

The *marketing and coaching* functions of work integrated social enterprises (WISE)

*An exploratory study
in 5 European countries*

Final version

INTELLECTUAL OUTPUT 1



EPP PROJECT (Nov 2014 – Oct 2016)

Strengthening Emergent Professional Profiles in the third sector – a way to foster innovative bridges to work and social inclusion of disadvantaged groups

Erasmus + KA 02 | Cooperation for innovation and the exchange of good practices. Strategic Partnerships for vocational education and training



EPP project

EPP (Strengthen emerging professional profiles in the third sector) is an innovative project to promote routes into work and social inclusion for disadvantaged groups. It is a European project **funded by the Erasmus + Key Action 2**, between November 2014 and October 2016.

It is a strategic **partnership** coordinated by A3S Association (Portugal), in partnership with ARBEIT (Austria), ENSIE (Belgium) SCF (Italy) and SEE (UK). Partners have lengthy experience in training, consultancy, research, networking and lobbying in the fields of social enterprises, and especially WISE (Work Integration Social Enterprises). We are members of ENSIE, sharing a common mission for social and professional integration of disadvantaged groups.

With a **background** of the new European priorities on social innovation in the Europe 2020 Strategy, EPP focuses on the current challenges of WISE' professionals-- particularly coaching and marketing, and proposes training and advocacy instruments for work integration of disadvantage groups.

The **objectives** are:

- To identify the needs and challenges in training, qualification and certification of skills for professionals working in this sub-sector of social enterprises in the EU.
- Create instruments for intervention.
- Lay the foundation for a structured and strategic intervention of medium and long term partnership for advocacy and lobbying.

The ultimate **purposes** or the expected impacts of the project are to contribute to strengthening the training offer to enhance professional skills of WISE and to promote effectiveness and innovation in the inclusion of disadvantaged groups in work.

There are four **products** from this project:

- One study: The coaching and marketing functions in WISE - an exploratory study in five European countries
- Two training packages: coaching and marketing for WISE
- One document with Guidelines and recommendations on professional qualifications of WISE

EPP Partnership

[Associação A3S](#) (Portugal)

Coordinator of the EPP Project

Coordinator of the intellectual output 1 - The coaching and marketing functions in WISE:
Exploratory study in 5 European countries

[Arbeit plus](#) (Austria)

Coordinator of the intellectual output 3 - Functions of marketing in WISE

[ENSIE](#) - European Network of Social Integration Enterprises – (Belgium)

Coordinator of the intellectual output 4 – Guidelines and recommendations for the
qualifications of WISE Human Resources

[Scuola Centrale Formazione](#) (Italy)

Coordinator of the intellectual output 2 - Functions of job coaching in WISE

[Social Enterprise Europe](#) (U.K.)

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Table of contents

THE STUDY	5
I. STARTING POINT: WISE FROM SOLIDARITY BASED ECONOMY TO SOCIAL INNOVATION	6
I.1. Historical and theoretical frame	6
I.2. Research questions	13
I.3. Why the coaching and marketing functions	14
I.4. Methodology	16
II. RESULTS	17
II.1. Models of work integration	17
II.2. Coaching functions in WISE	29
II.3. Marketing functions in WISE	32
III. CONCLUSIONS: LESSONS FOR THE INTERVENTION IN TRAINING AND QUALIFICATION OF PROFESSIONALS IN WISE	33
References	35
ANNEX: WISE in 5 European countries - Country reports and case studies	38

THE STUDY

This study is an exploratory approach based on two key principles:

- research on ten WISE' case studies in five European countries;
- debate among partners and their stakeholders.

The goals were:

- To analyse models of work integration and the coaching and marketing functions of WISE, taking into account the diversity of the national frameworks the case studies;
- To identify needs and challenges for training and qualification of WISE professionals in the EU;
- To establish a theoretical and methodological basis for intervention, (two training packages and political recommendations) that complement this study.

The main results are:

- A theoretical framework for approaching WISE using three main point of view: those of the solidarity economy, the [EMES](#) International Research Network concept of social enterprise and the social innovation school to inform partners and stakeholders' debate;
- A updated analysis of WISEs in five European countries;
- An exploration of best practice in the coaching and marketing functions in WISE and related strategies for training, qualification and skills certification.
- A set of ten case studies illustrating the diversity and innovation of WISEs, to inspire, train, advocate and lobby.

I. STARTING POINT: WISE FROM SOLIDARITY BASED ECONOMY TO SOCIAL INNOVATION

WISEs are:

- i) a way of tackling poverty and social exclusion developed by the Social and Solidarity Economy
- ii) social enterprises
- iii) models with high potential for social innovation and social impact

I.1. Historical and theoretical framework

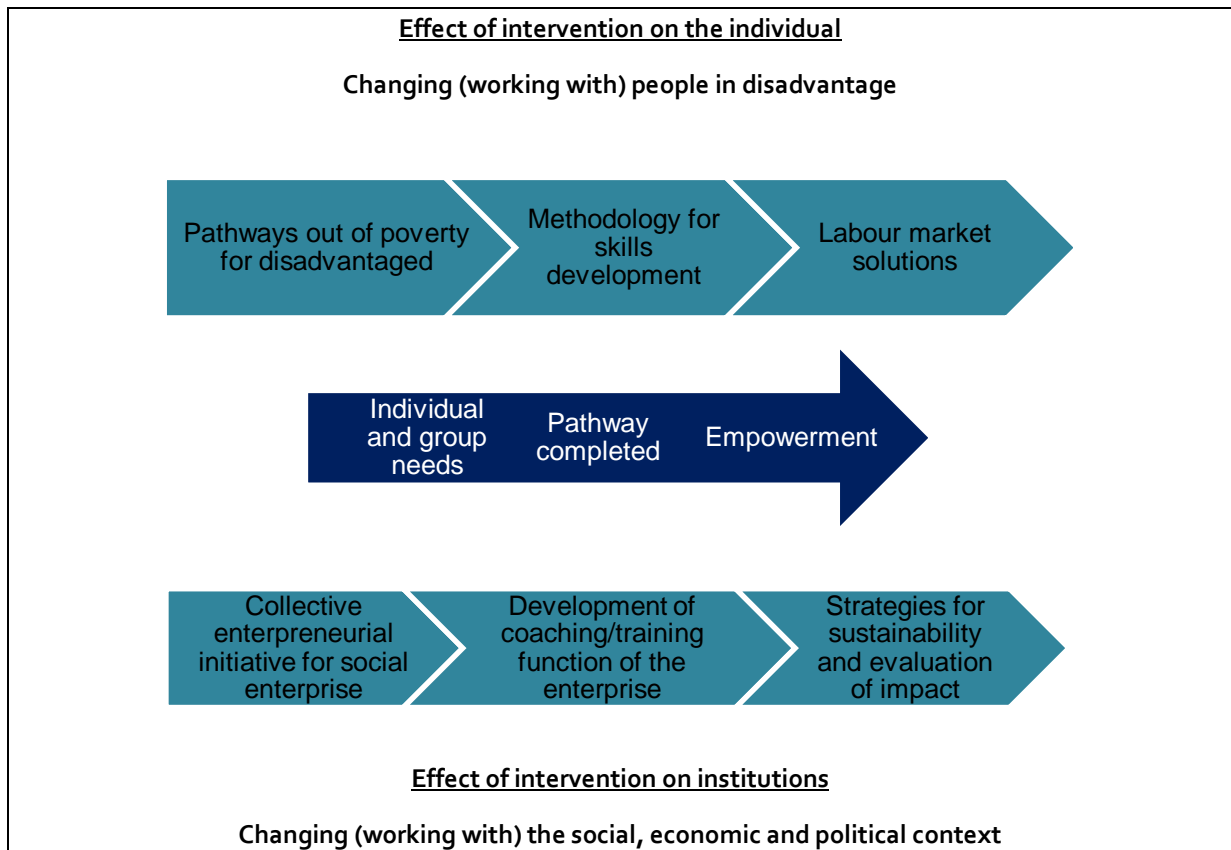
- i) In the 1990s, in a study promoted by European Commission (Estivill, Bernier, Valadou; 1997:20), WISE were first described as social enterprises and as effective instruments to fight poverty and social exclusion.

This research studied initiatives arising from social economy and solidarity values which addressed unemployment. Initiatives arising from professionals in social work, health (and mental health) and education; from industry workers affected by structural unemployment and from disadvantaged groups (marginalised youth, the disabled, etc.).

They underlined an important dimension of social enterprise that tends to be neglected today by the School of Social Innovation that inspired Europe's 2020 Strategy - the concept of collective entrepreneurship to address need rather than opportunity that often starts in the informal local economy where the unemployed assume a leading role and where work is valued.

The next diagram shows how WISE fight poverty and social exclusion.

Diagram 1: WISE as an instrument to fight against poverty and social exclusion



- ii) From the nineties the WISE has been described as a distinct subsector of social enterprises, following the EMES research.

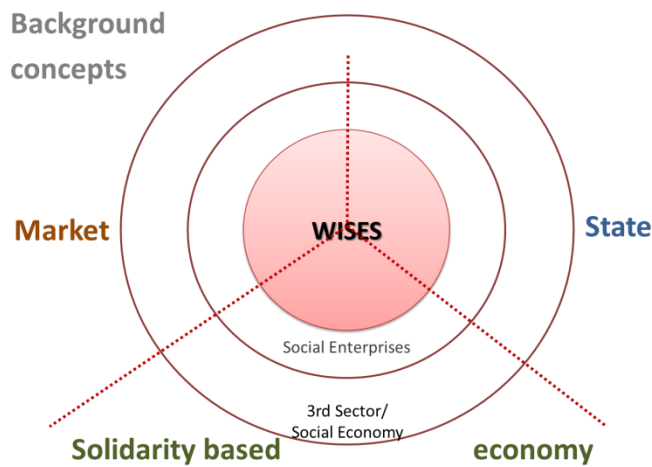
Social enterprises development is embedded market and state policies (Defourny, Favreau & Laville, 1998; Defourny & Borzaga, 2001). Their main features are:

- multiple goals (social, economic, governance);
- multiple resources (of market, government and civil society /social economy)
- multiple stakeholders (workers, volunteers, clients, members, etc.).

In this approach WISE are social enterprises with a distinctive mission to integrate disadvantaged groups into the labour market.

The next diagram represents EMES concept of WISE as a subsector of social enterprises in the European context.

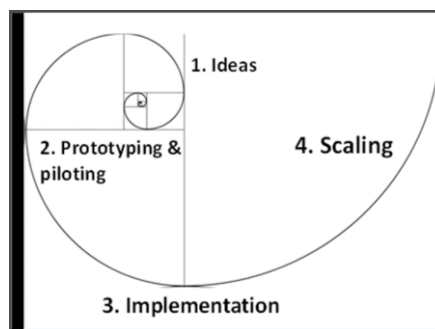
Diagram 2: EMES concept of WISE as a subsector of social enterprises



iii) From 2010 the Social Innovation North American School has influenced the Strategy Europe 2020.

In this perspective social innovation can be defined as: “New solutions (products, services, methodologies and funding models) to social needs - an Individual leadership approach. The underlying premise is that innovative and sustainable ideas must be fostered and incubated and they must be able to be replicated and scaled up to reach the largest possible number of beneficiaries, thus having social impact. They should be Market oriented”.

Diagram 3: Social Innovation



Source: Young Foundation, Social Innovation Exchange, in [Guide to Social Innovation](#), European Commission, (2013), p. 9.

In our perspective WISEs are models of social innovation.

1. *The idea*

It is possible to create solutions for the social inclusion of disadvantaged groups through their integration in contexts of real work in the regular labour market, where they can develop their skills and play a productive role in conditions of equality with other citizens.

WISEs are at the forefront on the development of innovative methods in the work integration, such as: work-based learning (WBL) strategies; using work stations as a socialisation tool in the productive system for individuals in disadvantage; work integration programmes alternative to other public policies for employment (passive measures based on subsidies and social support, and active measures such as vocational training, active search of employment, self-employment, quotas for the employment of people with disabilities, support for hiring by regular companies).

They are economically sustainable: mainly by a mixture of resources (government, market and civil society) such as volunteers, donations, local partnerships for resources, among others.

Many WISEs were pioneers in the environmental field.

2. *The pilot/prototype*

The underlying approach of the Social Innovation School is through entrepreneurship of opportunity, where the visionary leader brings together unexploited resources and succeeds due to his/hers perseverance.

In the history of WISEs in the EU there are examples of this, but there is also a large number of examples of collective initiatives. WISEs history is often of progress, setbacks and, at times, slow growth.

In many cases WISEs have experiment and succeed new models of work integration and have been recognised and supported by the state. Today, in several European countries, WISEs are a subsector of social enterprises, with its own identity.

3. *Implementation and replication*

The history of WISEs in several European countries has involved replication of these initiatives, as part of a search for efficiency and innovation towards economic, social and political challenges.

When EMES analysed WISEs at the European scale, despite the diversity, they identified three categories:

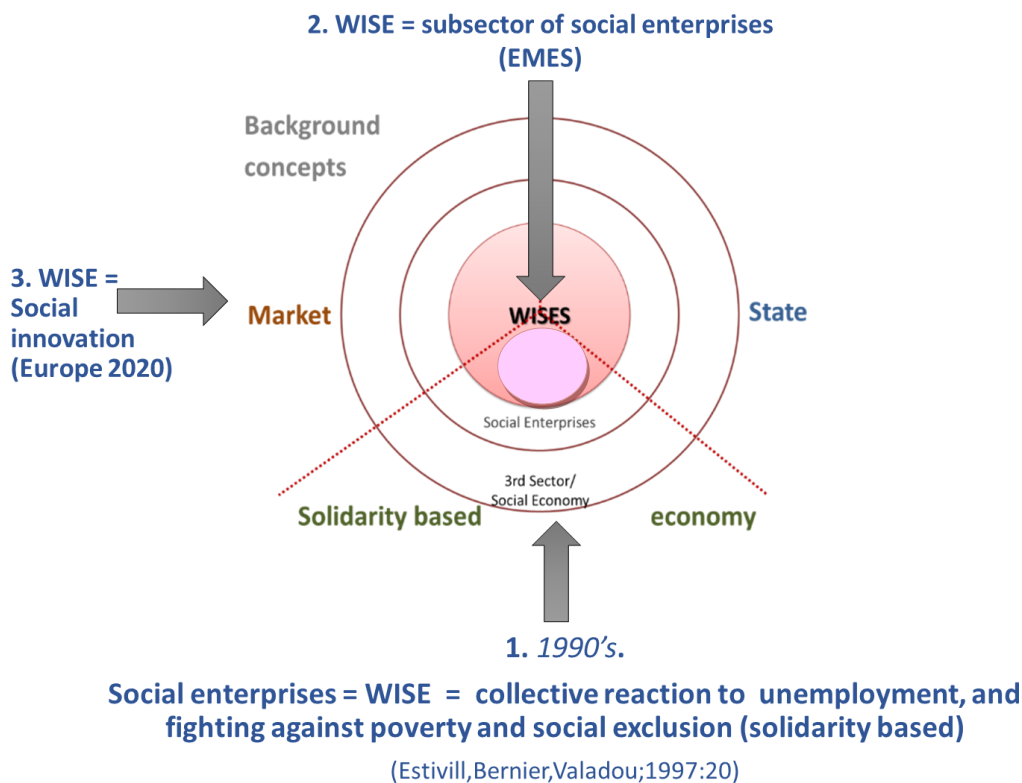
- a) Transition to the regular (competitive) labour market
- b) Permanent employment (WISEs creating regular employment to individuals after the support in their integration pathways, enhancing social and solidarity sector)
- c) Others: including innovative models for specific environments

4. Scale and social impact

The problems of facing WISEs vary considerably from country to country. In some cases they are well established, recognised and accountable. In others the experience is weak and WISEs need support. In any case it is necessary to create an effective system of classifying and reporting. For this ENSIE is developing a project on the social impact of WISE.

So our partnership stands for an eclectic vision of social entrepreneurship, integrating the different approaches. In order to respond to the changes in political priorities, WISEs have to innovate.

Diagram 4: Eclectic vision on WISE as social entrepreneurship



Numbers of WISE subsector in EU

- 2000/2002: the ELEXIS project, developed by EMES (Spear; Bidet; 2003:15-16), has identified 40 distinct legal frameworks and quantified 14 200 WISE in 12 countries.

- 2016: ENSIE represents today:

At the moment, ENSIE a.s.b.l. gathers 28 national and regional networks, representing 21 countries of the European Union: Austria, Belgium, Croatia, Czech Republic, Denmark, France, Germany, Hungary, Ireland, Italy, Luxembourg, The Netherlands, Poland, Portugal, Romania, Slovenia, Spain, Sweden, United-Kingdom, Serbia and Switzerland.

All these networks pursue, in an adapted way to local constraints, objectives of social integration of disadvantaged groups. Together, they represent more than 2,500 Social Integration Enterprises, and about 400,000 salaried persons.

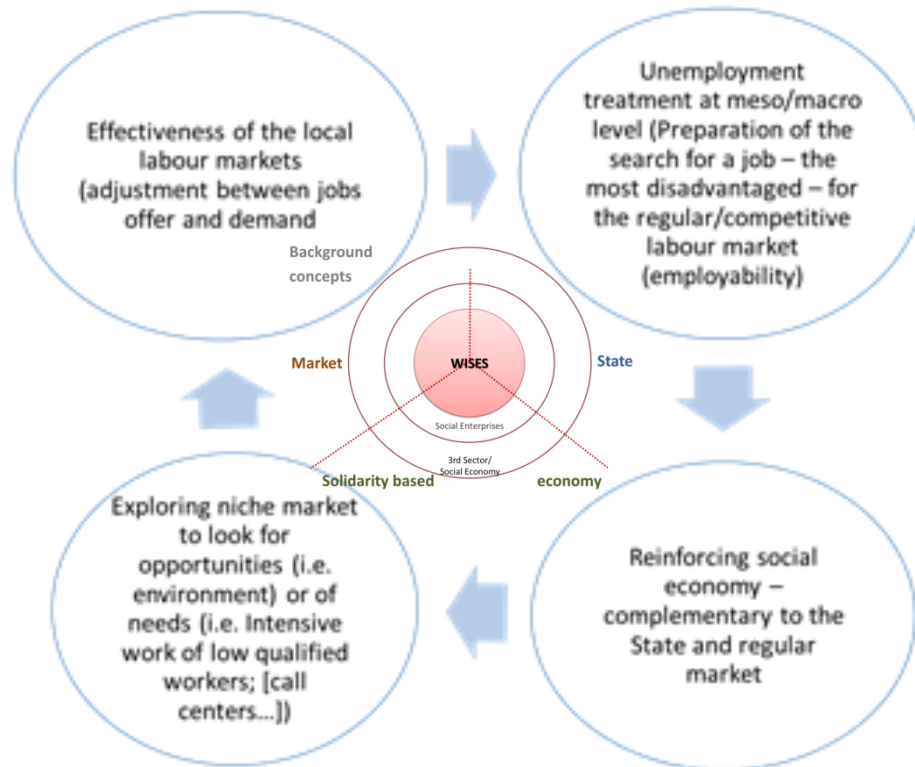


WISE roles and its potential for scale and social impacts

WISEs have positive impacts, in addition to contributing to disadvantaged groups' empowerment:

- at the labour market
- as an instrument of redistribution of work and income at the macro/meso level

Diagram 5: WISE roles and its potential for scale and social impacts



Motivations of the EPP partnership: the challenges faced by WISE staff and volunteers

- WISEs are not sufficiently recognised at the European level, and in many cases at national level, (despite the growth of ENSIE membership and the increased visibility of social enterprises at the EU policy for social innovation).
- This invisibility is even greater in vocational education and training (VET). The official European policy documents do not mention WISEs, nor are their needs sufficiently recognised or supported.
- Professional qualifications and sharing of knowledge and experience increases the potential for innovation. EPP wishes to establish a theoretical and methodological basis for training packages and recommendations that complement this study and for a medium/long term strategy for this partnership.
- We want to contribute to the sharing and the effectiveness of intervention models and to social innovation to develop an ecosystem for the qualification of WISE professionals.

I.2. Research questions

The underlying concerns were to:

- Strengthen the models of work integration, their sustainability, results and impacts.
- Identify needs and challenges for professional qualification, particularly those related to coaching and marketing by WISE

1. How are WISE models of work integration evolving?

- 1.1. What is the present 'state of the art' of WISE in each partner's country?
- 1.2. Which trends in the models are innovative?

2. What is the state of coaching and marketing in WISE?

What are the opportunities that our 10 case studies offer to disadvantaged groups/individuals, from: recruitment and greeting, to training, to placement, to options at the end of the process and final follow up into the labour market?

- 2.1. Which are the innovative in practice and methodology?
- 2.2. How effective is WISE marketing and how are they facing new challenges?
- 2.3. What kind of support do WISE workers have in professional training and qualification?

3. What are the main needs and challenges for the training and qualification of employees and volunteers in WISE in different countries? What is the potential for innovation and the transfer of experience and knowledge?

I.3. Why are we focusing on the coaching and marketing functions

We wanted to focus on the emergence of professional profiles associated with WISE.

We know that WISE tend to have, like other small and medium enterprises (SMES) of the same sector, management, production and marketing/sales functions, plus a training / coaching function.

This set of functions, along with the empirical diversity of WISE in the European context, provides us with a huge scope for the discussion of training needs, qualification and certification of skills for WISE professionals, far beyond the modest contribution of the EPP project.

Being aware of our limitations, we decided to focus initially on two functions:

- *coaching* the disadvantaged to enable them to find and sustain employment (see *Diagram 1: WISE as an instrument to fight against poverty and social exclusion*: changing (working with) people in disadvantage)
- *marketing*, from communicating with stakeholders, to selling goods and services, to management of the organisational image and advocacy

Why the coaching

Coaching is the “DNA” function of WISEs, its mission, what distinguishes it from SMEs, operating in the same economic activity sectors.

Coaching for WISEs is relatively new and has been derived from the world of business management, and success in business. Often it is not a term used by the WISE staff themselves to describe their functions. In practice, coaching for WISEs combines different methodological approaches and different competences, some with professional profiles already widely established (i.e. vocational guidance, mentoring, monitoring by social workers, psychological guidance and professional training).

We chose this concept for our study for a practical reason - the absence of a comprehensive scheme to describe the wide scope of practice. Furthermore coaching can empower disadvantaged groups.

Coaching has its roots in the leadership theories developed by the disciplines of psychology and management. As a form of leadership, coaching is distinguished by its guidance dimension. Unlike other approaches to leadership, the aim is not to lead or control, but to cooperate and promote the coached person's self-knowledge and autonomy and boost their desire for change and potential for personal development.

Being able to promote trust, proactivity, personal and professional development and autonomy is at the heart of the mission of WISEs as an instrument for the empowerment of disadvantaged groups.

As said, coaching varies from country to country, depending on historical traditions and public policies for employment, as well as from WISE to WISE. Coaching is undertaken by professionals in

social sciences, education, and human resource management and in the field of the particular WISE (gardening, catering, laundry, etc.).

Our object of study is the profile of this organisational function and not the profiles of professional coaches who perform these roles.

The coaching function on WISEs is related to what [FAEDEI](#) (Federación de Asociaciones Empresariales de Empresas de Inserción) defines as the monitoring process in [WISE monitoring Manual](#): *"We can define the monitoring process as a pedagogical relationship that aims to achieve personal autonomy, the independence or the emancipation of the monitored individual in three dimensions: personal, technical and professional. These being the three dimensions in which the WISE promotes the acquisition of skills"* (p. 37).

In the universe of the WISE in the EU, this function traditionally integrates a wide range of activities, targeting the personal sphere of each individual of the target groups. There is also the development of initiatives and working methods that direct its focus to work with employers in order to build more inclusive and productive work environments.

Why the marketing

Our focus on marketing in this study derives from the knowledge and perceptions of partners about the needs and challenges identified in the field.

Many WISEs, particularly the more established ones, encounter difficulties in the placement and competitiveness of their products and services.

Many have to weigh up the advantages and disadvantages of communicating (or not) their mission to customers, because of tolerance and stigma.

Many feel the need and the opportunity to communicate and market using new technologies and social networks.

Addressing the marketing function is an opportunity to explore critical factors for sustainability of WISE, as well as their identity and added value.

Marketing is critical to:

- Placing the disadvantaged into employment (this is an efficacy critical factor for transition models), by making the disadvantaged an attractive labour force for employers, after their supported pathway in the WISE.
- Economic sustainability of the WISE as a goods and services producer.
- Affirmation of their mission (integration of disadvantaged groups), identity and social added value, in order to change mind settings.
- Understanding current trends on 'Social Branding' (the branding of organisations, products and services as socially responsible)
- Demonstrate and disseminate results and outcomes

I.3. Methodology

Principles and guidelines

- Action-Research oriented
- building on partners knowledge and experience
- Qualitative
- validation and dissemination by stakeholders through multipliers events

Research techniques

- Bibliographic study on WISE in the 5 European countries
- Case studies: 10 case studies, 2 in each country. The fundamental criteria for the selection of a WISE as a case study is the relevance to understanding how coaching and marketing are performed. Each case study includes document analysis, interviews with director(s), coaches, and those responsible for marketing.
- In Austria and Italy small scale surveys were conducted on training needs

The sample

Country	Case study	Date of foundation	Global nº of workers	Sector of activity	
Austria	<i>Verein BICYCLE</i>	1989	34	Selling and repairing bicycles	
	<i>Job-TransFair</i>	2001	2095	Non-profit personnel leasing + WISE: cleaning; building; restaurants and catering; Laundry services; IT services	
Belgium	<i>Cortigroupe</i>	1984	365	Ironing service; domestic help at home; maintenance services of houses and gardens; eco- renovation services; catering; cleaning.	
	<i>Groupe Terre</i>	1949	450	Collection, selection and recycling; transports; social lodging; construction; support to partners in the South (Latin America and Africa)	
Italy	<i>YGES It</i>	1998	10	Graphic design and printing	
	<i>Società Cooperativa Consortile Sociale Fare Comunità</i>	2010	15	Coaching services integrated in a partnership with social cooperatives, public services and regular market companies. Replication of Belgium and French models of transition within cooperatives consortiums and others	
	Portugal	<i>G</i>	2008	12	Agriculture
		<i>Sorrisos Centro Social de Soutelo</i>	1999	116	Domestic care services
Uk	<i>Blueberry Academy</i>	2007	25	Educational and technical support to adults with learning disabilities	
	<i>miEnterprise</i>	2008	9	Marketing cooperative and members support to self-employment (different areas of business)	

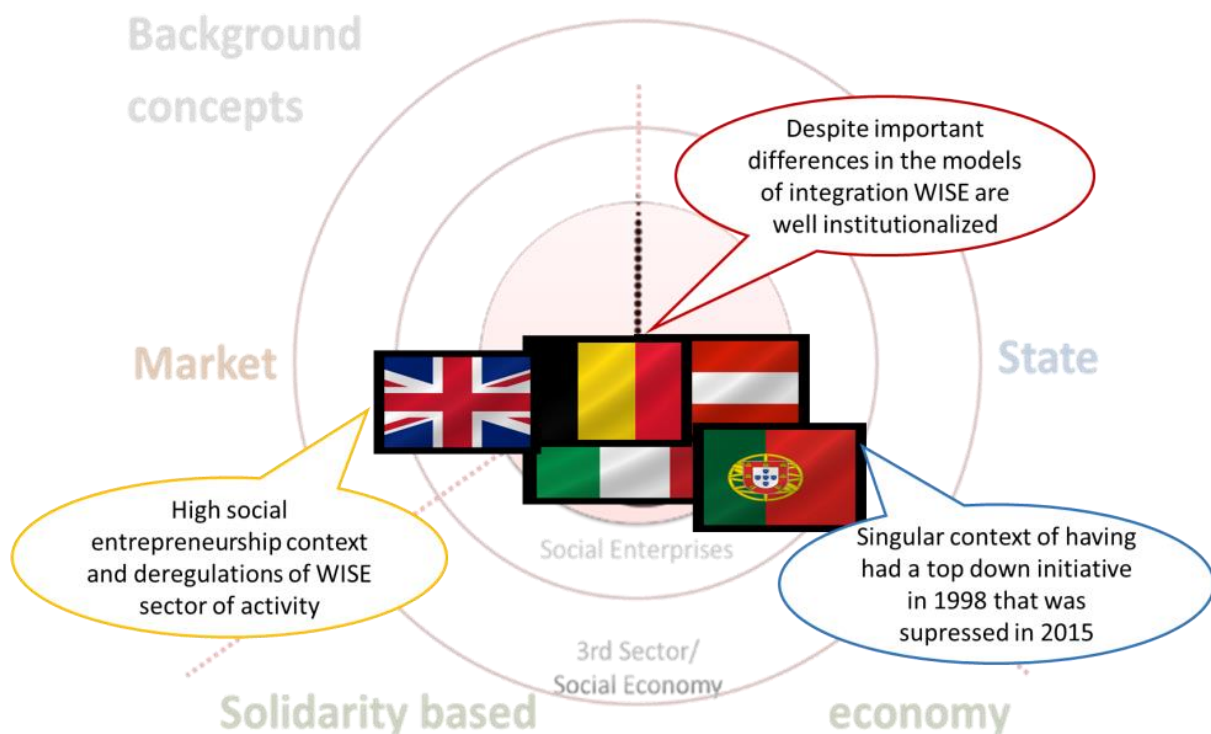
II. Results

II.1 Models of work integration

1. How are the WISE models of work integration evolving?

1.1. What is the present state of the art of WISE in each partner country?

Diagram 6: WISE subsector in five European countries



- Our sample of five European countries shows similarities between Austria, Belgium and Italy. These are countries where WISE are more institutionalised, have longer historical traditions and stronger corporate organisation. Nevertheless the models of work integration vary substantially between countries. For example:

* In Austria there is strong government intervention in policy and funding, with a clear focus on the transition model for the regular labour market;

* In Wallonia (Belgium) there is a strong social economy movement and a strong partnership with the state. After a wide experimentation and coexistence of different models, the predominant model nowadays is of creating permanent jobs for the disadvantaged;

In both cases (Austria and Belgium) state support for WISE is through funding wages for coaches and for workers being integrated.

* In Italy there is a strong tradition of working in cross-sector partnerships (state, market and social cooperatives) for local development and for the integration of disadvantaged groups. The model of state support to WISE is by reserving public procurement markets for social cooperatives.

- Portugal and the UK emerge as eccentric examples for different reasons and opposite, in some aspects. For example high level of dynamism in the social entrepreneurship field in the UK and low in Portugal, and top down state regulation in Portugal and state deregulation in the UK.

- Portugal has a unique situation. Having had a top down WISE law in 1998, (a replica of the French model of *entreprises d'insertion*), finds today a situation where the law was abolished in the beginning of 2015. There were more than 500 WISEs in the decade from 2000. now many remaining WISE face bankruptcy.

- In the UK, there is of a vibrant social entrepreneurship in a wide range of activities, including the search for new solutions for the work integration of disadvantaged groups and decreasing engagement by the state.

1.2. What are the innovative trends in the models?

The 10 case studies analysed allow illustrating different strategic guidelines that WISE' are following:

Transition models for the regular labour market

- In Italy the model of work integration traditionally followed by social cooperatives type b (i.e. WISE) has been towards permanent employment. The cases illustrate the progress in adapting the models of work integration. In the region where they are based (*Emilia Romagna*, in the North), which has a high level of economic and social development, the transition model (initially developed in France and Belgium) seems to make sense, for a labour market with the potential for absorbing labour.

- In Austria the *Job TransFair* model, is the business market model of temporary employment agencies, but with the objectives and mission of WISE and employment public policy.

- In the UK the two cases are a test of new models of work integration, with very distinct and unique components when compared to other models.

Models for permanent employment:

- The two Belgium cases underline the value of networks. The regional WISE Network (RES – *Réseau d'Entreprises Sociales*) is training and delivering high quality job coaching services to their members.
- In Belgium the *Groupe Terre* is an interesting case of the development of a participated human resources management policy. This policy and its practices are part of the integration pathway for their target groups as well as for all workers (i.e former and new individuals in integration itinerary). *Groupe Terre* is interesting because all staff is included in the management decision making processes of the organisation

In other models:

- *miEnterprise*, in the UK, is a case of collective and cooperative solutions to support self-employment.

Summary of the WISE subsector in 5 European countries (for further development see [Annex](#))

Austria

History and relation with the state and the market

Top down encouragement in the 1980s

Bottom up response; high degree of organisation, representation and recognition (as a specific subsector of activity)

'Strong' Welfare State and active Employment Policies – services for disadvantaged groups in partnership with organisations of social economy

State mainly finances the wages of people in the integration process and coaches

Model of work integration

Transition through temporary employment and/or counselling and monitoring for the regular labour market

Model impacts focus

Higher focus on unemployment treatment and effectiveness of the regular labour market

Unemployment rate of 5,6% , below EU average (Eurostat, 2014)

Case studies

Verein BICYCLE	
Year	1989
Legal Status:	Non-profit association
Target groups:	long-term unemployed with a main focus on young people (15-25 years)
Nº workers	Staff: 11 professionals Target group: 23
Model of work integration	Transition into regular labour market or training/education
Sector of activity	2 shops for selling bicycles 1 repair workshop 1 mobile unit for service and repair of bicycles for regular companies
Sources of finance	Public = 50% Sales = 50%

- ✓ Illustrates a pioneering initiative, which has followed a path of specialization and consolidation of their economic and social services, while pursuing innovation.
- ✓ In its genesis, it was strongly linked to the development of the concept and methods of coaching and introduced professional and strong structured practices in this field.
- ✓ It also has a simple and unique strategy for the marketing function.

Job-TransFair	
Year	2001
Legal Status:	Non-profit limited liability company
Target groups:	Long-term unemployed and disadvantaged persons Aged over 50 and unemployed for more than 6 months (60%) Persons very far from the labour market (40%)
Nº workers	Staff: 195 people Target group: 1900

Model of work integration	Transition into regular labour market
Sector of activity	Non-profit personnel leasing + WISE: cleaning; building; restaurants and catering; Laundry services; IT services
Sources of finance	Public = 2/3 of total budget Sale of services and turnover of their own companies = 1/3 of total budget

- ✓ Partnership for with the regional public employment authority.
- ✓ Joint initiative between a training centre, the state employment service and the unions of the metallurgical industry in the region to create a temporary-work agency.
- ✓ A large WISE in number of employees and in quantity and diversity of services and opportunities for integration for their target groups.
- ✓ It develops a broad set of coaching activities and it has a structured and professional marketing functions.

Belgium

History and relation with the state and the market

Long social economy tradition. WISE bottom up in the 1980s. Militancy for social economy and work integration. High degree of organisation and recognition.

'Strong' Welfare State. Active Employment Policies/experimentation with organisations of social economy
State tends to finance mainly wages of people in the integration process and coaches

Model of work integration

Long history of experimentation with several models. In Wallonia the most common nowadays is permanent employment

Model impacts focus

The reinforcement of social economy as a mean to transform the regular labour market and economic system into one more inclusive and equitable.

Unemployment rate of 8,5%, below EU average (Eurostat, 2014)

CASE STUDIES

Cortigroupe

Year	1984
Legal Status:	Group of enterprises and non profit association
Target groups:	People far from the labour market and with low skills
Nº workers	365
Model of work integration	Permanent
Sector of activity	<ul style="list-style-type: none"> - ironing service stations in different areas - domestic help at home and ironing services delivered at home - maintenance services of houses and gardens - eco- renovation services and small works in private and public buildings - catering service - cleaning services for local independent traders and companies
Sources of finance	-----

- ✓ A WISE created in the 1980s as a response to the high level of school drop-out youngsters at risk of social marginalization.
- ✓ It has developed its activity over many years in several economic sectors. It has a mission of work integration and active participation in the values of social economy. It is today a stable organisation in the promotion of employment in the District.
- ✓ The function of coaching are structured and are supported by the external network RES.
- ✓ It is an organisation that highlights the importance of coaching and promotes ongoing changes in the forms of provision of these services and professionalisation of these functions in the national context.

Groupe Terre

Year	1949
Legal Status:	Non-profit organisation
Target groups:	People far from the labour market and with low skills
Nº workers	Staff: 350 Volunteers: 200 Target group: 100

Model of work integration	Permanent
Sector of activity	<ul style="list-style-type: none"> - collection, selection and recycling of different materials (textile, glass, paper, plastic), - training for development projects, - transport, - social housing, - Construction - Manufacturing of acoustic insulation panels - Metal work and placement of acoustic insulation panels - Lifelong learning - Support to partners in the South (Latin America and Africa) in the main fields of recycling, agriculture, action-theatre, trade.
Sources of finance	<p>88% of its budget is generated by market activities</p> <p>12% public subsidies</p>

- ✓ an example of a WISE with its origin in the first half of the 20th century, a pioneer in Europe, in the response to social problems, as well as environmental issues and local development.
- ✓ It has a regional and transcontinental impact, having already replicated its action in various parts of the world
- ✓ Assuming the form of a business group, it has about 650 employees (globally) and manages companies in many sectors of economic activity
- ✓ Innovative practices relating to human resources management policies and participatory management.
- ✓ The functions of coaching are structured and are supported by the external network RES.
- ✓ Marketing functions have been the target of a new attention by the group.

ITALY

History and relation with the state and the market

Weak Welfare State. Strong primary networks of solidarity.

Strong regional asymmetries (higher economic development in the North = larger cooperative sector).

WISE bottom up in the 1980s, militancy for social cooperative movement and work integration (related to mental illness). High degree of organisation and recognition. Hybridization of local and inter sectoral networks.

State tends to reserve coats in the public procurement policies to ensure economic development rather than direct finance of wages, coaches or investment

Model of work integration

Permanent. Training in a job

Model impacts focus

Local development in multisector partnerships (state, market and social economy)

Unemployment rate of 12,7% (EU average), but 42,7% of young unemployment (Eurostat, 2014)

CASES STUDIES

YGES It

Year	1998
Legal Status:	Social cooperative type B: working integration
Target groups:	Disadvantaged groups
Nº workers	Staff: 5 Former workers from disadvantaged groups Volunteers: 5
Model of work integration	The initial aim was transition into the regular labour market, but it became mostly permanent
Sector of activity	Graphic design and digital printing
Sources of finance	95% of the total budget from sale and production of services

- ✓ Recent initiative which has distinctive and innovative features in the Italian context:
- ✓ It aims to replicate, in the Italian context, the French model of transition – a model of transition to the regular labour market, but permanent employment prevails;
- ✓ Strong competitive market orientation and high levels of income through sales leading to sustainability.
- ✓ Within a region of low unemployment, and positive social and economic development indicators, this is an example of finding solutions for a specific target audience - people with reduced mobility

Società Cooperative Consortile Sociale Fare Comunità

Year	2010
Legal Status:	Consortium of organisations (social cooperatives, state, VET) Social cooperative type B.
Target groups:	Disadvantaged groups
Nº workers	Staff: 15 workers that coach target groups

Model of work integration	Transition into the regular labour market
Sector of activity	Coaching services integrated in a partnership with social cooperatives, public services and regular market companies. Replication of Belgium and French models of transition within cooperatives consortiums and others.
Sources of finance	100% State funding

- ✓ Illustrates the characteristics of high social capital, recognised in the tradition of social cooperatives in Italy: strong intra-sectoral structuring of cooperatives; strong cross-sectoral partnership relations with the public and private profitable sector; strong territorial roots and local development objectives.
- ✓ Case E is a 1 social cooperative of type b. It uses a model of work integration similar to Case C. The model promotes employability and integration into the regular labour market of people with a high degree of health incapacity for work, or serious social difficulties.
- ✓ They developed a professional profile of "mediation operator".
- ✓ It is also active in the dissemination of social marketing strategies in social enterprises that it promotes.

PORTUGAL

History and relation with the state and the market

Weak Welfare State

Top down policy from 1998 = "trend phenomena" without the needed adaptation to the national context

Fragile cooperation between social economy organisations and lack a work integration culture. Charity values and dependency on the State. Non- existence of WISEs networks and individualism of promoters

Model of work integration

Official transition model, but actually variable according to individual situations

Model impacts focus

Unknown official evaluation but fragile indicators of a culture of construction of lasting instruments of employment and employability

Low levels of unemployment until 2000, tendency to increase and substantial increase in 2010

14,1% in 2014 (Eurostat, 2014)

CASE STUDIES

Case G

Year	1510 Promoter/ 2008 WISE
Legal Status:	Non-profit association with the status of IPSS – Private Institutions for Social Solidarity
Target groups:	Long term unemployed and disadvantaged groups
Nº workers	Staff: 800 Target group: 9
Model of work integration	Transition into regular labour market
Sector of activity	Agriculture
Sources of finance	70% State 30% Promoters resources (namely property donations)

- ✓ An example of the most common model of WISE in Portugal.
- ✓ Approximately 90% of the WISEs in Portugal are promoted by social economy organisations (recognized by the state as IPSS) traditionally characterized by being State suppliers of social services with low culture of economic entrepreneurship or market oriented management skills.
- ✓ In this context most of the Portuguese WISE became internal suppliers of services (catering, laundry, gardening, cleaning, etc.) to their own promoter organisations.
- ✓ Generally these are IPSS who run nursing homes and facilities for elder people, kindergartens or nurseries.
- ✓ Coaching and marketing functions are underdeveloped compared to the other cases

Sorrisos I e II Centro Social de Soutelo

Year	1976 the promoter and 1999 the WISE
Legal Status:	Association with the status of IPSS – Private Institutions for Social Solidarity
Target groups:	Long term unemployed and disadvantaged groups
Nº workers	Staff: 91 Target groups: 8 workers who have gone through the integration process + 17 still in integration
Model of work integration	Transition into regular labour market

Sector of activity Domestic care services

Sources of finance 70% State
30% Sale of products and services

- ✓ Example of good practice of participatory methodologies
- ✓ Supervisory team (composed by social workers). There is an effective monitoring of the people being trained in the WISE
- ✓ The creation of a second WISE resulted from high demand.
- ✓ These two WISES provides care and personal hygiene , lunch distribution , transport and laundry
- ✓ They have private and institutional clients. Their main partners are the health centre and the public institute of employment.
- ✓ The institution has a register system and reports the WISE social results
- ✓ Proximity marketing (spread the word, phone calls). External communication and dissemination of these services.

UNITED KINGDOM

History and relation with the state and the market

Liberal Welfare State/context of deregulation/

Decline of 'sheltered employment' and growth of 'supported employment' and supported self-employment

Bottom up. Dissemination and proliferation of initiatives. Network movements (social firms and others...)

Model of work integration

Plurality of models and solutions in a context of high dynamism of social entrepreneurship

Model impacts focus

Different roles, growth in the capacity of new responses in the area of integration of disadvantaged groups (ex-convicts; adults with learning disabilities...)

Unemployment rate of 6,1% , below EU average (Eurostat, 2014) finance from the state.

CASE STUDIES

Blueberry Academy

Year 2007

Legal Status: Community Interest Company limited by guarantee

Target groups: Young adults with learning difficulties

Nº workers	Staff: 25 Volunteers: 4
Model of work integration	Transition into regular labour market
Sector of activity	Educational and technical support to young (under 25) adults with learning disabilities
Sources of finance	- Education funded by the EFA - Job coaching funded through personal care budgets (state subsidized) and sales income

- ✓ A social firm that has focused on an innovative social enterprise approach for the learning disabled.
- ✓ it was spun out from former state provision
- ✓ It tries to find effective permanent solutions to employ, rather than just providing training and has its own associated cooperatives to employ graduates from the training programmes in a supported environment.
- ✓ it continues to support beneficiaries while in employment with others
- ✓ It focuses on allowing beneficiaries to have a greater say in how their social care budget is used and enjoy a choice of opportunities and activities.
- ✓ It has developed an education programme and a coaching and employment experience programme.
- ✓ It is at the forefront of employability and has a proven track record in developing other organisations to introduce new practices and to raise the standards of employability training.
- ✓ The marketing activities are classical and reduced because demand exceeds their capability to respond.

miEnterprise

Year	2008
Legal Status:	Community Interest Company limited by guarantee
Target groups:	Adults with learning difficulties
Nº workers	9 members
Model of work integration	Self-employment
Sector of activity	Marketing cooperative. Offers its members (people with learning disabilities) a comprehensive package of business support tailored to their individual strengths & needs, along with group support

Sources of finance	Membership funded through personal care budgets (state subsidized)
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- ✓ Is an entirely new model of social enterprise of supported self-employment and as such it is a model for consideration for employing people who are most difficult to employ in a conventional job.
- ✓ It arises directly out from the entrepreneurs' practical experience of the limitations of other approaches to employment for disabled people and is the UK's leading supported self-employment specialist.
- ✓ The model is based on a social enterprise that operates as a mutual marketing co-operative. It is a mutual enterprise, where beneficiaries own the company, and in which its members receive benefits from the State to join their own earnings in order to fund the enterprise.
- ✓ Based on highly individualised and flexible best practices in supporting adults with learning disabilities
- ✓ Marketing is a core aspect of the model of intervention and developed in a number of different aspects.

II.2 Results: coaching in WISE

How are WISE performing their functions of coaching?

Unsurprisingly, the methodologies of work integration and journeys into work for disadvantaged groups vary widely from country to country and from WISE to WISE because of different prevailing models and traditions, WISE sizes and economic sector. Therefore, coaching in each WISE and the opportunities for target groups are also very variable.

In our 10 case studies, we identified a range of 17 different functions. None of the WISE carries out all of them. There are some important conclusions:

- The case which shows the greatest range of services and integration opportunities is Job TransFair in Austria. It has successfully copied the model of temporary employment agencies (labour leasing), but with the objectives of the employment public policy, and particular attention to disadvantaged groups. It is a large institution with about 195 staff and 1900 disadvantaged people per year and works in partnership with the public sector. It has a wide range of qualified staff.

It has a human resource department and internal specialized multidisciplinary teams. These teams, are qualified staff in human resource management.

Its methodology is flexible in response to beneficiaries, allowing the design of very diverse routes into employment. It integrates several job stations in the different WISEs that they promote, counselling services and job coaching in a labour leasing logic for temporary work contracts.

- Case G in Portugal has the smallest range of services. Their approach is near the model of sheltered employment, although with an important difference. For the beneficiaries, having an effective employment contract throughout the journey is crucial for their future opportunities. The outcome is acquiring status and rights in the labour market, and access to social protection systems and social rights. Although it may be, at worst, the unemployed status, individuals have moved from economic inactivity to activity, and have access (again) to social and economic rights.

- There is an evident difference between the largest organisations, where beneficiaries can choose between different jobs, professions, or even sectors of economic activity (Job TransFair, Cortigroupe, Groupe Terre, Società Cooperative Consortile Sociale Fare Comunità) and small structures with only 2 to 4 work possibilities available (Verein BICYCLE, YGES It and Case G).

Table 1: The coaching functions/target group opportunities

	Case studies ¹									
	A	B	C	D	E	F	G	H	I	J
1. Greeting and diagnosis										
Personal and social integrated diagnosis (health, housing, justice, social action ...)										
Employability and/or employment diagnosis and planning based on participated methodologies										
2. Itinerary process										
Employability skills development on 'short' range of job assignments (1 to 3 or 4) depending on the size of the WISE and on the method of coaching)										
Employability skills development on a 'large' range of job assignments (more than 3 or 4)										
Basic knowledge and skills development (training in areas such as languages, writing, reading, counting...)										
Complementary professional training										
On-going daily follow up throughout the integration itinerary										
Regular and formal evaluation and (re)planning										
Internships in companies and other employer organizations in the regular labour market										
Short term working contracts in leasing system										
Development of self-employment skills (structure adapted for uniqueness, collective support, personal development together with development of the entire business cycle)										
3. Transition processes into regular labour market										
Individual and/or collective coaching and training for active job search										

¹ Please see the case studies sample in chapter I.4. Methodology. The code characters (from A to J) follow the presented case order.

Active search for employers and placement for the target groups (activities developed with employers supporting their development)	
Permanent employment contract	
Follow up after the end of the itinerary (presence or at distance)	
Developing activities within the companies that have made work contracts with the target groups to promote the inclusion of people and adults with learning disabilities	
New approach on HRM participatory methodologies to develop further strategies for social inclusion of poorly qualified workers (former target groups) into a more inclusive and social economy.....	

What are the innovative trends in practice and methodology?

- Overall, we have identified 17 distinct functions that allow us to understand the various instruments that are being used to integrate disadvantaged groups into work:

- *Personal, social and employment integrated diagnosis based on participative methods
- *Employability skills development on 'job assignments'
- *Basic knowledge and skills development (training in areas such as languages, writing, reading, counting...)
- *Complementary professional training
- *Internships in companies and other employer organizations in the regular labour market
- *Individual and/or collective coaching and training for active job search
- *Active search for employers and placement for the target groups (activities developed with employers supporting their human resources development)

- In the new model of supported self-employment in the case *miEnterprise* in the UK, the focus is on the development of the skills for self-employment through the development of a sustainable business. In addition to a highly flexible development programme (personal and business) the model includes the creation of a cooperative framework. This adds two key features: self-help (with other members with high qualification that provide support) and marketing for goods and services selling.

- Proactivity involving discussion with regular labour market employers. Active search for employers and placement for the target groups: activities developed with employers supporting their human resources development (*JobTransfair, YGES It, Società Cooperative Consortile Sociale Fare Comunità, Blueberry Academy*). Proactivity also in developing activities within the companies that have made work contracts with target groups to promote the inclusion of adults with learning disabilities (*Blueberry Academy*).

- Grupe Terre shows pioneering experience in human resource management, implementing a participative methodology as a strategy for personal and social development of workers, with democratic and social economy values. Because the model is based on permanent employment,

coaching is evolving into specific tailored support for WISE and individual, throughout their professional lives in WISE as regular employees. In Grupe Terre all human resources management is based on participatory practices addressed to all workers of the group (not address just to the workers on an integration itinerary).

What kinds of professional training and qualification support do WISE workers have?

- All WISE have some highly qualified staff in social sciences (social work, psychology, sociology, education...)
- There is no specific initial qualification for WISE staff in any country
- Professionals who have relevant technical skills outside the social sphere, are learning (by doing) how to work with disadvantaged groups
- In the countries where the WISE subsector is more institutionalized there are training and seminars promoted by WISE networks and training organisations
- In Portugal there is no structured professional training in this area
- In the UK there is a lot of resources for training and a professional network the British Association for supported employment (BASE)
- Belgium cases illustrate the development of the job coaching expertise and their organization of high qualified services provided by a regional network

II.3 Results: marketing in WISE

- Not surprisingly, there are WISE with few resources allocated to marketing, especially small ones. The larger WISE tend to have responsible professionals or departments as in similar commercial small and medium enterprises (SME).
- WISE that have marketing professionals and some smaller organisations, often communicate or advocate their social causes - social marketing. However WISE are often reticent about communicating their mission. The dilemma is between the disclosure, or not, of their mission - between competing on equal terms as SMEs or appealing for social responsibility and responsible consumption.
- Cases of WISE involved in social branding process were not identified.
- The area of employers coaching is emergent. WISEs are beginning to explore the opportunities to provide support services to the human resources management of SME.

Table 2: The marketing functions in WISE

WISE MARKETING functions	Case studies									
	A	B	C	D	E	F	G	H	I	J
Recruitment										
Greeting appointed individuals from public or private social welfare services, employment, health ...										
Advertising in partnership with public services/ were WISE publicize their services										
Advertising for target groups WISE										
Basic and low resources advertising/marketing strategies at the institutional level and at the level of selling goods and services										
Professional marketing department or individual at the strategic level and at the level of selling goods and services										
Strategies and practices of marketing for advocacy of causes (social economy, environment, social inclusion of people with disabilities....										
Employers coaching (activities targeting employers)										

III. Conclusions: lessons for the intervention in training and qualification of professionals in WISE

- Promote European diversity and exchange of best practice, enabling a more innovative ecosystem
- Produce flexible training packages adapted for different needs:
 - *Training for promotion of work integration culture and practices
 - *Intensive (introductory) training for new professionals in job coaching
 - *Specific training for experienced coaches and trainers, in particular on technical task-specific skills

What are the main needs and challenges for the training and qualification of professionals in WISE?

- Models of work integration are continually evolving, fostering effectiveness in their results and innovation in their methods and mission. Finding ways to share knowledge, experience and tools is a basis for better results and more social innovation. Thus strategies to develop long-life learning initiatives must include, whenever possible, debate on WISE achievements, diversity and progress in the creation of innovative solutions for work integration of disadvantaged groups.

- There are countries where the challenges are around the awareness of WISE in civil society and in VET systems, in social enterprises and social economy networks and at the public policy making level (namely Portugal).
- There are countries where the WISE subsector is more established and opportunities for life-long learning activities are more structured. The development and acknowledgement of human resource qualifications and certification is needed in the WISE subsector.
- There are countries are (particularly the UK) where WISE face urgent challenges other than qualification and training, such as (de)regulation and austerity.
- As a DNA function, coaching in WISE reveals a wide range of competencies, skills and knowledge, taking into consideration the European diversity. There are several levels of qualification to consider:
 - *Level of academic degree: Universities
 - *Level of VET providers (initial and continuous professional training)
 - *Level of network (continuous professional training)
 - *Level of WISE (continuous professional training)
- Marketing has a tight profile of needs and challenges for WISE professionals.

Key skills for WISE professionals

Coaching: Meeting people needs	Marketing: Meeting wise needs
<p>Life coaching, practices associated with personal development and employability (including support to those with without adequate health and housing or social, educational or vocational skills). Transversal to all coaching activity</p> <p>Job coaching practices associated with learning a profession and/or a job position (mentoring, training in real work context, conventional vocational training)</p> <p>Employment coaching; practices related to active employment search of individuals in the context of the regular labour market</p> <p>Self-employment coaching</p> <p>Participatory methodologies in human resources management</p>	<p>Conventional marketing of products and services and institutional marketing (including ICT)</p> <p>Social Marketing (advocacy for causes)</p> <p>Employers coaching, practices that target employers and their human resources management needs related with the integration of the disadvantaged groups.</p>

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ANNEX

WISE in 5 European countries - Country reports and case studies