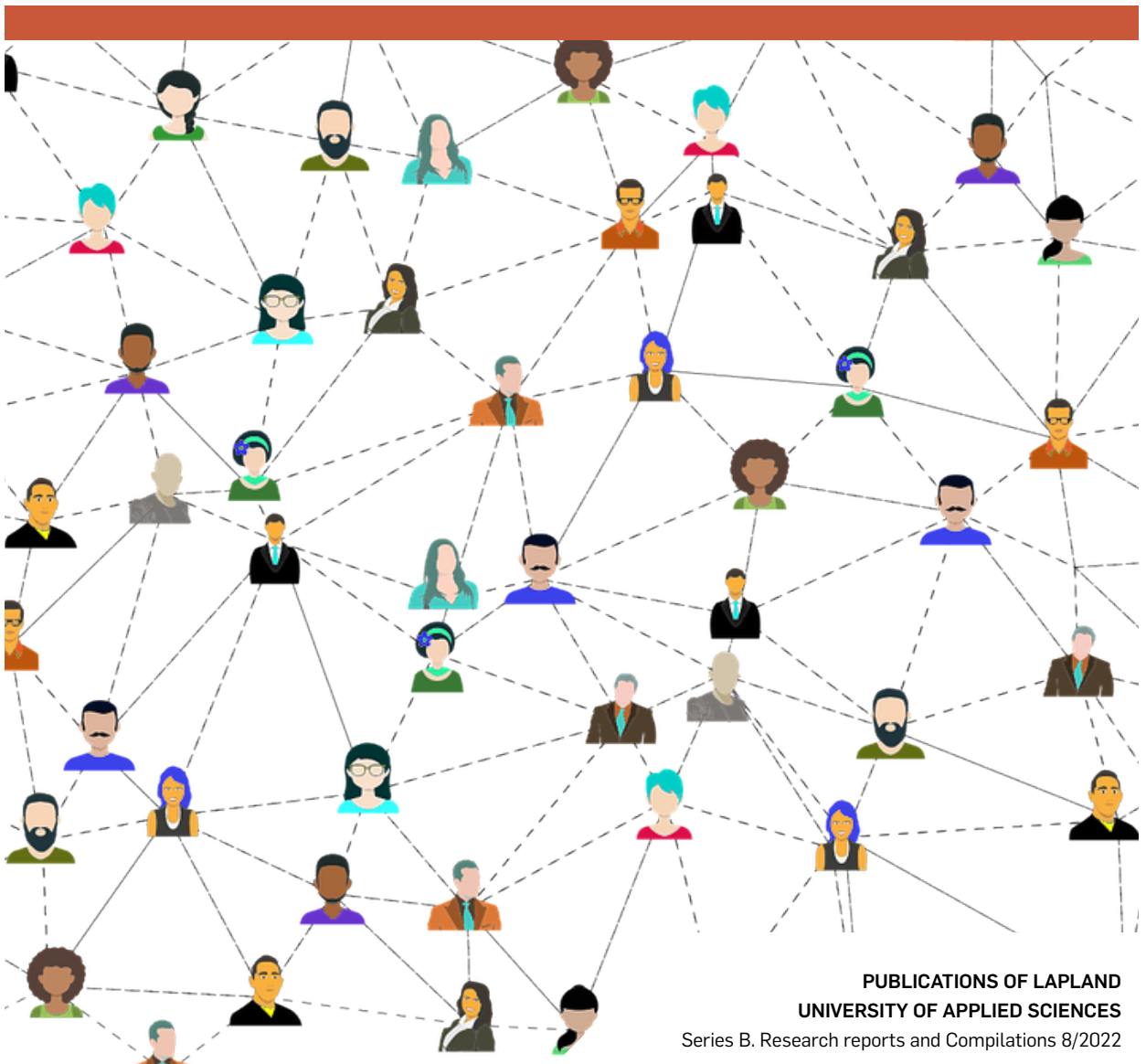


Study on Social Enterprise Incubators – SYTYKE



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**Martti Ainonen, Malla Alatalo, Kirsti Ketola, Sari Nisula, Pia Rapo,
Jatta Sammalkangas & Mirva Tapaninen**

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Authors: Martti Ainonen, Senior lecturer, Lapland University of Applied Sciences, Malla Alatalo, Expert, Responsibility in Business and Services, Lapland University of Applied Sciences
Kirsti Ketola, Senior lecturer, Lapland University of Applied Sciences, Sari Nisula, Expert, Responsibility in Business and Services, Lapland University of Applied Sciences, Pia Rapo, Student, University of Lapland
Jatta Sammalkangas, Expert, Responsibility in Business and Services, Lapland University of Applied Sciences, Mirva Tapaninen, Expert, Responsibility in Business and Services, Lapland University of Applied Sciences

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Appearance and layout: Videcam Oy, Arto Huhta

Lapland University of Applied Sciences
Jokiväylä 11 C
FI-96300 Rovaniemi, Finland

Tel. +358 40 721 6000
www.lapinamk.fi/julkaisut

The Lapland University Consortium (LUC) is a community formed by the Lapland University of Applied Sciences and the University of Lapland.



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1. Foreword

This preliminary study report based on a research review, webinars and workshops has been prepared in the *Study on Social Enterprise Incubators* project (SYTYKE, ESF, Northern Ostrobothnia ELY Center, Leverage from the EU) administered by the Lapland University of Applied Sciences. As a result, current information and good examples of business incubator operations in both Finland and Europe has been gathered. This way, opportunities for livelihood and development can be promoted also in social entrepreneurship in Lapland.

The concept of a social enterprise is complex. In a social enterprise, the goal is to produce the wider common good through business, which is always value-based. However, social entrepreneurship is not charity, but the company's economic activities promote the common good (Lipponen 2016, 7). Social entrepreneurship is by principle economically profitable business, and most of the generated profits are used to promote the company's social goal. (Arvoliitto 2019). Forms of activity can be, for example, limited companies, cooperatives, foundations and associations.

Business incubators and other business advice can be seen as a safety net, especially for those planning a business or in the early stages of their entrepreneurial career. However, it is essential that social enterprises and their specific characteristics are made known also for incubator operators and business advisers, so that social enterprises also have access to expert business services.

During the process of writing the preliminary report, one important connecting factor noted between the regions with active promotion of social entrepreneurship was the concrete commitment and support from the society to the promotion of social entrepreneurship. In none of the regions social entrepreneurship existed as an isolated corner of the society and the entrepreneurial world. On the contrary, all the regions had different types of ecosystems to support the social entrepreneurship. How these ecosystems were structured varied from region to region, which is only natural, as the societies, legislation and the operating conditions as a whole are different in different places. But the shared goal of promoting the topic was shared by many stakeholders and policymakers.

And it shouldn't be a surprise that supporting system is needed. We have a supporting system – or an ecosystem – for mainstream enterprises. There are business advisors, funding, entrepreneurial education in different levels of education, incubators and

accelerators, as well as different types of organisations to support and promote entrepreneurship. The challenge for social entrepreneurship right now is that none of these recognize or have expertise on the specific topic right now. Also, with the “social” in the social entrepreneurship comes the interplay with the society, which means that a pinch of society has been added to the mix of needed supporting stakeholders.

Along with this preliminary study report an implementation plan for incubator for social enterprises is published. That suggests actions to be taken based on findings during the project, the preliminary study stage and the workshops. In the core of the implementation plan is the idea of not trying to pull off an incubator as an isolated effort, but to find support and longevity through an ecosystem. The ecosystem is not a new structure that is built of new actors and new ideas, but it is built as cooperation with existing actors and with increasing of the know-how in its core. Social entrepreneurship is not a very well-known topic yet, and specifically the knowledge of practical matters in setting up and running a social enterprise is needed. These topics include for example recognizing business opportunities, funding, division of profit and measuring the both financial and societal gains of the enterprise. The topics are not that different from the important topics of starting and running mainstream businesses, but they do come with a twist. A set of social enterprise incubator pilots have been started around Finland and the gathering of knowledge by the Competence Centre for Social Entrepreneurship. Hopefully these can function as a source of knowledge and know-how on these specific topics and a springboard for wider recognition of the subject.

In conclusion, there would be possibilities for social entrepreneurship and business incubator operations. But the preconditions for action need to be strengthened by developing the business model and know-how, as well as investing in resourcing and raising awareness of the topic, such as on the basic concepts. In this way, social entrepreneurship as a business model would become better known and the targeting of supporting measures would be more effective.

Warm thanks to everyone involved in the project!

Martti Ainonen, Sari Nisula, Mirva Tapaninen

2. Introduction

The study on social enterprise incubators or the SYTYKE project (ESF, North Ostrobothnia Centre for Economic Development, Transport and the Environment, Leverage from the EU) is a development project that promotes employment, competence and social inclusion. The aim of the project at hand is to create the right conditions for the establishment of social enterprises to support the employment of young people and those in a weak position on the labour market, and to explore the potential of social enterprise incubators, as well as to find committed networks and actors and suitable structures for social enterprise incubator operations in Lapland. Investigating the prerequisites, starting points and possible operating methods of incubator operations with representatives of the stakeholders and target groups will provide the best preconditions for the launching of the incubator operations and the promotion of social entrepreneurship in Lapland.

Social entrepreneurship has been identified in the Government Programme as one of the opportunities to build trust and an equal labour market, as well as to increase the employment rate. Social entrepreneurship is a means of employing the partially disabled and others who need special support. The operating conditions of social enterprises can be improved by reforming financing and providing support to strengthen business skills. International examples support incubation activities aimed at social enterprises.

A value-based approach resonates in today's society, which is why it is important to promote awareness of the concept of social entrepreneurship, as this is not obvious to everyone. The SYTYKE project has investigated how social entrepreneurship could facilitate the integration of the partially disabled into working life. At the same time, it has been explored how business incubator activities should be developed to meet the needs and interests of young people and others with a weak labour market position.

There is a generally positive attitude towards social entrepreneurship. Business incubators are considered to be a service that is required in Lapland, and such customised business competence support service is considered a good alternative for the employment of the partially disabled. Social entrepreneurship has its own special characteristics, and entrepreneurs, solo entrepreneurs in particular, would benefit from the collegial support of a peer network.

Furthermore, the development of incubator activities aimed at social enterprises supports the vitality of the region. The project takes into account existing advisory and incubator structures and explores the feasibility of integrating incubation activities for social enterprises into them. The investigations included in the project were carried out by means of desk research and participatory workshops, and the final result is this preliminary assessment that first presents the background and objectives of the report and good practices from Finland and other parts of Europe, followed by the results of the workshops and the roadmap. Finally, conclusions are drawn from the data.

3. Background

According to a report published by the Ministry of Economic Affairs and Employment in 2020, there are approximately 1,700 companies in Finland that meet the characteristics of a social enterprise. The approach of the study was largely focused on the health care and social services sector. The social enterprises are mainly concentrated in Uusimaa, Pirkanmaa and Varsinais-Suomi regions. At the time of the study, there were 58 social enterprises in Lapland. (Ministry of Employment and the Economy 2020, 10.)

This report examines social entrepreneurship from the perspective of young people and those with a weak labour market position, emphasising the suitability of business incubation activities to the conditions in Lapland.

3.1 SOCIAL ENTREPRENEURSHIP AS A CONCEPT

According to a study by the Ministry of Employment and the Economy, the prerequisites for the operation of social enterprises should be supported in order to increase the capabilities, recognition, resourcing and competence of the business model. (Ministry of Employment and the Economy, 2020.)

There is the Finnish Social Enterprise Mark, which defines the characteristics of a social enterprise as follows: “Social enterprises tackle social or environmental problems. They use most of their profits to advance their social goals.” The Association for Finnish Work grants the mark to companies of its choice. (Association for Finnish Work, 2022.)

According to the joint definition of the Finnish Social Enterprise Mark and the Finnish Association of Social Enterprises, “The primary objective of a social enterprise is to benefit society or the environment. More than half of the distributable profits are used to promote the enterprise’s social objective. The enterprise’s business is open and transparent. The enterprise is active on the market and receives most of its revenue from the business.” This definition derives from preparatory work carried out by the Ministry of Employment and the Economy in 2010–2011. (Laiho et al., 2011.)

In Lapland, the Social Enterprise Mark has been granted by the Association for Finnish Work to, among others, companies that offer services and manufacture products (welfare and cleaning, maintenance and repair services; Table 1).

There are business incubators throughout Finland, especially ones managed by educational institutions (universities and universities of applied sciences) or regional development centres (e.g., YritysEspoo, Helsinki NewCon, YritysVantaa, Wirma yrityspalvelut, a non-profit department of the city of Lappeenranta, Vakka-Suomi Business Incubator), as well as the nationally operating Enterprise Agencies.

Table 1. Examples of companies in Lapland that have been awarded the Social Enterprise Mark

| Enterprise | Industry | Contact details |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Sie & Mie Keskus cooperative | Cleaning and other small-scale services, used bicycles, sewing, upholstery and interior decoration services | siemiekeskus.fi, siemie.rovaniemi@gmail.com, Rovaniemi |
| Meriva sr foundation | Training for work activities, rehabilitation activities, education | meriva.fi, hilkka.halonen@meriva.fi, Kemi |
| Lapin Kuntoutus Oy | Rehabilitation services | lapinkuntoutus.fi, toimisto@lapinkuntoutus.fi, Rovaniemi |
| Nuoriso- ja vapaa-ajankeskus Pikku-Syöte | A youth centre, growth and development of the young | pikkusyote.fi/nuorisokeskus-leirikoulupalvelut/, jonna.komulainen@pikkusyote.fi, Pikku-Syöte |
| Osuuskunta Uurto cooperative | Social services provider | saurasaatio.fi/palvelut/osuuskunta.html, saura@saurasaatio.fi, Kemijärvi |
| Osuuskunta Sompion tähti cooperative | Home and care services for the elderly | https://www.sompiontahti.fi/, sompiontahti@outlook.com, Sodankylä |

The definition or requirements for a social enterprise are not as precise as those of a work integrating social enterprise (WISE). An economy enterprise need not be registered in any way, unlike a WISE, which must be registered in the register of social enterprises maintained by the Ministry of Employment and the Economy. At least 30% of the employees of a WISE must be partially disabled, or the aggregate number of partially disabled and long-term unemployed persons employed by the enterprise must be at least 30%. (Ministry of Employment and the Economy 2022.)

Social entrepreneurship as WISE is classified as part of the concept of social entrepreneurship, which also encompasses a wide range of other sectors. In Finland, WISEs are bound by clearly defined eligibility criteria. In the case of business incubators for young people and people in weak labour market position, the main focus is on low-threshold services; hence the question of whether institutionalised social entrepreneurship bound to requirements based on contract law is a suitable form of incorporation for new entrepreneurs. (Ministry of Employment and the Economy 2022.)

The key characteristic of a social enterprise is that the activity is mainly a commercial and that more than half of the operating profit is used for a social purpose. A social enterprise must be an economically viable business instead of just donation-based activity. (See the Finnish Association of Social Enterprises ARVO). The chosen values should be reflected in the operating methods the enterprise adopts.

In 2020, the Ministry of Employment and the Economy published the report Social enterprises in Finland (report is in Finnish), which covers various clusters of social enterprises. These include enterprises providing a variety of welfare services, mission-driven impact investors and philanthropic operations (such as charities). (Ministry of Employment and the Economy 2020, 10.)

Sitra (2012) defines a social enterprise and its characteristics as follows:

“The purpose of social enterprises is to produce social well-being. These types of companies are typically established to find a solution or a new operating model for a social challenge. Their operations are profitable, but generating profit for shareholders is not their primary goal. Their operations aim to solve social problems and achieve socially beneficial objectives. They use more than half of their profits to achieve their goals, promote their business ideas and develop their operations. They are founded by people who would not otherwise be interested in starting a business. A social enterprise may select any form of incorporation. The Finnish law makes no distinction between social enterprises and other businesses. No special support is available for these companies.”

In the project International cooperation in community based civil safety and security (ERDF, 2015–2018), Nisula and Kohllechner-Autto published the article From social entrepreneurship to a social economy, in the publication [Community-based safety in Lapland](#), which provides an updated overview of the status of social entrepreneurship in Lapland (Nisula & Kohllechner-Autto, 2018). At the pan-European level, social entrepreneurship is emerging as a viable alternative to other forms of incorporation, but the position of social entrepreneurship in terms of financial and other support systems is still unclear.

3.2 DEFINITION OF BUSINESS INCUBATOR

A business incubator is designed to support entrepreneurs in the early stages of their career. Business incubators assist entrepreneurs when they are thinking about making their business strategy open and transparent. It must be possible to measure the benefits to the environment. Incubators have several programmes in which potential entrepreneurs are able to refine their business ideas. Business incubator of Vakka-Suomi describes its services as follows: “Our incubator provides expert services to new entrepreneurs at all stages of the company’s development from assessing a business idea to long-term business development.” (Business incubator of Vakka-Suomi).

Business incubators usually support the initial phases of setting up a business. They can, for example, test and develop the business idea, as well as provide advice on financing and how to improve recognition of the business. Incubators also provide a networking opportunity and allow the potential entrepreneurs to learn about different types of businesses (e.g., cooperative, business name and limited liability company) and to receive assistance in finding physical premises for the business.

[Business Mill](#) incubator in South Karelia guides new entrepreneurs in creating a profitable business plan and makes suggestions for improvements to existing companies that are solving profitability problems. In the [Avanto entrepreneurship programme](#) (in Finnish), students of Oulu University of Applied sciences who are interested in employing may be named an entrepreneurship coach. [NY Start Up](#) (in Finnish) is an online learning environment for students in higher education who are interested in entrepreneurship. These incubators do not approach entrepreneurship from the perspective of social entrepreneurship. Instead, they focus on introducing the basics of entrepreneurship to people who are interested in entrepreneurship.

4. Good practices from Finland and the rest of Europe

4.1 SUMMARY OF THE CURRENT STATUS IN LAPLAND AND FINLAND

At the start of the SYTYKE project, there was no single key actor or concrete physical incubator space in Lapland to support the establishment of social enterprises. For example, the entrepreneurship studies offered by the Lapland University Consortium (LUC) only deal with social enterprises incidentally as part of the prevailing forms of incorporation and business models.

The Lapland Chamber of Commerce had a business incubator, Innovaattori, in 2007. According to data from 2018, the aim of the project, funded by the Regional Council of Lapland, was to promote business incubators in the field of sports tourism. In 2014, the Lapland Centre for Economic Development, Transport and the Environment started business incubator activities for natural resource entrepreneurs. Kemin Digipolis Oy offers business incubator-type support especially for industrial and mining service businesses, businesses involving Arctic expertise and wood construction businesses.

Business Rovaniemi has piloted incubator services for the creative industries, sparring casinos and gambling venues in Lapland, as well as searching for contacts in Asia for fashion and lifestyle companies. In addition, in 2016–2017 Business Rovaniemi Ltd offered business incubator activities for companies operating in the gaming industry ([Game Brewery project](#)).

The objective of the project AIM2WORK - Suuntana työ (January 1st to December 31st 2019) was to offer immigrants or the long-term unemployed alternative forms of employment through cooperative activities, so that the unemployed persons would at least have short-term access to the labour market in Lapland.

AIM2WORK was based on the completed project WORK (Työllistymisen erilaiset vaihtoehdot – esiselvitys yhteiskunnallisen yrityksen toimintaedellytyksistä, 2015–2016). WORK investigated the conditions for starting a social enterprise in the Rovaniemi region in the form of a cooperative and how the municipality could

purchase various services from the cooperative/social enterprise in accordance with the new procurement law. The result was the Sie&Mie Keskus cooperative for the long-term unemployed in Rovaniemi. Half of the members of the cooperative are immigrants. The WORK project started with the need of the Arctic Immigrants Association (AMA) to improve the employment of immigrants and the need of the city of Rovaniemi to find ways to interrupt periods of long-term unemployment. The target group of AIM2WORK consisted of immigrants and the long-term unemployed.

WORK, on the other hand, was based on the project KOVI (2014), which aimed to stimulate cooperative entrepreneurship among university graduates.

The project “Sports tourism as a pull for the arctic region” ([Liikuntamatkailu arktisen alueen vetovoimaksi](#), in Finnish) assisted entrepreneurs in spotting development areas in their business through business incubator activities. Entrepreneurs found discussions with experts useful because an outside expert is able to notice company’s development areas much better than the in-house staff. (Matkailu- ja liikunta-alan yritysten sparraus uusien ideoiden apuna, 2018.) In other words, there have been business incubators in Lapland, but they have not specialised in social entrepreneurship.

Table 2. presents projects related to social entrepreneurship in Lapland in 2014–2019.

Table 2. Projects relating to social entrepreneurship and cooperatives in Lapland.

| Project | Objectives | Time | Target area | Managed by | Results |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| KOVI | Initiating cooperative entrepreneurship among university graduates | 2014 | North Ostrobothnia and Lapland | University of Lapland | Approaches to prepare for cooperative entrepreneurship, exploring educational cooperatives as a learning environment for entrepreneurship. |
| WORK - työllistymisen erilaiset vaihtoehdot | Preliminary assessment of the prerequisites for a social enterprise | 2015–2016 | Rovaniemi region | City of Rovaniemi | Cooperative Sie&Mie Keskus |
| AIM2WORK | Motivating small and medium-sized enterprises to support immigrants and other long-term unemployed people in entering the labour market and strengthening cooperative activities. | 2019 | Lapland region | University of Lapland/ Arctic Centre | |

4.2 SURVEYS AND STUDIES ON SOCIAL ENTREPRENEURSHIP

According to a study published by the Ministry of Economic Affairs and Employment (2020) on businesses in Finland, there are some 1,700 social enterprises in Finland. However, the methodology and approach of the study focused on the health care and social services sector. According to the study, the number of social enterprises is the highest in Uusimaa, Pirkanmaa and Varsinais-Suomi regions.

At the time of the study, there were 58 such enterprises in Lapland. As stated by a study by the Ministry of Employment and the Economy, the prerequisites for the operation of social enterprises should be supported in order to increase the capabilities, recognition, resourcing and competence of the business model. The social entrepreneurship business model is not very widely recognised. According to the study, the Act on Social Enterprises (WISEs), among other measures, has not had the desired effect and WISEs are not perceived to have image benefits. It is very difficult to estimate the number of social enterprises in Finland, because there is no common definition or specific statistics. There is some statistical information available on the Finnish Social Enterprise Mark and the organisations included in the register of social enterprises (WISEs). Some information is also available by industry on social economy organisations engaged in economic activities (cooperatives, associations and foundations). (Ministry of Economic Affairs and Employment 2020.)

The theme of social entrepreneurship has also been explored through projects. In 2018, Silta-Valmennusyhdistys ry conducted a [study](#) on social entrepreneurship and the employment of the partially disabled in a preparatory project called Ilona – sosiaalinen yrittäjyys väylänä mielekkääseen työhön (Salmi, 2018).

In 2017–2021, Lapland University of Applied Sciences implemented the SOCENT SPAs project (Social Entrepreneurship in Sparsely Populated Areas, Interreg Europe, 2017–2021). Project areas included regions from Spain, Slovakia and Germany in addition to Lapland. At the beginning of the project, an overview of the status of social entrepreneurship was carried out in each region involved. This led to the publication [Study on the situation and the legal framework of social entrepreneurship in Lapland, Finland](#) (Harju-Myllyaho A., Kohllechner-Autto M., Nisula S.) The publication was compiled on the basis of desk research and interviews, which laid the groundwork for the continuation of the project in Lapland by describing the history of the topic in the region local legislation and the current situation.

As the SOCENT SPAs project progressed, a [Good practice guide - strategies supporting social enterprises, and concrete examples of social innovation and social enterprises from sparsely populated European regions](#) (Kohllechner-Autto M., Nisula S., Skantz K. 2019) was published, which compiled examples of good practices from Europe. Guide highlights good practices and practical examples on how social enterprises may benefit regions and communities.

A report by the [Small and Medium-sized Enterprises Executive Agency \(EASME\)](#) called Social Business Initiative (SBI) follow up: Cooperation between social economy enterprises and traditional enterprises (European Commission, 2019) stated that

socially responsible thinking can be promoted by supporting cooperation between social enterprises and traditional enterprises and the co-creation of innovations.

[A map of social enterprises and their eco-systems in Europe](#) shows that the characteristics of social entrepreneurship still remain unidentified, the European social entrepreneurship ecosystem is still under construction and a functioning peer-to-peer network is missing (A map of social enterprises and their eco-systems in Europe, 2015). Ecosystems are networks of interdependencies between social enterprises, social entrepreneurship research, national public administrations and non-profit third sector actors.

In Sweden, co-operatives are promoted by an organization called Coompanion, which has operations all over the country. The organization provides free advice and process assistance on matters related to the establishment and financing of the cooperative, as well as training in various challenges facing the day-to-day running of the business. Coompanion has been setting up another essential social enterprise support organization called Mikrofonden, which provides private risk finance to social enterprises. Mikrofonden also operates on a cooperative basis. (Mikrofonden 2022.) Organization has a clear focus on the promotion of social entrepreneurship and sustainable development goals.

The Center for Social Entrepreneurship in Sweden (CSES) is a private non-profit organisation. CSES defines social entrepreneurship as “entrepreneurship whose core activities not only provide revenue to owners and employees, but also in a tangible and preferably measurable way benefit individuals and society, locally, regionally or globally”. Yrkesdörren and ÖppnaDörren are CSES projects with the aim of accelerating the integration of Swedes born abroad and promoting the employment of people with an immigrant background. (See Center for Social Entrepreneurship in Sweden.) Successful integration requires active support. A sense of participation in Swedish society prevents exclusion and falling into the spiral of long-term unemployment.

Scottish Firstport assists social enterprises at their early stages, giving the required impetus to turn a business idea into practical business. Firstport organises workshops and distributes start-up funding. (See Firstport, Scotland’s development agency for start-up social entrepreneurs and enterprises). As an accelerator for social entrepreneurship, Firstport brings together new entrepreneurs who require collegial support and assists them in networking.

Social Enterprise Scotland is the umbrella organisation and the voice of social enterprises in Scotland, which focuses on visibility: it highlights and communicates information about the social enterprise model to the general public, media, decision-makers, politicians and civil servants. The organisation aims to influence practices and politics, and to raise the profile of social entrepreneurship.

The Danish Specialisterne Foundation is a non-governmental organisation that aims to provide meaningful employment for one million people with a neuropsychological conditions. Its vision is to boost social entrepreneurship around the world as a result of a global change of mindset related to the labour market. The foundation has

its headquarters in Copenhagen. (See Specialisterne Foundation.) Specialisterne offers special expertise in job coaching services.

The goal of the Latvian Social Innovation Centre (SIC) is to establish a network of social innovation activities to promote sustainable development of society. Social innovation provides tools for effective and positive social change and solutions to social problems. The development of human resources is the key to change. Education and training can help individuals to use their knowledge and skills to more effectively respond to social challenges. SIC provides a non-formal learning environment for disadvantaged groups in society. Key experts specialise in the following areas: innovation, social challenges, young people, disadvantaged groups and social entrepreneurship. All projects relate to social innovation, the improvement of a community's quality of life and the development of new skills. (See Social Innovation Centre.)

Latvia also has the Social Entrepreneurship Association of Latvia, which is the main builder of a social entrepreneurship ecosystem in the country. Founded in 2015, the association's three main focus areas are influencing, work with over 120 of its members and communication about social entrepreneurship. Its operations are about spreading awareness of social entrepreneurship to society at large.

The Estonian project Social Entrepreneurship Support Network in the Baltic Sea Region develops social entrepreneurship networking in the Baltic Sea region. The project is supported by the Erasmus programme. The Support Network is the first common learning and sharing platform in the Nordic and Baltic countries. Social innovation on a common sharing platform encourages young people to plan for their future and provides an opportunity to use their creativity. In line with the Europe 2020 strategy, growth must come from an emphasis on creating new jobs and reducing poverty. (See Social Entrepreneurship Support Network in the Baltic Sea Region.)

Social Impact in Germany sees the resolution of social challenges through innovation as the key objective for social entrepreneurship. It has already supported more than six hundred social start-ups, resolving problems involving climate change, inclusion and women's empowerment. The focus is not on profit but on impact. Social Impact assists social entrepreneurs in the start-up process and in the expansion of their business models. Social innovation is promoted through workshops, coaching, networking opportunities and financial support. (See Social Impact.)

The Spanish Social Entrepreneurship Immersion Program (SEIP) is a programme that promotes social entrepreneurs, coordinated through El Hueco. This programme is intended for anyone with a newly created idea, and for businesses that aim to solve a social and/or environmental problem. SEIP is meant for people who want to develop their business and promote social entrepreneurship in Spain or Latin America. (See Spanish Social Entrepreneurship Immersion Program, SEIP.) El Hueco has more than 25 years of experience in development cooperation. Lapland University of Applied Sciences and a coworking space of El Hueco at Soria in Spain realised a project called Laponias Conectadas, which was selected for the Emploaverde programme of the Spanish Ministry for Ecological Transition and Demographic Challenge to improve employment, entrepreneurship and the environment. This project was financed by the

European Social Fund (ESF) under a programme for employment and education in 2014–2020. A workshop in Soria in connection with the Presura trade fair and a trip to Lapland were the last two events of the Laponias Conectadas project, which has now come to an end. The four-year SOCENT SPAs project was also concluded recently, on 11 May 2021. (See Cives Mundi.)

EPIC is a non-profit organisation based in Slovakia, with its parent organisation headquartered in Brisbane, Australia. EPIC wants to contribute to the employment and social inclusion of marginalised groups. EPIC prepares measures to increase employment at the local level, promotes awareness of the different types of jobs required by people with disabilities and provides individual employment services for groups with a weak labour market position. (See EPIC non-profit organisation). EPIC's Brisbane office arranges meetings with people with disabilities and mental health problems to listen to their wishes regarding employment. (See EPIC South Brisbane Team.) Individually customised employment services are key to employing people with a weak labour market position.

4.3 OPPORTUNITIES AND CHALLENGES OF SOCIAL ENTERPRISE INCUBATORS

Information on social entrepreneurship was also collected by interviewing national and international social enterprise incubators, business advisors and those intending to become entrepreneurs. These interviews examined the perception of the business advisors and other parties guiding people towards entrepreneurship on social entrepreneurship, including its current status, opportunities, networks and development needs. In the context of development needs, support for social entrepreneurship through incubators and other forms of support was discussed.

Social entrepreneurship and related incubation activities are still new in Finland. We do not have established operating models, as we have only just begun to create them. There are some international examples, but not all countries are yet active in this field. Therefore, the interviews illustrate views, opportunities and challenges regarding a very recent issue that is in Lapland still in the process of being structured.

The interviewees represent a wide range of stakeholders and organisations from several countries. In the interviews, they shared their own observations about the theme and related matters. The interviews complemented other acquisitions of data at a practical level and shed light on how the theme appears to various stakeholders.

4.3.1 Recognition is the greatest challenge for social entrepreneurship

The acquisition of data was started by interviewing ten different experts via video link. Based on the responses, social entrepreneurship is not a very well-known subject matter. The lack of recognition causes problems at many levels. As the concept is unknown among decision-makers, there is no public or political action to promote it. Since the concept is unknown in the field of business consulting and finance, people planning the establishment of a social enterprise do not receive the help and funding

they need to start the enterprise. When a concept is not present in public discussion, ideas and interest in setting up social enterprises will not emerge, and private individuals or organisations purchasing services will not become aware of these options. Based on the interviews, awareness-raising may be a slow process, but on the other hand, the interviewees recognised things that could make it easier. Ethics, social responsibility, sustainability and a value-based approach have been at the forefront of business and consumer behaviour in recent years, and have also received political attention.

Some of the interviewees associated social entrepreneurship particularly with cooperatives established based on a specific social value. The interviewees were able to give examples of the establishment of cooperatives to, for instance, preserve a village store, or used as a means to find more flexible employment in cases where small service providers have special expertise for which there may be demand. In addition, there are courses on cooperatives at universities of applied sciences, but it has become apparent that the idea of cooperatives may be alien to students at first, and although the activity arouses interest at a theoretical level, many students are hesitant to try it out in practice.

Overall, the interviews highlighted both general and more detailed issues where more information would be required. The dissemination of information should be based on a clear, shared definition of what social entrepreneurship is. One of the interviewees commented on the Act on Social Enterprises, which provides a definition of a work integrating social enterprise (WISE), stating that the law had otherwise failed in its purpose. This definition would undoubtedly be important as it concerns the business model and, in the case of social enterprises, it has a material impact on the enterprise's finances because of the profit-sharing principles. For these reasons, business advisors and those working with corporate financing should, according to one of the interviewees, be familiar with the concept.

The concept is better known abroad, where people have been working on it for longer. In Sweden, the concept is already well-known among decision-makers, and social entrepreneurship has already found its way into regional strategies. One of the interviewees stated that it is a common topic at municipal meetings, which means that the concept is known at the political level. Work has been done with the help of videos produced by the projects, for example, and a guide on cooperation with social enterprises to parties active in municipalities has also been published recently. The work done so far has been quite successful, although the interviewee pointed out that it is work that must be done again and again as new decision-makers enter the scene.

Organisations promoting social entrepreneurship in both Scotland and Latvia are working to improve recognition of the concept. One interviewee from Social Enterprise Scotland estimated that public awareness of social enterprises was very low ten years ago. Nowadays, the term "social enterprise" appears more often in newspapers and on websites, activities of the enterprises are reported more often and the activities are correctly described. A very interesting observation of the interviewee was that when the concept was not well known, it was not always reported accurately by the

media. According to the interviewee, the improved recognition is the result of both the work done by public actors and the enterprises themselves to increase visibility.

The Social Entrepreneurship Association of Latvia promotes social entrepreneurship through events and cooperation with various stakeholders, including municipalities. A representative of the organisation interviewed for the preliminary assessment estimated that the work has had a positive impact. In many areas where the work has been carried out, social entrepreneurship has become part of municipal election platforms and many politicians have mentioned it as one of their priorities. The theme was not even mentioned four years earlier.

A representative of the German organisation Social Impact also estimated that the concept is better known in Germany than in Finland. In its own activities, the organisation has tried to make the concept more widely known with the help of “laboratories”, for example. Currently, their work focuses on the political level, and they have projects with parties such as ministries.

Should values of social enterprises become an international megatrend after the green transition, which seems to be already happening in Germany, there is a need to raise awareness in Finland as well. The interviews also revealed concrete target groups from which social enterprises could emerge. According to one of the interviewees, there is a desire to improve ethics in the textile industry, and the circular economy is one way to address environmental pressures. Furthermore, young people might be interested in value-based entrepreneurship, but the concept is not well known. According to one of the interviewees, the concept would require a social enterprise in the Lapland region as a trailblazer, so that people would be able to see what social entrepreneurship is all about. In the interviewee’s opinion, it would be important to have examples available when the theme is topical for young people considering entrepreneurship. In addition, one of the interviewees stated that sustainable values are now an important theme, which is why social enterprises are also a topical issue. They also mentioned that the broad lines of the EU programme period encourage progress in the matter, and sustainability is the word of the day.

The development needs in the field of social entrepreneurship are very much connected to recognition. The concept of social entrepreneurship is largely unknown to the general public. But even for those who are somewhat familiar with the concept there is also a need for more information on the business model and earnings logic of a social enterprise, ie matters related to practical business. There is also a need to consider are people in charge of procurement in the public sector aware of social enterprises and what type of competences they have in tendering and procurement processes? Are they aware of possibilities of dividing large procurements into smaller ones in order to offer small social enterprises the opportunity to participate in competitive tendering? Small social enterprises might complement municipal services in an agile way.

4.3.2 Consulting or incubators?

According to the interviewees, assistance is required when a social enterprise is being established. However, views and examples varied as to what type of assistance and advice would be most appropriate in practice. Differences in the needs of the different target groups were also observed. The need for guidance was also identified in Sweden and Scotland, both of which have been developing social entrepreneurship for longer than Finland. For example, in a survey carried out by a project called SYKE, incubators were mentioned as one of the desirable services in Lapland, and one of the interviewees suggested that the Centre for Economic Development, Transport and the Environment could arrange a pilot project to launch the service. Regardless of how the matter will be taken forward, the interviewees' comments offer glimpses of the challenges that may be encountered during the development process, as well as the challenges with the current situation and past actions.

Past experience and experiments in setting up incubators in Lapland speak against the launching of incubator activities. One of the interviewed experts described the interest of entrepreneurs and those planning the establishment of a business in Rovaniemi in incubator activities as weak on the basis of a survey of incubation models designed for the creative industries. In the past, there has been no willingness to engage in paid activities that would have provided premises and a service package. The expert notes that companies interested in new approaches may initially be well networked, but as the business is launched and the workload increases, the networks become smaller and the operations quickly become more business-like, reducing the interest in joint development.

On the other hand, another interviewee estimated that some current students may need business incubator services in the future. According to them, incubator activities could provide the required sparring, advice and encouragement. The interviewee wondered whether an incubator specifically for social enterprises is necessary, or whether the optimal solution would be to offer social entrepreneurship skills and understanding where support for business development in general is offered. This could be achieved by, for example, maintaining an incubator for all kinds of businesses, but with there being one person in the incubator with a particular focus on social enterprises. Additionally, the interviewee stated that the competence of business advisors must be developed, but the recognition of social enterprises among students must also be improved, so that they will know to request more information about social enterprises when starting a business.

The interviewees stated that business consulting seems a distant matter for those involved in cooperatives. The specific themes of social entrepreneurship are very foreign to those planning to work in a cooperative. Target groups facing challenges in integration into working life may find the idea of entrepreneurship so challenging that it does not even occur to them as an option, and such persons should be referred to advisors through the Employment and Economic Development Office.

Views of the interviewees on including social entrepreneurship as one of the areas of regular business consulting varied to some extent. Both the Finnish and foreign experts were of the opinion that business expertise, profit distribution and measurement require special knowledge. According to one of the interviewees, the principle of profit distribution where at least half of the profit is invested in the realisation of the company's mission is not understood to a sufficient extent by conventional business consultants. In the interviewee's opinion, this also involves the problem of verifying the mission: the verification, identification, measurement, quantifying and reporting of social impact. This question is not faced in the case of normal business operations. The fact that a social enterprise can take on any form of incorporation also presents its own challenge regarding these matters.

In Sweden, too, there is still a need to develop consulting for social enterprises, for similar reasons as the needs identified by the Finnish interviewees. According to one of the interviewees, the situation in Sweden is that the necessary support is not available through the traditional support organisations, because these have been set up to support conventional businesses. There is a willingness to assist social enterprises, but the necessary knowledge of the specific characteristics is not yet available, and attempts are being made to adapt the traditional solutions to social enterprises, which is a major mistake according to the interviewee.

In contrast, the situation is better in Scotland: a great deal of advice and support for entrepreneurs is available at some locations. In Scotland, there is Firstport, which has the specific task of supporting the establishment of social enterprises, and a programme called Just Enterprise, which also promotes the development of social enterprises across Scotland. According to one of the interviewees, it can even be difficult for a start-up to choose the best provider of support for the development of its business. According to the interviewee, social enterprises sometimes also use the traditional business consulting services and, in some cities, the traditional consulting services also include experts on social enterprises. However, the interviewee feels that the problem is that business advisors do not bring up social entrepreneurship as an available option, and the initiative always comes from the entrepreneur themselves. In other words, the advisors do not have the necessary expertise to be able to propose social entrepreneurship and the future entrepreneur must therefore identify it as an opportunity themselves. In Scotland, a training programme for business advisors has just been launched to provide the advisors with more information not only about social entrepreneurship, but also about business impact in general, from both a social and environmental perspective.

The situation in Latvia is slightly different from that in Finland due to legislation. Furthermore, at least during the previous EU funding period, there were incubator activities in Latvia, but the continuation of these activities had not yet been confirmed at the time of the interview. The interviewee saw the incubators as very useful for companies of this type precisely because of the special characteristics of the business operations. In addition, the interviewee would see particular value in a combination

of an incubator and a programme to improve skills, especially those involving the measuring of impact.

4.3.3 Different types of actors, different types of networks

The interviewees were actors involved in social entrepreneurship or entrepreneurship in general in many different ways, and they highlighted networking from many different perspectives. The networks and networking needs of entrepreneurs were very different from those of, for example, persons active in foundations or regional developers. Entrepreneurs' networking needs also appeared to be diverse: an entrepreneur may benefit from social economy entrepreneur networks, networks related to their own industry or both. Overall, networks were considered necessary for the perspective of social entrepreneurship, and the overall idea is that networks at several levels are required for social economy entrepreneurs. In Scotland and Germany, where the concept is more developed, no sharp distinctions were being made as to whether a social enterprise should network with like-minded or mainstream enterprises; instead, suitability was the key. There were also shortcomings in the current networks, and the interviewees recognised that the concept of networking may not be clear, especially for students.

The type of networks mentioned depended on the objectives of the organisation represented by the interviewee. For persons aiming at employment or entrepreneurship, the focus was on public actors, other actors aiming at employment and business associations. A developer working on the topic at the national level highlighted the Association for Finnish Work, the Finnish Association of Social Enterprises (ARVO), FinSERN as a network of researchers and the Vates Foundation as an expert organisation with the aim of promoting the employment of people with disabilities, the chronically ill and the partially disabled. In addition, some of the networks that were active in the past have ceased to exist.

One interviewee working in the public sector mentioned as their key networks regional business service networks and municipal business consulting services. The regional business service network is divided into regional sub-networks, which means that the network has a good understanding of the operating environment. The interviewee described their own network as a comprehensive network of committed experts from all over Lapland.

The challenge with social enterprise peer-to-peer networks is that they are typically networks managed by large actors. According to a national developer, the majority of companies awarded the Finnish Social Enterprise Mark by the Finnish Association of Social Enterprises and the Association of Finnish Work are well-established and financially sound enterprises, which leaves smaller companies in the dark, as they may not be able to join any paid networks. The interviewee said that in the past there was an association that supported smaller social enterprises, but it was closed years ago. Small cooperatives are currently supported by Pellervo.

In Sweden, the activities are more organised, even at the regional level, and in the Örebro region, the most important network between public actors and civil society is

the Partnership for Social Innovation (Partnerskapet för sociala innovationer) that was specifically established for the region. An interviewed public sector developer stated that a network that is important for them at the national level is SALAR (the Swedish Association of Local Authorities and Regions, in Swedish Sveriges Kommuner och Regioner or SKR). Another important network for the same expert at the European level is the international REVES (Réseau Européen des Villes et Régions de l'Economie Sociale or the European Network of Cities & Regions for the Social Economy), which brings together experts and actors from different countries. In addition, the Social Economy partnership network under the EU's Smart Specialisation Platform is important and also covers Lapland. Moreover, projects create networks that can be useful after the end of the project period. Several European regions are involved in a number of different networks.

The same expert stressed that their point of view is that of a representative of a public authority, and that social economy entrepreneurs have their own networks, such as Coompanion, which is particularly focused on cooperatives, and they do not necessarily want parties other than entrepreneurs to be associated with them. The expert stated that it is sometimes a good idea to keep the focus of a network firmly on its target group and avoid confusing the interests of different actors. However, cooperation between networks is also required when cooperation is developed. This has been done, for example, when discussing the possibilities of public procurement.

Scotland has a number of organisations at the national level, and some regions have dedicated social entrepreneurship networks in addition to mainstream business networks. Many social enterprises are members of the Federation for Small Businesses, and the Scottish Chambers of Commerce and the local Scottish Chambers are networking hubs for some entrepreneurs. The expert did not make a clear distinction between mainstream and social enterprise networking, but stated that the networks to which a company belongs depend largely on the industry in which the company operates and which networks are therefore important for the company. Industry-specific networks were also identified as essential by the Finnish interviewees.

One interviewee from Germany represents a company that promotes social entrepreneurship, and for them the exchange of information between actors and networks is significant. They have been at the heart of the ecosystem and are therefore connected to many actors. They have attended and organised networking events, and it is important that parties from both within and outside the ecosystem attend the events, which was a consistent theme in the comments of the Scottish and Finnish interviewees.

The Finnish interviewees recognised the need for networks of entrepreneurs operating on the same principle, but they were also uncertain as to whether such networks exist. Other foundations in Lapland and an association related to their own field, i.e., activities that promote working life participation, were important networks for an interviewed representative of a foundation. Collegial support is important.

Although networks are diverse and multi-level, there are still gaps. The interviewees stated that educational institutions are required for closer cooperation, and social media was also considered a type of network, as discussion takes place there through

different channels. A particular shortcoming that was mentioned was the lack of private financier networks.

One interviewee representing an educational institution stated that the concept of networking may be unclear to some students and even some alumni. They described the issue in concrete terms by saying that they themselves have never attended a cocktail party to network. Attempts are being made to clarify the matter with the students by making their existing networks visible, i.e. by highlighting the people they know. The interviewee stated that the Lapland University of Applied Sciences should be able to offer students broader networks for the future.

A developer of social entrepreneurship at the national level stated during the interview that any and all social entrepreneurship consulting should be organised in a networked but centralised manner in the whole of Finland. This should be complemented by awareness-raising through conventional business consulting services.

4.3.4 Attitudes of young people towards entrepreneurship from the perspective of the interviewees

There are future entrepreneurs among young people, and this is typically why various activities and projects that highlight entrepreneurship have been arranged at educational institutions. The attitude towards entrepreneurship naturally varies from individual to individual: some young people find entrepreneurship intimidating, while others fear the idea of a permanent paid job. In any case, young people are a group whose attitudes towards entrepreneurship in general are to be monitored and influenced.

One interviewee who works in the field of business development stated that for obvious reasons, they themselves mostly meet young people who are interested in entrepreneurship, continuing that values and the opportunity to fulfil oneself through one's work are important for young people nowadays. According to the interviewee, young people want their work to be meaningful and the purpose of entrepreneurship can be more than just securing one's livelihood, and this is where the interviewee sees opportunities for social entrepreneurship.

From the perspective of a person active in an educational institution, social entrepreneurship also appears as a value-based activity that fits well into the mindset of the younger generation. There are still gaps in young people's knowledge of social entrepreneurship. The interviewee wishes that all teachers dealing with entrepreneurship would have access to practical and easily available teaching materials on social entrepreneurship. They pointed out that teachers of courses on entrepreneurship that are compulsory for all students include also teachers other than those specialising in entrepreneurship.

On the other hand, one interviewee has encountered young people for whom entrepreneurship does not present itself in purely positive light, because their idea of entrepreneurship is having to work round-the-clock days. The expert noted that it is now increasingly common for a person's income to consist of several different components, such as part-time work, light entrepreneurship and some form of support. They wondered

whether the image of entrepreneurship conveyed by educational institutions is up to date, or whether another term should be used when talking to young people about entrepreneurship. According to them, in some cases trying out entrepreneurship is nowadays even less risky than paid work. They said that a summer job voucher for young people has been developed to be used for summer entrepreneurship, including a one-day training course on entrepreneurship.

The attitude of university students towards entrepreneurship varies. Courses on cooperatives including a practical component have been offered, but students have been reluctant to get involved in the practical side of things. Cooperatives may also be a foreign concept to students in the creative industries, for example, even though cooperatives are becoming more common in this field. There has been talk about setting up a cooperative at Lapland University of Applied Sciences to test students' business ideas. The cooperative would be a permanent activity, and its managing director would be a teacher from the University of Applied Sciences. When planning this, a cooperative at Seinäjoki University of Applied Sciences has been used as an example.

At the time of the interviews, a national strategy for social enterprises was under preparation, and an expert at the national level was hoping that it would provide some concrete answers. They saw a strong role for universities of applied sciences in advancing the position of social enterprises in Finland. According to the interviewee, coordinated network cooperation is also required, and they would like to see universities of applied sciences as part of this cooperation, even if social entrepreneurship remained a small-scale phenomenon for a long time to come. The expert hoped for a joint network of universities of applied sciences to develop incubator activities in the future.

4.4 EXPERT PERSPECTIVES ON SOCIAL ENTREPRENEURSHIP

The SYTYKE project arranged two webinars, the first titled Perspectives on social entrepreneurship and the second Boosting social entrepreneurship. The first webinar highlighted viewpoints and examples from the national perspective and the second from an international perspective.

4.4.1 Perspectives on social entrepreneurship

The first webinar featured keynotes by Katja Anoschkin, Impact Startup Accelerator Manager at ARVO ry; Sami Karhu, Managing Director, Pellervo Cooperative Center; Amanda Sundell, Country Director Finland, Ashoka Nordic; Business Director, Heidi Alariesto, Nonna Group Oy and by business expert Niina Karvinen from the innovation center in University of Oulu. A panel discussion was held after the keynotes.

Anoschkin shed light on the concept of social enterprise in her keynote. The purpose of the business in a social enterprise is to promote social goals and it uses its profits primarily to further its mission. "The business model is just a tool to achieve a societal goal."

In his introduction, Karhu stated that the starting points for social entrepreneurship stem from the Government's strategy for social entrepreneurship - social entrepreneurship is a business model and not a form of enterprise. "The cooperative is a basic form of social entrepreneurship - a socio-economic innovation from the 19th century."

Ashoka's keynote presented social enterprises as agents of change. Ashoka Nordic, for example, is a global network of social enterprises that supports e.g. projects for young change agents. "Ashoka is building platforms for entrepreneurs to meet and inspire each other, because recognizing the identity of a social entrepreneur is important for young people."

Alariesto spoke about Nonna Group Oy and the company's social goals. The company was in the process of being established at the time of the webinar. At the heart of the company is life-cycle thinking as well as ecology and responsibility.

Karvinen in turn highlighted entrepreneurship education as a driver of social entrepreneurship. "Social, cultural and environmental values define social entrepreneurship." According to Karvinen, everyone must be allowed to part take in the development of society.

Panel discussion

The panel discussed e.g. opportunities, networks and development needs for social entrepreneurship. The panel suggested that entrepreneurship education should take social entrepreneurship into account in all levels of education. This would result in the concept of social entrepreneurship being familiar also to future entrepreneurs. It was also pointed out that young people need to be heard about what their values are and how they want to pursue their own entrepreneurship. For young people, work-related decisions are influenced also by other values than just pay.

According to Karvinen, the concept must be defined so that it would mean the same thing for everyone. "The common misconception is that a social enterprise cannot make a profit. How do we change these beliefs? Surrounding support, incubators, accelerators and entrepreneurship education also play an important role. Entrepreneurship in itself is always the same, but the idea of social entrepreneurship should be understandable for entrepreneurs." Anoschkin says she has encountered misconceptions about the Limited Liability Companies Act in entrepreneurship studies. Teachers may have had the impression that a limited company cannot produce social good, but instead has to distribute profit among its shareholders. However, the law does not preclude a company from defining its goal as carrying out a social purpose.

Alariesto pointed out that the Company Form is a tool. "It has to be the right kind of tool: a trade name, a 'light entrepreneur' or a social entrepreneur. This decision on the right tool must be made in a stage where there is yet no business." Social entrepreneurship is entrepreneurship just like everything else. Thus, social entrepreneurship does not prevent it from being a profitable business. The main thing is that when good is done and most of the profit goes to charity or further development, then the criteria for social entrepreneurship are met.

According to Anoschkin, the special features related to the management and administration of a social enterprise need to be identified in education. “A social enterprise is not a form of enterprise but a business model.” In addition to financial figures and customer satisfaction, one must be able to monitor the company’s other performance, such as impact, ie whether the social goal that is being pursued is being achieved. Anoschkin adds that new social entrepreneurs would need advice in drafting the articles of association and the shareholders’ agreement, or in handling other legal matters.

Karhu also notes that social entrepreneurship resides in a gap between the concepts of paid employment and entrepreneurship, and often even between a strong state and the market. “Even today, you can graduate as a Master of Business Administration without attending any co-operative courses, even though Finland is the most co-operative country in the world. The whole chain needs to change, including governance. However, in social entrepreneurship, the competitive advantage is created in a slightly different way than in other businesses, because the mission affects the strategy and operational activities.”

In the panel discussion e.g. in Anoschkin’s comments, it was pointed out that social entrepreneurship can unfortunately fall between two chairs. “Unfortunately, it is not recognized that the business they do is not non-profit and therefore they should be eligible for corporate subsidies in the same way as any other business.” Karvinen also stated that for those who make financing decisions it must be emphasized that social entrepreneurship is like any other kind of entrepreneurship, ie profitable business. Karhu also called for a strengthening of political will. “When the social climate is right, it is reflected in many ways in different actors. As awareness grows, it is reflected in the media, civil servants, politicians, various development organizations, business consulting, owners themselves, operational management, and funders. Only then are we in a mature stage, when the idea has permeated the society, and we do not have to explain every time that this kind of weirdo exists.”

Sundell also highlighted the importance of identifying what kind of problems social entrepreneurs are solving and what kind of operating models serve them best. Businesses need targeted advice, mentoring, training and basic support, especially in the early stages of a business.

According to Anoschkin in Finland public procurements add up to 35 billion euros annually. Employment potential through employment condition of social enterprises who aim to employ people with partial work ability has to be taken into account in public procurements. Karhu adds that the idea of social entrepreneurship must be made familiar to decision-makers. The growing political will around this issue is a significant phenomenon.

4.4.2 Boosting social entrepreneurship

Speakers at the November webinar covered the Scottish ecosystem model (Duncan Thorp, Social Enterprise Scotland), the Swedish Örebro operating model (Anders Bro) and an organisation that arranges incubator activities and other activities in

Germany (Florian Birk, Social Impact). In addition, a panel discussion was held in Finnish.

Scotland

Scotland has a sophisticated ecosystem and support systems for social enterprises. According to the latest estimate, there are more than 6,000 social enterprises employing more than 88,000 people. The annual economic impact of these enterprises is GBP 2.3 billion. The long traditions are reflected not only in the advanced ecosystem but also in the age of the enterprises: the average age of social enterprises in Scotland today is around 21 years. Social enterprises are supported at a strategic level in Scotland. The strategy has been prepared in cooperation with the stakeholders, i.e. in addition to the regional administration, social economy entrepreneurs and business developers, among others, have been involved in the preparation process. Public funding, local support and information for social enterprises are also available. In addition, Scotland has recently seen the launch of an online store called Buy Social Scotland, where you can buy products made by social enterprises. There is support for social enterprises for participation in public procurement, and private sector actors are encouraged to trade with social enterprises. In some places, there are business networks as well as advice on setting up an enterprise, funding and marketing. There are activities for entrepreneurs and aspiring entrepreneurs, as well as structures that connect decision-makers and entrepreneurs. Scotland is also the place where the annual Social Enterprise World Forum was established, where people working on the subject matter in different countries share their experiences and news on social entrepreneurship.

Sweden

Work on this topic has also been ongoing for a long time in the Örebro region in Sweden. From the Finnish perspective, Sweden is particularly interesting because Finland and Sweden are similar societies to some extent. There are some 30 social enterprises in the Örebro region. According to Anders Bro, the only region that has a regional policy as well-developed as the Örebro region is Scotland. The social enterprises in the region employ usually around 4–10 people/company. The Örebro ecosystem is smaller in scale than that in Scotland.

However, a special feature of the region is a [partnership network](#) that regularly organises webinars, seminars and larger gatherings on topics involving social challenges. The network consists of some 40 organisations, including municipalities, third sector organisations, the county and educational institutions. The operations are coordinated by the county of Örebro. The network serves as a forum for discussion on social enterprises and social innovation.

Örebro's regional development strategy covers social entrepreneurship and social economy, and there are also regional action plans for a social economy and third sector. Örebro provides financial support to Coompanion, an umbrella organisation for cooperatives. Coompanion has been given the special task of organising networking events for social enterprises in the region, and it is currently producing a site to showcase

the region's social enterprises. Coompanion's tasks also include creating a model for the region to measure the social value of its activities.

Despite the fact that the development is in good shape in the region, Örebro has also identified challenges in relation to the theme of social entrepreneurship. Social entrepreneurship is not yet a very well-known concept among the general public. Also at government level, the full potential of social entrepreneurship has not been fully understood. In Sweden, the situation is similar to that in Finland in terms of the recognition of the concepts involved. In Finland, the terms *sosiaalinen yritys* (work integrating social enterprise, or WISE) and *yhteiskunnallinen yritys* (social enterprise) are not synonyms, even though they are sometimes used as such. A WISE is a business model defined by law, the main objective of which is to employ people with difficulties in finding work. In Sweden, this type of social enterprise has been the most common. The concept of social enterprise is broader than that of WISE, and the aim of an social enterprise does not necessarily have to be employment, the social problem that it seeks to solve may be something else. In other words, WISE is a subcategory of social enterprise. There is only one term for these two concepts in English, 'social enterprise', and in order to distinguish them, term used of companies aiming at integration into working is the forementioned Work Integration Social Enterprises (WISE). In Sweden, support organisations exist specifically for WISEs, and the challenge is that such support organisations find it difficult to accept the wider meaning of the concept of social enterprise that is used in national strategies and also at the EU level.

Germany

The German Social Impact organisation was established 25 years ago. In his presentation, Birk did not specify the organisation's form of incorporation, but in this context it is worth mentioning to the readers that the company form liberally translated in English is "non-profit limited liability company" ([gGmbH](#)), a concept that does not exist in Finland as such. Its operations are regulated by the German Limited Liability Companies Act, and the form of incorporation aims to combine the benefits of charity and business. Not just any limited liability company can call itself a non-profit limited liability company: the form of incorporation is subject to specific conditions.

Birk explained that the early mission of Social Impact was supporting those with difficulties in entering labour market in self employment via entrepreneurship. At the beginning, the target group was made up of mostly young people, but people with immigrant background have also been included over time. At present, the organisation also supports the development of other forms of social innovation. Initially, Social Impact operated in cities, but the organisation has since expanded to sparsely populated areas, because Social Impact found that the organisation's expertise could also be used to help with the challenges faced in these areas. For example, people in remote areas have been offered training in the implementation of a variety of development projects in their own regions, and the organisation has been involved in European projects aimed at promoting social entrepreneurship in sparsely populated areas.

Social Impact currently operates at 9 locations in the form of “laboratories” and shared workspaces. The laboratories offer training: one course lasts 9 months and the courses are offered free of charge to the attendees. The operations are funded by foundations and the state, among other parties. The investors also include experts with whom Social Impact works by, for example, providing start-ups with mentoring and sparring support from experts working in the investor organisations. The activities often take the form of pre-incubator style coaching for businesses at their early stages, both face-to-face and remotely. The training focuses on identifying the target group and developing the business idea and value proposition into a viable prototype and from there into a working business model. Social Impact also has an e-learning platform covering the establishment of a social enterprise and online tools to support the development of business ideas. In addition, Social Impact organises workshops and networking events to encourage the emergence of ecosystems in the region around the theme. The operations have expanded to a systemic level, where efforts are being made to take information on the topic to decision-makers.

As a new project, Social Impact is developing a centre of excellence for social innovation in response to the European Commission’s call for the establishment of centres of excellence in all European countries. This is also considered as an opportunity to bring the issue to the attention of decision-makers. Social Impact is also part of the European Social Innovation Alliance, which includes not only Germany but also Denmark, Estonia, Poland and the United Kingdom. The alliance develops the theme further and exchanges experiences. Research is not at the core of Social Impact, but the organisation is happy to contribute to research on the theme. However, as part of the SOCENT SPAs project, the organisation has carried out a survey of the status of social enterprises in the Brandenburg region, which shows that there are 147 social enterprises in the region.

The Brandenburg region itself recognises and supports the theme, and social enterprises are recognised to some extent at the political level, but the general public is not familiar with social enterprises. Business coaches and chambers of commerce are not yet necessarily able to meet the specific information needs of social enterprise start-ups, and Social Impact is therefore working to raise awareness of the special characteristics of social entrepreneurship among those working in business development.

Panel discussion

Participants of the panel discussion were Tuija Oivo (Ministry of Economic Affairs and Employment), Satu Huikuri (Centre for Economic Development, Transport and the Environment), Pirjo Lehtola (Eduro) and Marko Palmgren (Lapland University of Applied Sciences). The panellists found the examples of ecosystems provided in the presentations inspiring. The international examples were not considered directly applicable to the Finnish conditions, but both Huikuri and Palmgren saw the possibility of extracting some elements from them for use in Finland. For example, Palmgren was of the opinion that the ecosystem approach would be a suitable way of improving employment in sparsely populated areas. According to Oivo, Sweden is a good source of examples because as societies Finland and Sweden are quite similar. The long traditions

in Scotland have given the region quite a head start, which is why it serves as an example in social entrepreneurship ecosystem thinking.

The question of how social entrepreneurship could be supported was answered by welcoming any development at the national level. Oivo stated that the time is now ripe for a more systematic approach, and there is also political support for this. A national social entrepreneurship strategy has been created and the operations of the Centre of Excellence for Social Enterprises have already been launched in practice. Oivo noted that Finland is traditionally adept at building something but not so good at dissemination and implanting. She outlined the national approach as the Centre of Excellence being a kind of dynamo that has the know-how required for networked operations and the opportunity to influence recognition and expertise on the topic. Furthermore, a large ESF project is being sought, which is intended to become a means for the dissemination of information and the implanting of the activities. Huikuri stated that the time is ripe because the labour market is becoming more diverse, unequal and polarised. There are plenty of unemployed people while the demand for labour is high and there are skilled people outside the labour market for whom full-time working is not possible. Palmgren is also of the opinion that the time is right as at the time when the panel discussion was arranged, the EU was about to publish its action plan on the promotion of a socially sustainable economy. The plan has already been published at the time when this report is being written. According to Palmgren, the action plan also foresees opportunities for funding, networking and other support at the EU level to promote the subject matter in the regions.

The level of recognition of social enterprises in Finland was perceived as varied. Oivo described the basic status as embarrassing because at the moment nobody has an accurate idea of the number of social enterprises, let alone their impact. According to Kostilainen's report (Ministry of Employment and the Economy, 2020), there are 1,700 social enterprises, but some experts estimate that the actual number could be double that. Oivo also noted that, on the other hand, the rest of Europe is in a similar situation with regard to data collection. One of the tasks of the Centre of Excellence is to systemise data collection to provide a more accurate idea of the number of social enterprises, their industries and their impact so that accurate information could be provided instead of estimates.

Huikuri and Oivo both noted that there is a lack of information among the necessary parties, such as business advisors. Huikuri stated that companies aiming at a social impact can be served through the advisory services as such, but business experts require special information on social enterprises, which currently does not exist in the advisory services. The services and network of the Centre of Excellence will hopefully help in this regard in the future. Lehtola noted that when she was starting a social enterprise in the form of a cooperative, it was difficult to find information and advice because of the limited approach to the distribution of profit. According to Oivo, there is also a lack of information among investors, the general public and educational institutions, and the terminology is simply impossible. According to Oivo, only a few dozen so-called social enterprises have been registered, and the related Act

still remains in force. She noted that the recent strategy has moved closer to the broader European concept from mere integration into working life. Huikuri also recognised the lack of awareness on the subject matter and the ambiguity and confusion of concepts from her own work. It is not only the concepts of sosiaalinen yritys and yhteiskunnallinen yritys that get confused, but also other terms related to responsibility and sustainability. However, according to Huikuri, if practical measures are taken, the ambiguity of the concepts will probably also be relieved.

Both Oivo and Huikuri reflected on the significance the Social Enterprise Mark managed by the Association for Finnish Work and the branding of social entrepreneurship. The mark has been awarded to some 260 enterprises, which is quite a low figure compared to the estimates on the number of social enterprises. Huikuri stated that this suggests that the mark is not very well-known. She also pointed out that by examining the descriptions of the enterprises, it is not always very clear why an enterprise was awarded the mark. Palmgren commented that the acquisition of a mark subject to a charge must be profitable from the enterprise's point of view and if the mark is not well-known, there is no added value for the enterprise. Lehtola stated that the mark should be marketed more forcefully. Palmgren noted, however that the subject matter fits in with a trend in consumer behaviour: consumers are making purchase decisions based on ethics and sustainability considerations.

The panellists were also asked for their views on the importance of the Centre of Excellence for Social Enterprises, especially from the perspective of Lapland. Oivo said that the goal is to find solutions to all the problems identified in the background surveys through a more systematic support structure. According to her, information about the subject matter must be gradually disseminated into the existing system so that people will understand that the business model is profitable. The planned major ESF project would be a helpful scaling tool. Oivo also saw a need for a broader approach, where social entrepreneurship would be considered in parallel with the circular economy and climate issues. Palmgren shed light on the situation in Lapland by explaining the objective of the new regional strategy for Lapland to build a socially sustainable economic model in Lapland. The perspective is broad, the sustainability challenge is topical and business launches of this type are required. In Lapland, development starts with projects, and all the national support and networks that exist are welcomed. According to Palmgren, there is a need for an exchange of good practices. Huikuri hoped that the Centre of Excellence would provide business competence and skills for business experts, and believed that a network approach would support this goal.

The panel also highlighted the importance of public procurement in the context of social entrepreneurship on several occasions. Municipalities make acquisitions worth around EUR 30 billion each year, which is why these acquisitions are of great importance from the point of view of social sustainability. Huikuri also wished that the Centre of Excellence would be able to provide compiled information on procurement criteria and on the effective criteria, how they have been tested and where information about them is available.

At the end of the panel, the panellists were asked for brief closing comments, and both Palmgren and Lehtola hoped for genuine networking to promote social entrepreneurship. Lehtola wished, in particular, the involvement of service providers with practical experience of the challenges encountered when, for example, employing people in a weak labour market position. Huikuri considered the new funding programme permissive and diverse, and believed that the time is right to develop it, especially in view of the developments at the national level.

5. Workshop series: social enterprise incubator in lapland?

Social entrepreneurship and social enterprise incubators were discussed at several workshops during the spring and summer of 2021. The three-part workshop series was aimed at project stakeholders, business advisors and business organisations. The results of these workshops will be discussed first here. The workshops were carried out remotely. A total of four workshops for young people and those in a weak labour market position were organised live in Rovaniemi and Kemi, two workshops at each location. The results of the youth workshops are discussed in the “Youth workshops” section.

5.1 INNOVATION WORKSHOP ON THE POTENTIAL OF BUSINESS INCUBATORS ON 18 MAY 2021

The workshop was divided into three themes: 1) How to reach potential customers? What does a social enterprise incubator do? What kind of services does it offer to its customers? 2) What are the special characteristics of a social enterprise? How should these special characteristics be taken into account in the incubation process? What kind of advice do social enterprises need? 3) How can we conclude that an incubator is operating well and correctly?

The workshop kicked off with a keynote by Niina Karvinen, business specialist, service designer, coach and entrepreneur.

Results of the workshop:

Theme 1.

How to reach potential customers? What does a social enterprise incubator do? What kind of services does it offer to its customers?

The task of a social enterprise incubator is to map the municipal and entrepreneurial fields, targeting potential customers. The incubator consults and spars people who

want to become social entrepreneurs. It organises events and facilitates networking. Obtaining funding for a cooperative may be difficult, but the incubator will search for funding options. The incubator is involved in the preparation of social entrepreneurship project applications and funding plans. The incubator provides advice on how to recruit employees and combine the know-how of shareholders and partners. It is possible that an entrepreneur will find out that they are already a social entrepreneur when they hear about these concepts and definitions for the first time.

Theme 2.

What are the special characteristics of a social enterprise? How should these special characteristics be taken into account in the incubation process? What kind of advice do social enterprises need?

The role of the social enterprise incubator is to ensure that the social enterprise is committed to the specified value goals. Audits are carried out to ensure that the enterprise continues to meet its commitments.

A social entrepreneur needs to consider what benefits society and whether to start selling with values. Another issue to deal with is the attitude towards competing companies, especially in situations where the competitors are not transparent and open, as is the case with social entrepreneurship.

Small social enterprises want to be involved in the development of quality management for basic services in society, but they find it difficult to succeed in a price war that is often won by a large service provider with a dominant market position. The question is how to clarify the role of social entrepreneurship on the market. One can think that one of the important roles of social enterprise incubators is the defending of small social enterprises.

Theme 3.

How can we conclude that an incubator is operating well and correctly?

An incubator is successful if the enterprises established through it stay in operation for a longer period of time and are still profitable after five years, for example. An important aspect of incubator operations is identifying business ideas that could send the new entrepreneur spiralling into debt, i.e. the incubator staff must be able to detect individual needs and survey other available options for their customers. If the aspiring entrepreneur does not make any progress, they must be referred to another party that better fits their profile. The incubator demonstrates that it bears its social responsibility when warning people against setting up a business on an overly uncertain basis.

The incubator is an active community with a good atmosphere. The incubator supports entrepreneurs at different stages and searches for high-quality partners for the enterprises. The incubator's staff are networked and know stakeholders through whom they can quickly achieve progress. The incubator offers advice on scheduling and proper use of resources.

5.2 ACTION WORKSHOP ON SETTING UP INCUBATORS ON 8 JUNE 2021

The workshop was introduced by Katja Anoschkin from the Finnish Association of Social Enterprises. The Finnish Association of Social Enterprises has piloted its own accelerator programme for social enterprises, which originates in Denmark and covers all the Nordic countries. Accelerator activities can be understood as a holistic business skills consultancy service, often with a strong resemblance to conventional management consultation services, which in the case of an accelerator are fine-tuned to the particular needs of small and medium-sized enterprises. Sometimes there are accelerator programmes within incubators, involving highly intensive development work with a coach: working to get as much help as possible for the stage at which the business should start growing.

Incubation is a business support process that assists the entrepreneur at the early stages of setting up a business. The incubator provides management guidance, support, consulting and advice in the core business. The duration of an accelerator is a few months, while an incubation process lasts for a few years.

The European Social Fund focuses on funding to promote social innovation, and social enterprises can obtain funding through it in the same way as any business model. Funding is focused on the employment of young people or other themes related to a variety of social innovations and regional development. The funding of a social enterprise poses a challenge. Obtaining direct funding is challenging when it is a question of a business instead of non-profit activities.

The workshop discussions showed that an incubator can be a synergy platform for the creation of a joint business by several actors. A joint venture may, in principle, have better operating possibilities than an enterprise relying on a single entrepreneur. Cooperation between incubators and educational institutions enables offering online training to immigrants in Finland. The provision of remote services is efficient, as the incubators build digital communities and collaborative networks.

A strong entrepreneurial drive should be accompanied by vigilance against the risk of immediate bankruptcy of the enterprise. Do we have to instruct people to start a business right away? The incubator needs to determine whether the business idea is actually valid.

The Funding Centre for Social Welfare and Health Organisations (STEA) finances social entrepreneurship in Finland. Incubators should be able to reverse the trend from growth centres to sparsely populated areas, where people want to live. The incubator could be a shareholder in the enterprise, in which case the incubator would

receive funding through the cooperative model for its activities from successful enterprises. Doing good and having a good drive are the trump cards and added value when applying for a project.

In line with current trends, a municipality that cherishes its vitality must take into account the growing demand for quality and accountability in its decision-making. This newly risen awareness of the value-based assessment of one's own actions is reflected in the narratives of municipalities and businesses about their carbon footprints. The transition to the green economy and ecological values are important for many consumers, which is why it is useful for businesses to advertise these values. Sometimes there have been excesses, which has led to talk of greenwashing companies. The value-based nature of social enterprises is also a factor that improves their image. How can we ensure that 51% of the profits of a social enterprise are actually used to benefit society? If legislation remains flimsy, there is the risk that some companies will advertise their value base, but their profits will still ultimately end up in the pockets of the owners.

Some people who would be interested in visiting Lapland may decide not to come because of the environmental impact of travelling. A financially sound social enterprise in the tourism industry could advertise itself as a local philanthropist, attracting people from southern cities as its customers. In practical marketing, the ethical values of the social enterprise would be visible on its website and the company's values could be discussed with potential customers in chat.

5.3 EXPERTISE WORKSHOP ON THE OPERATIONS OF INCUBATORS ON 26 AUGUST 2021

The third workshop was introduced by Mervi Nikander, Head of Economic Growth and Development for the city of Kemi. The workshop focused on the parties that realise incubator services, funding and location of the services. Parties named as the potential implementing parties/owners of the possible incubator included a cooperative, municipalities, educational institutions and the investor (Fig. 1.)



Figure 1. Potential incubator operators.

Funding for the operations sparked lively discussion. Collaborative multi-channel funding through a partner network received the most support. The region or the national level and, on the other hand, the users themselves were also named as potential investors. When the attendees were asked about the need for a physical office for the incubator, more than half of them felt that there was no need for walls, i.e. the incubator could also be virtual or move from one place to another.

The attendees felt that the next steps in the establishment of the incubator would be the creation of a working group, obtaining initial funding from the region, as well as the creation of a partner network, the preparation of an action plan and committing people to the work (Fig. 2).



Figure 2. Steps to set up the incubator.

5.4 SPECIAL FOCUS ON YOUNG PEOPLE

5.4.1 Background and basic information about the respondents

In line with the project plan, the workshops for young people were arranged for customers of Kemi Meriva sr foundation (Meriva 2022) and Rovaniemi Eduro sr foundation (Eduro 2022), as well as young people involved in the VAMOS project of the Deaconess Foundation (VAMOS 2022) in Rovaniemi. Meriva and Eduro provide a range of coaching services for the unemployed and others in a weak labour market position. The VAMOS project supports young people between the ages of 16 and 29 at school and in working life on a voluntary basis. The aim of the workshops was to identify the needs and wishes of the young people, the factors that influence the establishment of a business and the target group’s perceptions of entrepreneurship.

A total of four workshops were arranged in Kemi and Rovaniemi between May 26th and October 5th, 2021. The number of young people attending the workshops varied between 4 and 10. In total, more than 20 people attended the workshops and 22 people responded to the questionnaire. In addition to the young people and the researcher, workshop instructors were present at the workshops to make the discussions as natural as possible and to make sure that the young people would not feel like they were being “tested”. As a rule, this procedure proved to work. The comments or discussions of the instructors were not recorded. Following the discussions about the theme, the young people were asked to complete a questionnaire, which is attached.

A total of 22 young people responded to the questionnaire. The youngest respondent was 16 and the oldest 28. When studying the respondents by age group on the basis of the average age (22.8 years), one can see that the groups under and over the age of 23 both included male and female respondents. The majority of the younger age group were male and the majority of the older group female. One of the respondents did not disclose their gender. People in the younger group were more interested in entrepreneurship than the older group. (See appended Table 1 and Figure 1).

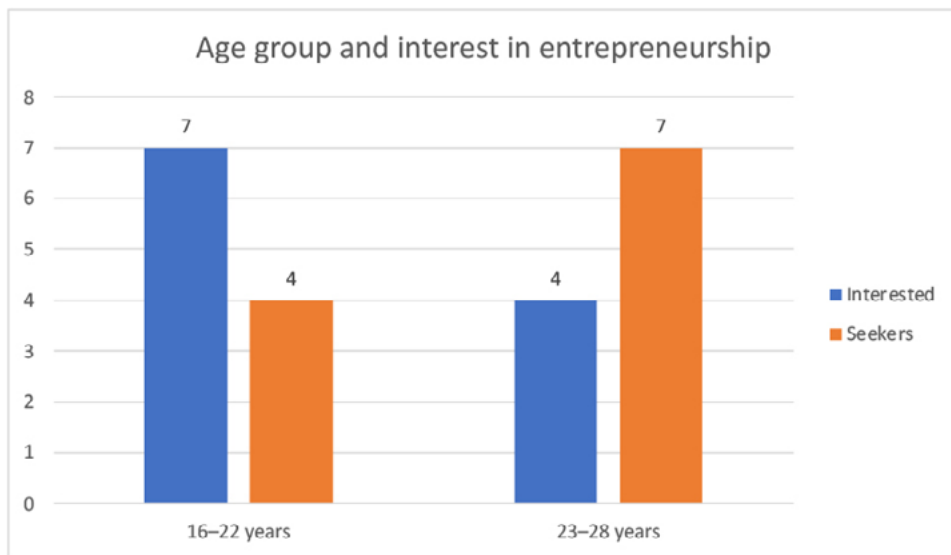


Figure 1. Respondents' age and interest in entrepreneurship.

The respondents were asked to answer the question Are you interested in entrepreneurship? Those who responded positively to this question, i.e. stated that they were somewhat interested or interested in entrepreneurship, are included in the group interested and those who responded negatively to this question or responded “I don’t know” are included in the group seekers. There were 11 people in both groups. Figure 1 shows that the younger age group included somewhat more of the interested (7 out

of 11) than the older age group (4 out of 11), and seekers included more people from the older age group.

The results are significant in terms of the project's objectives and also in line with the results of Youth Barometer 2019 (Haikkola, L. & Myllyniemi, S. 2020a, p. 66), in which 52% of unemployed young people expressed their willingness to try out entrepreneurship at some point during their career. This willingness has increased over the years, especially among the younger respondents. It can be noted that half of young people in a weak labour market position state that they are at least slightly interested in entrepreneurship, and they can be found especially in the younger age groups. This is at least the case when discussing with the young people and providing them general information about entrepreneurship.

5.4.2 What is entrepreneurship like today, and what is social entrepreneurship like?

Perceptions of young people on entrepreneurship

The workshop started off with a discussion on what entrepreneurship can be like nowadays. In media, influencers, bloggers, start-up entrepreneurs etc. who make their living by entrepreneurship, have a lot of visibility. Entrepreneurs with an immigrant background were also mentioned.

The young people recognised the phenomenon, and some of them also acknowledged that they were following these public figures. One's own popularity was considered an important prerequisite for success in the social media sector. On the other hand, the uncertainty of income as the number of followers fluctuates and the significance of any scandals were also mentioned. More general issues related to entrepreneurship were also raised, such as the importance of one's own motivation when starting a business and flexible working hours versus a high workload. The responsibility of a manager for their employees was also mentioned.

The questionnaire surveyed young people's views about the challenges of entrepreneurship. Of those who were interested in entrepreneurship, 5 out of 11 deemed entrepreneurship equally challenging as paid work and 6 out of 11 more challenging. All of the seekers (11 out of 11) felt that entrepreneurship is more or much more challenging than paid work. Both groups agreed that an entrepreneur can influence their own success (20 out of 21). (See appended Table 1).

The statement Entrepreneurs receive assistance and support for starting a business also received at least cautious support among all respondents (16 out of 22). The statements Entrepreneurship is lucrative (16 out of 21) and Entrepreneurs are valued (18 out of 21) both received positive responses regardless of the group, with "somewhat agree" responses predominating. However, 4 out of 11 of the interested disagreed with the statement on entrepreneurship being lucrative. The argument Entrepreneurs can easily receive funding was not supported by the respondents: twelve respondents disagreed and nine agreed. There were no significant differences between the groups. (See appended Table 1).

When asked about the three characteristics most required from entrepreneurs, both groups emphasised the disposition and personal characteristics of the entrepreneur, and the seekers, in particular, emphasised the importance of education (see Fig. 2).

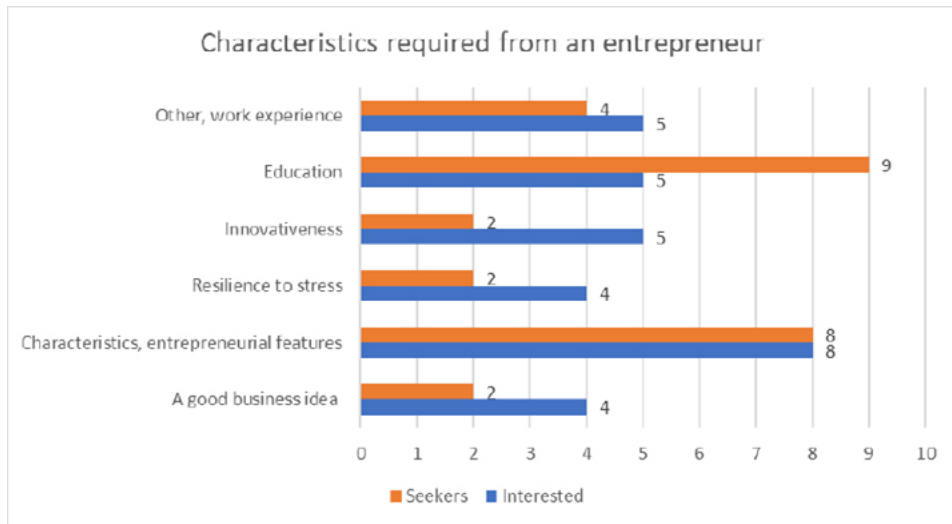


Figure 2. Characteristics required from an entrepreneur.

The interested also emphasised innovativeness and work experience. It should be noted that nine respondents emphasised work experience when replying to an open-ended question about which are the one to three most important characteristics (The table summarises all replies 1–3 regarding the variable and does not weight them separately.) This probably also reflects the careful attention paid to the questions by the respondents.

According to Youth Barometer 2019 (Haikkola, L. & Myllyniemi, S. 2020b, p. 49), the importance of education for entrepreneurs has increased so that 41% of entrepreneurs have a university degree and 46% of entrepreneurs have an upper secondary qualification. The formal level of education among young entrepreneurs is lower than that of salary earners, and entrepreneurs are clearly more likely than salary earners to think that you can become an entrepreneur if you only have completed comprehensive school (Mikkilä, 2019, p. 213).

Social entrepreneurship – what does it mean?

The Ministry of Economic Affairs and Employment recently published a strategy for social enterprises (2021), which defines objectives and measures for promoting social entrepreneurship in Finland. The aim of the strategy is to improve the operating conditions of social enterprises in Finland, and a key goal is to boost the employment of the partially disabled and other people in a weak labour market position. The publica-

tion also contains a definition of social enterprise (Ministry of Employment and the Economy 2021, 16).

The aim of the project at hand is to create the right conditions for the establishment of social enterprises to support the employment of young people and those in a weak labour market position, and to explore the target group’s perceptions of entrepreneurship. For this reason, the workshops briefly introduced social entrepreneurship to the young people and gave examples of its concrete manifestations, such as the Social Enterprise Mark of the Association for Finnish Work, cooperatives, vocational training foundations and the Deaconess Foundation.

The attendees were not familiar with social entrepreneurship or cooperatives. After a short presentation and discussion, some awareness of cooperatives, particularly in the retail sector, was detected. The attendees had not heard about social entrepreneurship or the mark awarded by the Finnish Association of Social Enterprises, and they could not name any parties active in the sector, except possibly the one whose services they were currently using. In the discussions, the young people mentioned as positive aspects the fact that profits are used to benefit society and the idea of people being entrepreneurs together in a cooperative. Even though social entrepreneurship was a whole new idea for them, they were of the opinion that promoting it is important and the idea in general is good. One of the attendees commented, “A new kind of problem-solving skill.”

The questionnaire asked the attendees directly how much the possibility of social entrepreneurship would encourage them to become entrepreneurs (Fig. 3).

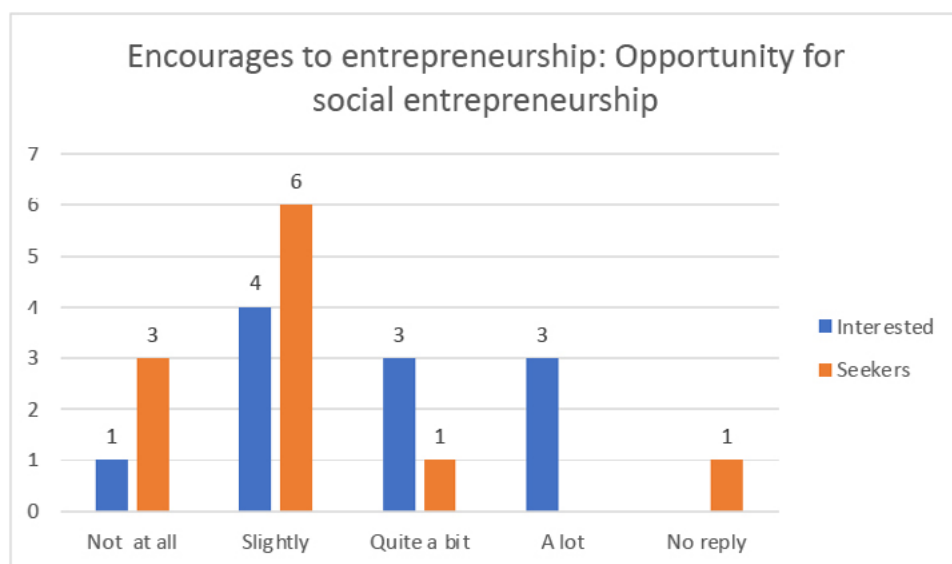


Figure 3. Encourages to become an entrepreneur. Opportunity for social entrepreneurship.

It is noteworthy that even though the young people had little idea of what social entrepreneurship means before the event, the vast majority of them (17 out of 22) were in favour of the matter, and only four of them stated that they were not interested in social entrepreneurship at all. A large proportion of the seekers (7 out of 11) also replied that it encouraged them to entrepreneurship slightly or quite a bit, and 6 out of the 11 interested replied that they were interested quite a bit or a lot.

The result is significant, considering the respondents' educational background and the fact that they were not in working life. Even in the case of such a group, entrepreneurship and social entrepreneurship, in particular, should be brought up in discussions and during training sessions. For some young people, this interest may translate into active participation in the entrepreneurial path or at least willingness to be employed by a social enterprise. The following chapters provide more detailed information on the young people's assessments of their own opportunities and possible obstacles to entrepreneurship.

5.4.3 Making a living as an entrepreneur, is it possible?

One of the topics of the workshop was a discussion of whether it would be possible to work as an entrepreneur. The topic was approached by considering the attendees' status five years from now: what could they do as an entrepreneur and why would they be entrepreneurs?

Many of the attendees pointed out during the discussion that it would not be possible for them to become an entrepreneur or that they do not have any interest in becoming an entrepreneur. Around half of the respondents expressed interest in entrepreneurship (the interested) and the other half did not (the seekers). Those who saw opportunities in entrepreneurship found them through their educational background or hobbies, for example. Industries mentioned included beauty, music and arts, handicraft, care, animals and e-commerce. The importance of hobbies in becoming an entrepreneur was also emphasised in the Youth Barometer. A total of 41% of young entrepreneurs felt that the possibility of turning a hobby into a job had a major impact on their career choice. (Mikkilä, 2020, p. 208.)

Independence, one's own interests, one's own enthusiasm and entrepreneurship in itself were considered important aspects of entrepreneurship. Other important aspects included being able to influence one's own working hours, being able to give something back to people and help them, as well as being able to work from home. Entrepreneurship can be a source of employment for oneself and other similar people, and it can make a difference. In addition to money, other sources of motivation included the opportunity to fulfil oneself, sustainability, job satisfaction and the promotion of issues one finds important. Ideally, entrepreneurship would provide a stable source of income, the opportunity to fulfil oneself, the opportunity to work at different locations and enough time for other activities and hobbies. Freedom, the opportunity to fulfil oneself, versatile work, the realisation of one's own dreams and the opportunity to influence society were also mentioned in Youth Barometer 2019 (Mikkilä 2020, pp. 208–213).

Factors that encourage and support entrepreneurship

The most common factors identified as incentives for entrepreneurship during the workshops and discussions were unemployment and lack of jobs, peer support and financial support, YouTube videos, examples that support ideas, good cooperation partners, as well as information and support in starting a business. Working on the issues that are dear to you was also mentioned.

The questionnaire used a variety of statements to investigate the incentives to entrepreneurship. There were general statements, ones related to structural factors and ones focusing on individual characteristics.

Statements exploring individual incentives included I have the ability to be an entrepreneur and My character traits are suitable for entrepreneurship. In the case of both questions, the attitudes of the interested were clearly more positive than those of the seekers. Of the interested, 6 out of 11 were fairly or very confident in their own abilities, while none of the seekers expressed such confidence. Similarly, the suitability of one's personal characteristics for entrepreneurship was positively assessed 5 out of the 11 respondents, who stated that their characteristics are fairly or extremely well suited for entrepreneurship. None of the seekers chose these options. (Appended Table 1).

The structural or social incentives were independence and responsibility for one's own decisions, freedom to choose jobs, possibility of becoming rich as an entrepreneur and the general appreciation of entrepreneurship. Apart from the appreciation of entrepreneurship, the respondents found these issues solely encouraging. The freedom to choose jobs was especially pronounced: 20 out of the 22 respondents responded to this question, and 9 out of the 11 interested stated that it encourages them a lot, while 1 out of the 11 seekers were of the same opinion. Independence and responsibility for one's own decisions are also common incentives: 17 out of the 22 respondents responded that these factors encourage them quite a bit or a lot. Of the 11 interested, 7 responded "a lot" to this question, while none of the seekers shared this opinion. The possibility of becoming rich encouraged 15 out of the 22 respondents quite a bit or a lot. This was a more significant factor for the interested than for the seekers. (Appended Table 1).

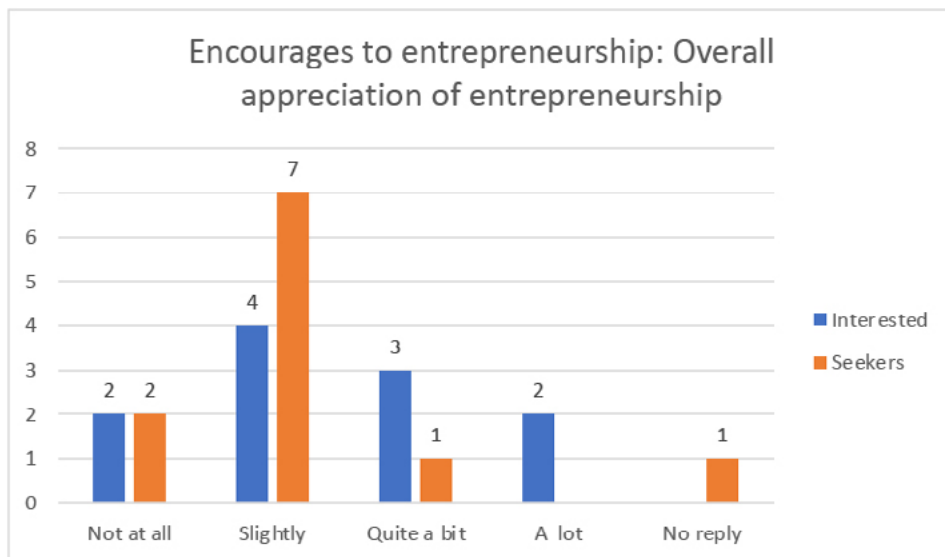


Figure 4. Encourages to entrepreneurship: Overall appreciation of entrepreneurship.

The general appreciation of entrepreneurship has little or no relevance as an incentive, especially in the case of the seekers (Fig. 4). According to the Youth Barometer, young people’s attitudes reflect the general increase in the appreciation of entrepreneurship in society (Mikkilä 2020, p. 209).

Two questions covered the attitude of the respondents’ families and loved ones towards entrepreneurship. The majority of the respondents, 16 out of 21, agreed with the statement The attitude of my friends/family towards entrepreneurship is positive, and there were no major differences between the groups. Of the 21 respondents, 17 agreed with the statement My friends/family would support me if I decided to become an entrepreneur. Here, the groups differed in that all four respondents who disagreed with the statement were from the seeker group. (Appended Table 1). According to the Youth Barometer, one in every three young entrepreneurs has continued their family business (Mikkilä 2020, p. 209).

Factors that hinder entrepreneurship

The most common obstacles to entrepreneurship mentioned during the workshops and discussions were legal provisions, bureaucracy, warnings from the “immediate circle”, concerns about finding employees, lack of (emotional) support and lack of funding. In addition, in the Youth Barometer, only one in every five respondents were of the opinion that Finnish legislation supports entrepreneurship (Haikkola & Myllyniemi, 2020d, p. 84).

The questionnaire examined possible obstacles to entrepreneurship with several statements. The most significant obstacles for the respondents are excessive risks and lack of assistance (20 out of 22), as well as insecure livelihood (19 out of 22).

The respondents responded that these factors influence their opinion quite a bit or a lot. There were no major differences between the groups, except in the question about risks, to which four of the interested responded “slightly”, while the seekers responded “quite a bit” or “a lot”. (See appended Table 1 and Figure 5).

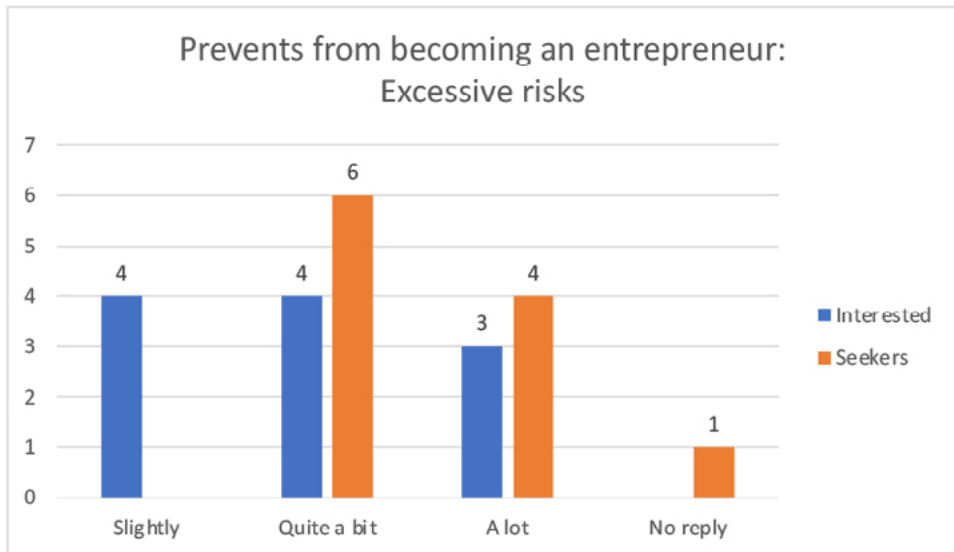


Figure 5. Prevents from becoming an entrepreneur. Excessive risks.

Another risk that was considered significant was lack of one’s own skills. Twenty respondents agreed with this statement. In addition, half of the respondents chose the option “a lot”, and of the seekers, more than half (6 persons) chose this option. This probably reflects a relatively realistic situation assessment, the personal experiences of the young people from the labour market and the increasingly stricter qualification requirements on the labour market. Entrepreneurs’ lack of free time was also considered an obstacle (19 out of 21). This was of greater importance to the seekers than for the interested, two of whom responded that this is not an obstacle at all. The general appreciation of entrepreneurship is not perceived as a major obstacle, nor is it considered a particular incentive, as stated above. Of the respondents, 6 out of 21 stated that this obstacle influences them quite a bit or a lot. Of the interested, 5 out of 11 responded that it is of no significance. (Appended Table 1).

5.4.4 Assessing one’s own strengths and support needs

The workshops and discussions also highlighted the young people’s assessments of their own strengths and support needs. During these discussions, it was particularly useful that the instructors could also take part in the discussion and, for example, remind the attendees of related exercises that had been carried out before.

When discussing what could motivate the attendees to become entrepreneurs at present, the young people mentioned their own interest and determination to investigate matters and the fact that they are people persons.

Obstacles included issues related to one’s own health, lack of education, a failure to recognise one’s own strengths, lack of information, uncertainty about the future, putting things off, lack of courage, a variety of fears, such as the fear of failure, other people’s opinions, as well as not being a people person and thus finding customer service situations difficult. Other perceived obstacles were that entrepreneurship was not an issue of interest or a topical issue at the moment, as well as being an outsider in the eyes of society and not having any field of your own, relations or know-how.

Highlighted support needs included information in various forms and from different parties, such as information about establishing a trade name and consulting. Support was also required for matters related to one’s daily schedule, health and rehabilitation. Personal support and benefits were also mentioned.

The questionnaire asked the attendees to assess some of their own characteristics related to entrepreneurship with the help of a host of statements. The attendees’ attitude was the most positive towards the statements I work for my goals and I learn from my mistakes (16 and 17 out of 21, respectively) (Fig. 6 and appended Table 1).



Figure 6. Own characteristics: I work for my goals.

The attendees’ attitude towards the statements I can solve different problems, I dare to accept risks and I am innovative was also positive, but not as strongly so. There was a clear difference between the groups in these statements, with the majority of the

interested agreeing with the statements and the majority of the seekers disagreeing. (Appended Table 1).

The attendees' attitude towards the statements I can handle uncertainty well, I'm good at organising and I have entrepreneurial characteristics was negative. The majority of the respondents somewhat or completely disagreed with these statements. There was also a clear difference between the groups here: apart from one exception, the respondents who somewhat or completely disagreed with these statements were from the interested group. (Appended Table 1).

To summarise, among the interested group, at least half of the respondents (6 out of 11) somewhat or completely agreed with seven of the eight asked personal characteristics, i.e. the majority of the respondents disagreed with only the statement I can handle uncertainty well. Similarly, the majority of the seekers only agreed with two of the statements: I work for my goals and I learn from my mistakes. (Appended Table 1).

There was also the statement In my opinion, I'm well prepared to become an entrepreneur at the very end of the questionnaire. Of the 11 interested, 5 somewhat or completely agreed with this statement, while none of the seekers agreed. (Appended Table 1). The replies of the interested to this and other questions are in line with the results of Youth Barometer 2019. Entrepreneurially oriented young people differ from others in their appreciation of work and independence, a healthy competitive spirit and an optimistic outlook on life (Mikkilä 2020, p. 209).

5.4.5 Reflection

The aim of this project was to identify and raise issues related to entrepreneurship. Not all young people will become entrepreneurs. They can do paid work as employees or experts, for example, and that is good. These results will also help to better identify and support unemployed young people who have expressed an interest in entrepreneurship.

In the survey at hand, 11 respondents expressed their interest in entrepreneurship, which is exactly 50% of the respondents. There were named the interested group, and the other respondents were named seekers. The number of the interested corresponds well to the results of Youth Barometer 2019 and is significant. It should be noted, however, that before responding to the questionnaire, the young people were discussing and received information about matters related to entrepreneurship and that their instructors participated in the workshops. Once these young people with the weaker position on the labour market have been reached, it is worthwhile for different parties and educational institutions to address entrepreneurship-related issues with them. Surprisingly many may be willing to get involved.

The young people's perceptions of entrepreneurship were generally positive and in line with the results of Youth Barometer 2019. When covering the characteristics required of entrepreneurs, the respondents emphasised traits such as the nature and characteristics of an entrepreneur, education and work experience, as well as innovativeness. Based on the responses, all of the interested were at least somewhat interested in social entrepreneurship, but also half of the seekers were interested in the subject

matter. The young people did not have a lot of information about the matter in advance and the business model could be highlighted to some extent during the workshops, which may have contributed to the raised interest. Even if the matter does not materialise immediately as one's own entrepreneurship, it can be an important source of motivation to seek employment in such an enterprise.

Those young people who were willing to consider their future potential as an entrepreneur approached the matter mainly based on their own educational background or hobbies. They found many positive aspects in entrepreneurship and emphasised the importance of one's own motivation and the opportunity to influence various important issues and promote sustainable development. Unemployment and lack of jobs, the significance of various services and support, and peer support were highlighted as structural factors in society that encourage entrepreneurship. The questionnaire highlighted the freedom, responsibility and independence of an entrepreneur, the opportunity to become rich and the support of one's family. The significance of hobbies and one's family was also emphasised in replies by young entrepreneurs to Youth Barometer 2019. The majority of the interested gave a favourable assessment to seven of the eight personal characteristics related to entrepreneurship that were presented to them. This result is also in line with Youth Barometer 2019.

The most common obstacles to entrepreneurship mentioned were legal provisions, bureaucracy, warnings from the "immediate circle", concerns about finding employees, lack of (emotional) support and lack of funding. The main obstacles identified in the questionnaire were insufficient skills, excessive risks, lack of assistance and insecure livelihood.

During the discussions, the young people highlighted their highly individual strengths and weaknesses. They also assessed their own entrepreneurial characteristics well in the survey. The service system should recognise these aspects and take them into account when developing its services. This requires the cooperation of a wide range of actors and professionals, as well as the development of the labour market. In recent years, there have been justified concerns about, for example, the possibilities of the partially disabled to work and acquire at least part of their own livelihood. New structural solutions are now being sought by, for example, promoting social entrepreneurship (Salmi & Savela-Vilmari, 2021).

6. Roadmap

One of the objectives of the Study on Social Enterprise Incubators – SYTYKE project was to prepare a roadmap for the establishment of a social enterprise incubator in Lapland. The project has gathered information on previous activities to promote social entrepreneurship in the region, sought examples from abroad and interviewed representatives of stakeholders and experts. International examples have been received from Germany, Scotland and Sweden. Although it is not possible to transfer the models from one country to another as such, to support the development, it is useful to hear experiences from regions where the theme of social entrepreneurship is more advanced.

In addition, three workshops were organised to support the preparation of the roadmap. The aim of the workshops was to gather the views of experts in the field on the establishment, funding, actors, tasks and operating model of the incubator. The first innovation workshop on 18 May 2021 was presented by business specialist Niina Karvinen from the University of Oulu. The workshop explored the potential of social incubators in Lapland. Effectiveness specialist Katja Anoschkin from the Finnish Association of Social Enterprises gave an introductory speech at the second workshop on 8 June 2021, where the operating methods, funding and potential actors of incubators were discussed. Mervi Nikander, Head of Economic Growth and Development for the city of Kemi, gave an interview on 26 August 2021 to introduce the third expertise workshop. The third workshop covered the operational potential of the incubator, such as location, operating model and funding model. Attendees to the workshops included representatives of educational institutions, the Regional Council, the TE Office, municipal business and employment services, as well as social entrepreneurs and those interested in entrepreneurship.

In addition to the workshops, various important regional, national and international steps have been taken into account when preparing the roadmap. A strategy for social entrepreneurship has been published in Finland, and the Centre of Excellence for Social Enterprises was recently established. The EU published its action plan on the promotion of a socially sustainable economy at the turn of the year, and the new regional strategy for Lapland includes an objective on the promotion of a socially sustainable economy. Co-development of projects aiming at a socially sustainable economy with several regional actors has also been started in Lapland. In addition,

from the beginning of 2023, the Finnish health and social services reform will have an impact on public procurement. On one hand, these factors are indications that now is a good time to reflect on the issue of incubation and, on the other hand, they are all factors that should be taken into account when planning and developing incubator activities.

The full roadmap is available [here](#).

Conclusions

On the basis of the preliminary assessment carried out in the project, it can be said that the prerequisites for the operation of social enterprises must be strengthened by developing the business model and expertise, but investments in resourcing and raising awareness are also necessary. The concept of social enterprise should be defined more precisely. This would make it easier to raise awareness of the business model and to target related measures more effectively. What are social enterprises? Why should they be established? What are the benefits of a social enterprise for its owners/operators/investors?

The Social Enterprise Mark is a signal of adaptation to the prevailing social agenda and even a forward-looking investment in the future, provided that the visions of the EU and the Government Programme on economic development trends are realised. The question is how well Lappish entrepreneurs identify with social entrepreneurship and whether the desire to establish social enterprises and thus a desire to use the mark granted by the Association for Finnish Work can be found.

Social enterprises are not limited to any particular company form: they can be cooperatives, business names or limited liability companies, for example. Schools should do their part in raising awareness of social enterprises. Entrepreneurship can be interesting for many students instead of or in addition to employment. Young people may also have an interest in doing business that is based on their own values.

More than 20 young people aged 16–28 from Kemi and Rovaniemi attended the workshops. What they had in common was that they were not in working life or in the process of completing any education leading to a degree, but were using the services of vocational training foundations or the VAMOS project to advance in their career or educational path. When assessing the responses, it is important to recognise that there is an employment mismatch between these young people and the existing labour market partly in terms of their individual capacities and abilities and partly due to the functioning and requirements of the labour market. Each respondent is an individual with their own strengths (e.g., vocational education), weaknesses (e.g., dyslexia) and dreams (entrepreneurship). When considering the results, it is also good to be aware of the possible effects of unemployment itself on young people's responses. When unemployed young people have been studied, strategies for coping with the situation and for responding to the identity conflict created by unemployment in relation to the

expectations placed on them and society's standards have been identified. These strategies can be roughly divided into three categories: action-oriented strategies, adaptation-oriented strategies and avoidance strategies. The action-oriented strategies emphasise an active approach to the labour market, while the avoidance strategies emphasise passivity and withdrawal. (Westerback & Rissanen, 2020, pp. 172–175).

Many of the global and national upheavals we are facing, such as the crisis of our economic system with the many related problems, climate change, the loss of biodiversity, digitalisation, robotisation, the ageing population and the shrinking workforce, will inevitably be reflected in the labour market and the work we do. It has also been argued that some people will be left without work as a result of the changes, and their livelihood and inclusion must be secured through means other than paid employment. (See Kiiski, 2018). It remains to be seen what kind of a role social entrepreneurship can and will take in this development. However, it offers new perspectives and opportunities for work and inclusion also for the most disadvantaged.

There is a lot going on around the socially sustainable economy at the moment, including the recently launched national Centre of Excellence for Social Enterprises as part of the recent national social enterprise strategy, and it makes sense to link these measures to the national developments and networks. As one of its measures, the Centre of Excellence for Social Enterprises will organise co-development workshops on the incubator and accelerator model in the spring of 2022, where it will be possible to spotlight all the identified aspects to the development of the national support structure. This support structure is likely to be an important factor in the development of incubator activities.

At the regional level, the new regional strategy for Lapland or the “Lapland agreement” includes socially sustainable economy as one of its strategic priorities. The aim of the focus area is for Lapland to retain its vitality, which requires, among others, an inclusive labour market, various forms of entrepreneurship and smart public procurement. The regulation of public procurement will change as a result of the health and social services reform from the beginning of 2023. This change is also linked to social entrepreneurship, as public procurement has also been considered an opportunity for social enterprises. An action plan to promote a socially sustainable economy has also been published at the EU level, and the progress of this plan should be monitored.

Responsibility for employment services is shifting from the state to municipalities. In Finland, there are about 65,000 people of working age outside working life who have an illness or disability that affects their job opportunities, but who nevertheless would like to work and, according to their own estimates, would also be able to do so (Vates 2014). Many sectors also have a need for labor force, and promoting social entrepreneurship could help solving this mismatch. It would therefore be beneficial if information about the opportunities for social entrepreneurship also reached those working in municipal employment matters. However, social entrepreneurship should not be seen solely in terms of employment, as it is not the only possible mission for social enterprises. There are many societal goals that can include business opportunities for social enterprises without the impact sought being employment. For example,

improving the state of the environment is a current topic, and like social entrepreneurship, a relatively new concept in the discussion is the concept of circular economy. The mission of a social enterprise can be for example environmental, and therefore these two themes of entrepreneurship should be considered together. In addition, many so-called vicious problems are fitting to this theme, and could be addressed by new forms of entrepreneurship.

When considering launching incubator, it is also worth using the experience gained over the years in promoting the entrepreneurship of unemployed young people and also people with disabilities. Entrepreneurship among the disabled has a long history in Finland. Experiences have been recorded in various reports and studies, such as a study commissioned by the Prime Minister's Office on the entrepreneurship of people with disabilities (Niemelä et al. 2017). Disability organizations such as the The Finnish Association of People with Physical Disabilities and the Finnish Federation of the Visually Impaired have accumulated expertise in this area. It is especially important to co-operate in the planning and implementation of possible development measures, e.g. with various actors in public administration, educational institutions and national, regional and local disability organizations. In this way, many of the specific issues related to the situation of people with disabilities can be adequately addressed. (Niemelä et al. 2017.)

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Appendices

**SYTYKE -HANKE
NUORTEN TYÖPAJA -KYSELY**

1. Sukupuolesi on:

nainen
 mies

2. Kuinka vanha olet?

3. Mielestäni yrittäjänä toimiminen on?

Erittäin haastava verrattuna opiskeluun
 Hieman haastava kuin opiskelu
 Vähän haastava kuin opiskelu
 Puhkalyön on haastavaa kuin opiskelijä toimiminen
 Puhkalyön ei ole haastavaa kuin opiskelijä toimiminen

4. Osa hankke seurauksin yrittäjyyttä koskeviin väittämiin. Mikä on oma näkemyskesi?

| | Täysin ei osalla | Joskus ei osalla | Joskuskin osalla | Täysin osalla |
|----------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Väittämä on itselläni menestyksellinen | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Väittämä on itselläni haastava | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Väittämä on osittain haastava | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Väittämä on osittain menestyksellinen | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Väittämä on osittain haastava | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. Yrittäjälle vaaditaan mielestäni eniten, (nimeä numeroin 3 tärkeintä ominaisuutta. 1 tärkein, 2 toiseksi tärkein, 3 kolmanneksi tärkein)

| | Tärkein 1 | Toiseksi tärkein 2 | Kolmanneksi tärkein 3 |
|------------------------------------|--------------------------|--------------------------|--------------------------|
| Hyvä koulutus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Luontevuus/työvälineiden saatavuus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Seurustelu | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Verkkotuntemus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Paikallisuus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Digitaalisuus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Käytännöllisyys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Hyvä verkosto | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Alueen tuella | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. Yrittäjyyden parhaat puolet mielestäni (nimeä max. 2 asiaa)

7. Yrittäjyyden haasteita puoli mielestäni (nimeä max. 3 asiaa)

8. Oletko kiinnostunut yrittäjyydestä?

- En ollenkaan
 En osaa sanoa
 Olen kiinnostunut
 Olen erittäin kiinnostunut
 En osaa sanoa

Appendix 1. Questionnaire (in Finnish)

8. Ota kantaa seuraaviin väittämiin. Kuinka paljon seuraavat väittämät KANNUSTAVAT sinua ryhtymään yrittäjäksi?

| | Erittäin | Välin | Mitään paljon | Erittäin paljon |
|---------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Itsemyönteisyys ja vakaat omat päättökäsit | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Vapaa-aika-työt | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yrittäjien väkiväkitys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Mieluutta osallistua koulutuksiin | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Luvattujen palveluiden saanti yrittäjyyteen | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yrittäjien palvelu-avustukset | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Maailmanlaajuiset alustat yrittäjyyteen | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Järjestelmä, mikä | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. Ota kantaa seuraaviin väittämiin. Kuinka paljon seuraavat väittämät ESTÄVÄT sinua ryhtymästä yrittäjäksi?

| | Erittäin | Välin | Mitään paljon | Erittäin paljon |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Itäkieli on liian vaikea | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Oma osaaminen ei riitä | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yrittäjyys on väkiväkitys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yrittäjien palvelu-avustukset | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Talouden tilanne ei sovi | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Apua ei ole tarpeeksi saatavissa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Järjestelmä, mikä | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. Miten uskot läheisesi suhtautuvan yrittäjyyteen?

| | Täysin ei mieluista | Jossain määrin mieluista | Jokseenkään mieluista | Täysin mieluista |
|----------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Yläasteikäiset suhtautuvat yrittäjyyteen myönteisesti | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yläasteikäiset talit mieluista jos yrittäjän yrittäjäksi | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. Miten arvioit seuraavia yrittäjyyteen liittyviä piirteitä kohdallasi?

| | Täysin ei mieluista | Jokseenkään ei mieluista | Jokseenkään mieluista | Täysin mieluista | Ei mieluista |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Uskallus ottaa riskejä | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tien tällä laillisuudella ottaa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Käsitteellä epäselvää työtä | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Osta alustat | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pyrittäessä ottaa apua | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yrittäjien osuus koulussa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Osta avustukset | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Osta työt ohjelmistot | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. Mikä olet mieltä seuraavista väittämissä?

| | Täysin ei mieluista | Jokseenkään ei mieluista | Jokseenkään mieluista | Täysin mieluista | Ei mieluista |
|----------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Mieluista ottaa riskejä | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Jos yrittäjän yrittäjäksi, avustukset mahdollisuus ottaa | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. Omaan mielestäni hyvät valmoudet ryhtyä yrittäjäksi

- Täysin kyllä mieltä
- Jossain määrin kyllä mieltä
- Ei mieluista
- Jossain määrin ei mieluista
- Täysin ei mieluista



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