativon.50/2016)http://www.gazzettaufficiale.it/atto/serie_generale/caricaDettaglioAtto/originario?atto.dataPubblicazioneGazzetta=2016-04-19&atto.codiceRedazionale=16G00062</p>

14.1.4. Legislative references for personnel hiring

Types of contract	Job placement Assumption of fixed time Assumption of undetermined time
Conditions	Monthly average salaries According to the National Collective Labor Contract 2017 for social cooperatives, in Italy monthly salaries range from € 1,184.20 to € 2,180.72 Monthly value of seniority step Average monthly increases due to seniority range from € 11.62 to € 46.48
Reference law	National collective labor agreement (CCNL) for employees and members of the Cooperatives and members of the Social Cooperatives operating in the social-health, welfare-educational and employment sectors. Legislative Decree 276/2003, Arts. 13 - 14 Implementation of the delegations concerning employment and the labor market, as per law 14 February 2003, n. 30. Circular Ministry of Labor n. 41 of October 23, 2004 MINISTRY OF WORK AND SOCIAL POLICIES Directorate General for Social Dampers and Employment Incentives Division I Subject: Application of incentive measures for public and private connections as per article 13 of legislative decree n. 276 of 2003
Link to documents	Collective social cooperative contract 15/02/2017 http://cislalterziario.it/wp-content/uploads/2017/06/ccnl-coop-social.pdf Abatement of contributory costs and tax benefits https://www.cliclavoro.gov.it/Aziende/Incentivi/Pagine/Cooperative-sociali.aspx

Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	2
	Operative	-
	Coordination and management	1
Operative		5
	TOTALE	8

Disadvantaged people

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired

14.1.5. Roles

Ruolo	Tipologia	N.
Winemaker responsible for production	Able bodied	1
Sales and communication manager	Able bodied	1
Operational central manager	Disadvantaged people	1
Contact center workers	Disadvantaged people	3
Apprentices	Disadvantaged people	2
	TOTAL	8

14.1.6. Functions

Winemaker responsible for production

He studies the combinations of grapes for the creation of wines, also with the involvement of external oenologists (partners). It defines the production specifications, research the production partners (farms, wineries and winemaking companies), coordinates the vinification, bottling and labeling activities entrusted to external partners.

Sales and communication manager

Manages reports for updating and maintenance of the web platform and management software. Develop relationships with the media and the trend setters. Organize and care for participation in promotion and communication events. He takes care of the relationship with the customers in pre-sales and after sales. It supports the winemaker and production manager in the creation of brands and label graphics.

Head of operations center

Manage and coordinate contact center activities. Through the use of management software it manages the ordinary accounting, also taking care of the control and monitoring aspects.

Contact center

They manage the web platform and use management software to monitor production, logistics and sales. They receive customer requests and organize pre-sales and after-sales

Apprentices

Staff in work placement. They work in assistance to the contact center workers.

15. Italy: Sicily Consorzio Sol. Co.

TITLE: Building maintenance

THE BUSINESS IDEA

The business idea is to create a social start up to provide maintenance services for public and private buildings. Services range from small repairs to real renovations.

The main customers are:

- Public bodies
- Enterprises (tenants or owners of commercial properties)
- Private citizens (residential building owners)

All services are based on a logic of sustainability and environmental protection. In other words, the start-up will propose solutions for:

- Energy (electrical and gas) and hydric saving
- Eco sustainability (materials with low environmental impact)

The social start-up will also be managed through an approach based on the job inclusion of disadvantaged people

In the following pages, for each customer are defined

1. Needs and expectations
2. Value proposition
3. Customer relationship
4. Channels
5. Revenue Streams
6. Key activities
7. Key resources
8. Key partners
9. Cost structure

The sections of the business model are organized according to the BMC (business model canvas) methodology.

The 3 canvas can be interpreted as an expression of a single company with three distinct commercial areas or as 3 different companies.

1.1.1.2 It is important to highlight that the block 9 (cost structure) has been conceived in this second meaning, so that each canvas assumes specific management costs. Of course, in case of single start-up with 3 divisions, the management costs (offices, personnel, equipment and materials) would be merged, generating savings, which would increase the percentage of gross operating margin (difference between production value and fixed and variable costs).

At the end of the Canvass the legal and organizational aspects of the social start-up are reported.

15.1. CANVAS N.1: public bodies

The realization of the works will be done thanks to a mix of internal and external resources. The most critical partnerships are: research and development (to manage and provide innovative solutions for environmental sustainability) production (for the materials and machinery, equipment, tools and specialized skills) .

At the end of the works, customer relationship management will be possible through ordinary maintenance plans (that also allow the control of the successful of the works) and informative and training activities on the innovative solutions regarding environmental sustainability and energy saving.

Naturally, positioning will be value driven, where the value of the company will be given by the quality of the proposal (focused on green solutions and eco-sustainability) and by the social inclusion policies of disadvantaged workers.

1.1.1.3 It is suggested to read the canvas following the numbering of the 9 blocks.

15.1.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Public bodies with goals of school buildings renovation	Restructuring, regulatory adjustments, extraordinary maintenance and ordinary maintenance programs. The value proposition is played on performance and risk reduction	MEPA (public e-procurement platform). RDO (direct requests for quotation). Participation in RTI (temporary groupings of companies)
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Workshops and training activities for eco-sustainable solutions and energy saving. Scheduled maintenance.	Dynamic pricing: negotiation procedures. The segment could be worth around € 1.5 million	Consultancy to public bodies; Monitoring of tenders; Design; Construction site coordination; Management and monitoring and scheduled maintenance.
(7) Key resources	(8) Key partner	(9) Cost structure
Research and development; call for tenders; production; quality and certifications; monitoring and reporting (Human R) Tools and equipment (Physical R)	Innovative companies (partner R & D) Building companies (production partner) Banks and insurance (financial partners)	The cost structure will be value driven The most significant costs are: materials for the implementation of interventions and costs of production partnerships (which are variable costs). The cost ratio is 95-98%

15.1.2. Notes to the canvas

Notes are referred to the blocks number

Customer segment

- Public bodies which have the ownership of kindergartens, primary and secondary schools. They need structural interventions to modernize, redevelop, adjust, etc. For example, architectural barriers reduction, plant safety, seismic adaptation.
- These customers require suppliers with an adequate economic and financial capacity, quality certifications and guarantee certificates (for example, in Italy, SOA certificate)
- The problems of these supplies are often linked to the misuse of resources, technical non-compliance, failure to respect the timing, the misuse of materials or technologies (sometimes obsolete), the risk of unfinished works.

Value proposition

- Services will be provided through a rigorous process of analysis of the state of the art, identification of regulatory non-conformities, definition of projects and economic plans, time schedules, metric and estimative calculations. All with guarantees of transparency, compliance with technical specifications, control of execution of works (Risk reduction). Furthermore, added value will lie in the identification of energy saving solutions and the use of eco-sustainable materials (Performance)

Channel

- Since these are supplies to public bodies, in Italy it will be necessary to comply with the provisions of the procurement law (D Lgs 50/2016). This means that the marketing channels will be subject to public evidence. In order to be invited to take part in tenders, it will be advisable to register for e-procurement platform (for example MEPA at national level), develop relationships with other public housing operators to enter temporary business groupings (RTI) or establish pre-existing relationships with entities for direct requests for supply (RDO).

Customer relationships

- Although relations with customers are regulated by the procurement law (DLgs 50/2016), it is possible to activate customer relationship management. For example, it will be possible to organize thematic workshops in which to highlight the operations carried out and the eco-sustainable and energy-saving solutions implemented following the assignment of works. Or, you can organize free training activities for representatives of public bodies, to illustrate all the new solutions in the field of school buildings. These activities can be useful to verify the needs, then predict and anticipate the exit of calls for tenders.

Revenue streams

- It is appropriate to participate in at least 100 call for tenders per year and expect a success rate of at least 20%. With an average tender value of around € 75,000, we estimate a segment value of € 1.5 million per year.

Key activities

- Consultancy will be designed with the aim of transferring know-how to the public administration on the issues of sustainability and environmental protection, and therefore as an activity to support relations with the client. This activity can also be translated as advice for the terms of the tenders.
- As far as the execution of works is concerned, since these are complex interventions, it will be necessary to involve partner companies with complementary skills, another key activity will therefore be those of coordination and management, that is the direction of construction sites.

Key resources

- The main key resources are linked to the Human Resources area. Some of the key functions (research and development on new materials, race monitoring, design) can also be carried out by individuals with physical disabilities, while other functions of an operational nature, such as the design and coordination of construction sites, will require able bodied workers
- In addition to human resources, the need to equip the start up of tools and equipment necessary for carrying out work must not be overlooked.

Key partners

To ensure the implementation of the interventions, it will be necessary to involve construction companies that can support the activities with equipment, tools and means of execution of works. The partnership must respect the subcontracting limits defined by the law (D Lgs 50/2016).

The partnership with innovative companies will instead be able to oversee the theme of new solutions in terms of environmental sustainability and energy saving. This partnership will be useful both for customer relationship activities and for the supply of plants, materials and solutions for environmental protection.

The financial partners (banks and insurances) will have relevance above all for the system of guarantees required both in the planning phase and in the execution of the tenders.

Cost structure

Structural costs (rent, means, overheads, etc.) are quantifiable at around € 80,000 per year and promotion costs at around € 70,000, while staff costs at around € 400,000 per year. The costs of productive partnerships can not exceed 30% of the value of the orders (around 450.000k). The remaining assets (€ 450,000) are to be considered for material costs. Variable costs therefore account for around two thirds.

15.2. CANVAS N.2: Enterprises

- About the Enterprise segment, the social start-up will provide scheduled maintenance services (to electrical, plumbing and air-conditioning systems) for small residential communities and small hotels.
- The marketing will take place through online and offline channels
- The interventions will be managed by specialized personnel and trained on new solutions in terms of energy saving and environmental sustainability. The most critical partnerships are those of research and development (for the monitoring and provision of innovative solutions for eco-sustainability) and technological ones (for the functioning of the software for the management of programmed interventions).
- At the end of the realization of the works, the maintenance of the relationships with the customers can take place through programmed maintenance plans (that also allow the control of the successful completion of the works) and informative and training activities on the innovative solutions regarding environmental sustainability and energy saving.
- Naturally, positioning will be value driven, where the value of the company will be given by the quality of the proposal, focused on green solutions (eco-sustainable) and by the social inclusion policies of disadvantaged workers.
- It is suggested to read the canvas following the numbering of the 9 blocks.

15.2.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Owners or tenants of properties that require maintenance and emergency services	Scheduled maintenance and emergency services with or without priority. The value proposition is played on the factors of “getting the job done”, “time and risk reduction”, “brand status”	Online (web platform, social media). Points of sale with informative material. Sales network.
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Scheduled maintenance Web platform for the maintenance reminders and for new energy saving proposals or new materials	Fixed pricing: product feature dependent. The customer segment should be worth around € 940,000.	Research and development of new materials and innovative solutions Contact center through web and telephone operators Commercial action with agents Intervention management Quality control and certifications
(7) Key resources	(8) Key partner	(9) Cost structure
Software for the development and management of contacts and management of maintenance programs (Intellectual R) Commercial manager; responsible for coordinating interventions (Human R) Tools, equipment and vehicles for interventions (Physical R)	Innovative companies on energy saving and eco-sustainable materials (partner R & D) ICT company for management software and web platform (R & D partner) Certification companies (production partners) Shops for the dissemination of commercial material (commercial partners) Investment financing banks (financial partners)	The cost structure will be of value driven type The cost ratio is 95-97%

15.2.2. Notes to the canvas

Notes are referred to the blocks number

Customer segment

- These are commercial facilities such as small hotels, bed and breakfasts, or small host communities (for example: minors or elderly communities). They look for ordinary maintenance and emergency services for repairs or restorations of malfunctions, with particular reference to electrical, plumbing and conditioning systems. However, it is also about providing solutions for fire regulations.
- Customers require emergency services, which solve problems with punctuality and precision, as well as transparent tariffs, compliance with regulations and use of durable materials.
- The main concerns are the approximate interventions that require a return on the work done, poor materials, delays, lack of certifications to be shown on request to the bodies in charge.

Value proposition

- The services will be organized on 3 lines of intervention: (1) scheduled maintenance services; (2) emergency services; (3) emergency services with priority formula. The services of the third line will have an intervention within 24 hours from the request, while those without the “priority” formula will have interventions over a wider period of time (from 48 to 72 hours).
- The value proposition will be played on the factors of resolution of the problems, secondly on the reduction of time (thanks to the “priority” formula) and risk reduction (thanks to the use of durable and quality material).
- With regard to risk reduction, the interventions will be characterized by the use of solutions for energy saving and environmental sustainability.
- Furthermore, the value proposition will be centered on “brand status”, ie on supplies that qualify according to the principle of social procurement, both for sustainability and social inclusion.

Channel

- Sales channels will be divided into two lines: on-line and offline. In the online line a web platform will be activated that can handle the first contact requests; accesses will be favored by social media campaigns. Off- line agreements will be activated with sales points for electrical, plumbing and DIY equipment. Once the first contact is activated through online and off-line channels, a commercial start-up agent will take care of the inspection of the properties and the stipulation of contracts in one of the three ways indicated (block 2).

Customer relationships

- The web platform will also serve as a tool for the management of scheduled maintenance as well as to present new energy-saving solutions and new eco-sustainable materials. This will also allow us to manage customer satisfaction research and analysis for new service designs and process reviews.

Revenue streams

- When fully operational, around 300 contracts with a priority formula are considered, which each year will be able to produce around € 90,000 just to ensure prompt customer service within 24h. Furthermore, around 600 hours of interventions are considered at an average value of 35 € per hour, for an annual total of about 250,000 €. These values are combined with the resale of materials and spare parts worth € 600,000. With regard to materials, agreements with suppliers are envisaged, to ensure margins of around 10% (estimated value € 60,000)

Key activities

- The monitoring of all innovative solutions for energy, water and eco-sustainable solutions (including through participation in fairs and dedicated events) will be central.
- The contact center will also be responsible for managing the portal for communication and promotion of services. In addition, the contact center will take care of organizing the commercial action of the agents, as well as verifying customer satisfaction with after-sales and follow-up actions.

Key resources

- Management software at the base of the web platform will be fundamental to assure the customer of the expected quality. However, before creating the software, it is suggested that the start-up establishes a period of verification of the physical flows of the activities.
- Human resources represent the central hub of the business model. The activities of execution of the interventions can also be carried out by people with a working disadvantage, but it will be fundamental that the start-up has staff in charge of the various areas of expertise (electrical, electronic, hydraulic, etc.) that can guarantee the correct execution of the work . The wide employment of personnel with disadvantage of work can be done in the contact center area and management of the web platform and of the management software.

Key partners

- Partnership with innovative companies will ensure the use of durable materials and solutions for environmental protection; these partnerships, in addition to ensuring the supervision of new solutions, will also allow contracts to be made to derive margins from the resale of materials, equipment and tools. Finally, partnerships will be crucial for staff training.
- Another important partnership will be the one with the ICT company (information and communication technology) for the development of the management software and the web platform. This partnership will allow the investment costs to be deferred and the system up-scaling to be ensured.
- Lastly, the partnership with resale stores (building materials, electrical, plumbing and DIY materials) will guarantee the dissemination of information and promotional material for the start-up, as well as the creation of clinics and promotional events for customers.

Cost structure

- Cost structure is mainly conditioned by materials and spare parts (around € 600,000). Office and vehicle costs can be quantified at around € 80,000 per year and promotion costs at around € 70,000. The personnel costs will have an impact of around € 200,000

15.3. CANVAS N.3: RESIDENTIAL BUILDING OWNERS (RBO)

- For the residential building owners segment, the start-up will provide apartment renovation services in a total service logic, ie without the customer having to manage the furnaces. They are therefore premium services for a high-spender clientele. The proposals will focus on highly innovative solutions in terms of environmental sustainability.
- The marketing will take place through technical studies of architecture, interior designers, furniture stores and lighting, as well as through online channels.
- The interventions will be managed by specialized personnel and trained on new solutions in terms of energy saving and environmental sustainability. The most critical partnerships are those of research and development (for the supervision and provision of innovative and eco-sustainable solutions) and technical-commercial ones. The latter, realized with architectural and interior design studies, will also be important for the architectural design of the interventions.
- At the end of the realization of the works, the maintenance of the relationships with the customers can take place through programmed maintenance plans, referred not only to the plants, but also to the paintings, windows, fixtures, claddings.
- Naturally, positioning will be value driven, where the value of the company will be given by the quality of the proposal (focused on green sustainable solutions) and by the social inclusion policies of disadvantaged workers.
- It is suggested to read the canvas following the numbering of the 9 blocks.

15.3.1. Canvas

(1) Customer segment	(2) Value proposition	(3) Channels
Property owners for residential use with total service restructuring objectives	Total service restructuring with preventive within 24 hours of the request for intervention. Guarantee on estimated prices and quality of work, thanks to innovative solutions focused on energy saving and environmentally sustainable materials. The value proposition is then played on "Getting the Job Done" Design, Brand / Status, Risk Reduction	Technical and professional studies Shops Online selling Sales agent
(4) Customer relationships	(5) Revenue streams	(6) Key activities
Scheduled maintenance Educational and information events on new innovative solutions	Dynamic pricing: Negotiation (bargaining) The customer segment should be worth around € 540,000 including the value of materials and spare parts.	Search for innovative solutions Personal training Commercial action Intervention planning Intervention management Quality control and certifications Scheduled maintenance
(7) Key resources	(8) Key partner	(9) Cost structure
Sales manager and chief designer staff; Site managers for the coordination of the artisans prepared on innovative solutions (Human R) Motor vehicles, tools and equipment for interventions (Physical R)	Innovative companies on energy saving and environmentally sustainable materials for the supply and training of employees (partner R & D) Architectural studies, interior design for design and commercialization (commercial and production partner) Furniture stores for the dissemination of commercial material (commercial partner) Banks for the financing of investments (financial partners) and for the granting of loans for restructuring to customers	The cost structure will be of value driven type The most significant costs are those of personnel. Total costs account for 87-90%

15.3.2. Notes to the canvas

Notes are referred to the blocks number

Customer segment

- The needs are linked to renovations of apartments according to a total service approach. This means that, once an architectural project has been drawn up with well-defined times and activities, the client provides the keys to the apartment and moves his / her home to another place, until the end of the works. Once the activities have been completed, the customer returns to his own renovated apartment. It is clear that the expectations are those of customers who can not or do not want to waste time in the management of artisans, architects and interior decorators and do not want to live in environments where there are works in progress. This means that the value sought is not so much in cost savings but in service and innovative solutions.
- The customer seeks quality, trust, security, guarantee and respect for the times and, above all, a single point of contact. On the contrary, he is worried about delays, low quality and non-compliance with regulations.

Value proposition

- The value proposition will therefore be played on solving problems (the need not to waste time in following and coordinating the work). The value proposition will complete the treatment of interventions conceived in a particular and innovative way (thanks to design solutions for energy saving and eco-sustainable materials), the premium service (which qualifies the client's status) and the reduction of risk (in particular non-compliance of the times and of the execution of the jobs)

Channel

- The intervention projects can be commercialized through professional architecture, interior design and furnishing consultancy. In addition, furniture stores can be arranged. In both cases information material will be provided on the start-up services to be distributed to the clients of the studies.
- A web communication platform and first contact between the customer and the start-up are also envisaged. The system will serve to present the services and invite the customers to a first interview with the agents. The sales network will consist of agents who also have design skills, in order to acquire the specific needs and to define the intervention accordingly. The design agents can also be external to the start up, thanks to partnerships with architectural firms, interior design and installation facilities.

Customer relationships

- As a result of the restructuring interventions, scheduled maintenance plans can be agreed with the customers, which provide for control and intervention actions not only on plants but also on paintwork, doors and windows, claddings and fixtures.
- Furthermore, the maintenance of customer relations can take place through the sending of informative material or the invitation to participate in events presenting innovative solutions in terms of energy saving, water saving and new eco-sustainable materials. These events can also be centered on new systems of home automation and internet of things.

Revenue streams

- When fully operational, around 20 renovations per year are considered for an average value of € 25,000 each (€ 500,000 total, including the costs of materials and spare parts) to these are added € 40,000 of scheduled maintenance interventions (about 500 year for a value of € 80 each intervention). For cash flow management, it is expected that customers will advance 40% of the project value upon signing the contract, another 50% will be required at the execution stage, while the 10% balance will be required at the end of the works.

Key activities

- For the planning activities a functional area is foreseen, directed by a figure inside the start-up that will coordinate the collaborations with architecture and interior design firms (see block 8).
- Another fundamental activity will be that of professional updating of employees; the personnel in charge of restructuring operations must be constantly updated on the use of innovative solutions in terms of energy saving, eco-sustainable products and materials.
- To guarantee the value proposition, the coordination and management of the worksites and subsequent quality control are put in place.
- To guarantee after sales, once the interventions have been completed, it will be important for the project manager to propose to the customer a scheduled maintenance; the maintenance will not only concern the plants but also the coatings, the paintings, the claddings, the frames.

Key resources

- Regarding human resources, the central figures are those of the commercial / designer, able to coordinate the activities of other external designers (partners) and that of the craftsmen coordinating the construction sites. In particular, these last figures (coordinating artisans) will be fundamental to ensure the value proposition. On a physical level, the resources required are those of materials and work equipment, as well as transport vehicles.
- Given the investment in the purchase of vehicles and equipment, it will be important to establish partnerships with one or two banks. Banks will also be important to define agreements (relating to the opening of mortgages for property restructuring) to be used as a customer acquisition tool.

Cost structure

Key partners

- The most important partnerships will be those with architecture firms and furnishing consultancy and furniture, home appliances and plant shops. The relationship with these partners will be centered not only on commercial but also productive collaboration; in both cases, in fact, the partners will be able to promote the start-up activities and collaborate in the interventions through the supply of furnishing advice, interior design projects and supply of furniture, equipment and systems.
- The cost structure is considered inclusive of the values for the purchase of materials, furnishings and plants. The costs of office and vehicles and those of communication are quantifiable at about € 50,000 per year. Staff costs will have an impact of around € 260,000. While the costs of materials and furnishings about 160,000 €

15.3.3. Legislative References For The Establishment

Legal nature	<p>The possible legal forms for the start up are:</p> <p>Type B social cooperative (for job inclusion) Company limited managers (SRL) social enterprise</p> <p>Of the two, the first is certainly the most suitable to work with disadvantaged workers.</p>
Reference laws	<p>The normative references for the Type B Social Cooperatives, in Italy are: Law 381/2001</p> <p>Type B social cooperatives can carry out various activities using the work experience of disadvantaged people in order to integrate them into the world of work. The concept of a disadvantaged person is regulated by article 4 L. 381/1991. According to this provision the subjects that fall into this category are:</p> <p>disabled, physical, psychic or sensory subjects with a reduction in work capacity of more than 45%;</p> <p>former patients of psychiatric hospitals;</p> <p>subjects undergoing psychiatric treatment;</p> <p>drug addicts;</p> <p>alcoholics;</p> <p>minors of working age in situations of family difficulty;</p> <p>convicted persons admitted to alternative measures to detention;</p> <p>subjects identified with a specific decree by the president of the council of ministers. Disadvantaged people must constitute at least 30% of the workers of the cooperative</p> <p>Another standard relevant to the business model is the provision of public tenders. Procurement Code (Legislative Decree No. 50/2016)</p>
Link to the laws	<p>Legge 381/2001</p> <p>https://it.wikisource.org/wiki/L._8_novembre_1991,_n._381_-_Disciplina_delle_cooperative_sociali</p> <p>Codice Appalti (Decreto Legislativo n. 50/2016) http://www.gazzettaufficiale.it/atto/serie_generale/caricaDettaglioAtto/originario?atto.dataPubblicazioneGazzetta=2016-04-19&atto.codiceRedazionale=16G00062</p>

15.3.4. Legislative references for personnel hiring

Types of contract	Job placement Assumption of fixed time Assumption of undetermined time
Conditions	Monthly average salaries According to the National Collective Labor Contract 2017 for social cooperatives, in Italy monthly salaries range from € 1,184.20 to € 2,180.72 Monthly value of seniority step Average monthly increases due to seniority range from € 11.62 to € 46.48
Reference law	National collective labor agreement (CCNL) for employees and members of the Cooperatives and members of the Social Cooperatives operating in the social-health, welfare-educational and employment sectors. Legislative Decree 276/2003, Arts. 13 - 14 Implementation of the delegations concerning employment and the labor market, as per law 14 February 2003, n. 30. Circular Ministry of Labor n. 41 of October 23, 2004 MINISTRY OF WORK AND SOCIAL POLICIES Directorate General for Social Dampers and Employment Incentives Division I Subject: Application of incentive measures for public and private connections as per article 13 of legislative decree n. 276 of 2003
Link to documents	Collective social cooperative contract 15/02/2017 http://cislalterziario.it/wp-content/uploads/2017/06/ccnl-coop-social.pdf Abatement of contributory costs and tax benefits https://www.cliclavoro.gov.it/Aziende/Incentivi/Pagine/Cooperative-sociali.aspx

15.3.5. Organisation

The new social startup needs the following human resources

Type	Role	n.
Able-bodied	Coordination and management	4
	Operative	18
	Coordination and management	1
Operative		10
	TOTALE	33

Disadvantaged people

Type of disadvantaged people

- long term unemployed
- women in difficulty,
- young people,
- physical impaired
- immigrants
- ex-prisoners
- ex drug addicted
- ex alcohol addicted
- ex gambling addicted

15.3.6. Roles

The roles refer to the unique start-up with the three commercial divisions (one per customer type)

Ruolo	Tipologia	N.
General direction	Able bodied	1
Commercial manager	Able bodied	1
Project managers	Able bodied	2
Building site coordinators	Able bodied	9
Call for tenders responsible	Disadvantaged people	1
Administrative	Able bodied	2
Contact center workers	Disadvantaged people	4
Artisans	Able bodied	7
Apprentices	Disadvantaged people	6
	TOTAL	33

15.3.7. Functions

General direction

- Implement the strategies indicated by the board of directors, coordinate the activities in particular by managing the design area and site managers, controlling the financial aspects, developing partnerships, maintaining relations with the banks.

Commercial manager

- Identify and develop business partnerships, defining and implementing collaboration programs. He directly manages the business relationships with the customers of the Enterprise and RBO (Residence Building Owners) segment, organizes and supervises the activities of communication, promotion and relations with the customers, also taking care of the after sales service. Conducts surveys and satisfaction analysis

Project managers

- They define the renovation and maintenance interventions, including the projects for participation in public tenders, have architectural competences and skills in construction engineering. They coordinate the work of architects, engineers, external interior designers (partners). They monitor the market of eco-sustainable solutions and define partnership agreements with partner companies in the R & D area and in the Production area.

Building site coordinators

- Coordinate site activities for renovations, maintenance and emergency response. They also perform needs analysis and estimate agreements for the Enterprise segment.

Call for tenders responsible

- Identify the tenders to which to participate, take care of registration and update to e-procurement portals, sign agreements for collaboration with other companies, in order to realize RTI (temporary groupings of companies)

Administration

- They manage the ordinary accounting, also taking care of the control and monitoring aspects. The tender office manager is assisted by tenders on tenders.

Contact center workers

- They manage the web platform and use the management software for scheduled maintenance. They receive customer requests and organize appointments of sales personnel, designers and site managers.

Artisans

- Specialized workers involved in maintenance, renovation and emergency intervention

Apprentices

- Workers in work placement. They work in assistance to specialized workers.

