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SE HUBS
Co-creating Hubs for Social Enterprises

POLAND



CASE STUDIES

CASE STUDIES FROM POLAND

The name of the organization / social enterprise	**SOCIAL ENTERPRISES "KŁOS"** Training Centre vocational training of long-term unemployed and mentally ill persons
Country	Poland
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	The activity of the social company "KŁOS" based in Jedlicze in the Łódź voivodeship was initiated in 2006 as part of the EQUAL project, the aim of which was to test a systemic model of professional adaptation for socially excluded people, in particular mentally ill and long-term unemployed living in rural areas. After the completion of the project in 2008, a social company "KŁOS" was established as a daughter company of Disabled Friends Society seat in Łódź. The seat of the company is Jedlicze in the Łódź Province. The social company pursues two goals: 1. social - enabling socially excluded people to enter the labor market and achieve economic independence; 2. commercial - achieving economic profitability and generating a balance sheet surplus. The core business of the company is hotel and catering activities, training activities, catering and recreational services. Currently, the social company "KŁOS" employs mainly mentally ill people, but also due to other types of problems, long-term unemployed, people abusing alcohol and drugs. The mission of the social company "KŁOS" is: ● being a company friendly to people, employees and customers; ● creating a space for the coexistence of mentally ill and healthy people at work and in life; ● providing unforgettable memories to every person we had the pleasure of hosting. The strategic goals of the "KŁOS" social company are: ● creating and maintaining jobs for people with disabilities - mentally ill; ● implementation of training and internship programs for mentally ill people; ● development of a social enterprise as a commercial enterprise with a social mission; ● gaining and consolidating a strong position on the local market of accommodation and training services. The values of the "KŁOS" social company are: 1. entrepreneurship: – at least 50% of the company's turnover is derived from commercial activities; – the company cannot be managed or run for individual profit; – the company's profits are reinvested in the development of the company and employees. 2. employment: permanent and partial. 3. strengthening: the priority in a social company is the development of personnel, that is, maximizing the abilities and potential of each employee.

	The "KŁOS" social company with accommodation and catering facilities and a conference room provides services such as the organization of training courses, conferences, integration events, business meetings, horse camps and special events for individual and group clients.
Reasons for choosing this organization	The CASE STUDY includes examples from **securing of training facilities and expert knowledge on communication of SEs' impact and community importance.**
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	The "KŁOS" social company was established as part of the EQUAL project and supports socially excluded people, in particular the mentally ill, in its social mission. People employed in this company have the opportunity to: (1) take up and maintain a satisfactory job; (2) working in a supportive and accepting environment; (3) acquiring new professional qualifications through participation in training, internships and courses; (4) acquiring professional experience; (5) personal development; (6) increase the sense of security and increase self-esteem; (7) improving the material situation. The hotel has 11 high-standard rooms, 2 training rooms, full gastronomic service, a place for outdoor events and also offers horseback riding, as it has its own stable "Pod Jodłami". The main principle of the activity of the "KŁOS" social company is the pursuit of profitability, which should lead to the minimization of the level of funding to the necessary minimum. The presented case study focuses on the area of securing of training facilities and expert knowledge on communication of SEs' impact and community importance, other areas of staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices and distribution of SEs' goods in a sustainable and visible for the community ways have also been presented in a slightly more general scope. The case study was developed on the basis of a description of good practice and two interviews with the President and the Manager of projects carried out in the social company "KŁOS" and desk research. The "KŁOS" social company is an entity specialized in vocational training for the long-term unemployed and mentally ill, in which conditions identical to those prevailing in commercial companies operating in the tourist and hotel sector have been recreated. The added value of the functioning of this entity is the change in the perception of the excluded person, i.e. the beneficiary is not a ward, but an employee with specific professional predispositions that can be used in the process of training and practical vocational training. In the social company "KŁOS", internships are organized, during which employees under the supervision of qualified vocational instructors gain practical skills in such positions as: maid-cleaner, waiter, receptionist, farm worker, gardener, chef's assistant. An internal internship at the "KŁOS" social company is the next stage of the professional re-adaptation program for people suffering from schizophrenia and the long-term unemployed from rural areas. The first stage includes a program of psychological classes and theoretical and vocational training, and the third stage - external internships in companies operating on the free market.

	The "KŁOS" social company is managed by a manager to whom directly reports to the position instructors supervising the trainees. The training infrastructure of real places and workstations provides the same working conditions as in a real hotel facility, which allows for the improvement of professional skills. Job procedures have been developed for workplaces, specifying how to behave in various situations, and the internship is carried out in accordance with them.
	In the recruitment process, people with mental problems and other reasons for exclusion rarely come forward on their own, rather they are recommended by institutions with which the "KŁOS" social company cooperates, for example, the Voivodship Labor Office or the Poviat Labor Office. Important for the recruitment process are also social campaigns, which have a much wider range, which means that the participants of the recruitment process are people from all over the country. In addition, informing potential recruitment participants takes place through the media, mailing campaigns to various entities from the regions, which also offer help to people who are socially excluded or at risk of such exclusion. People applying for the recruitment process are supported and professionally activated. The recruitment process is not complicated and starts with an initial interview with the manager about the person's readiness for any job. The next step is to analyze the qualifications of this person. Conversely, when a person does not have a qualification, apprenticeship is offered. The rest of the recruitment is carried out by a psychologist who, through an individual in-depth interview, builds an individual support program for this person. If necessary, the person is sent to training, financed if possible, from the company's funds. Training usually takes from 4 to 6 weeks. If it is not possible to conduct such training, and the person wants to take up a job, he or she undergoes only the training required for a given job, eg health and safety. A frequent practice is to change the first job, because people do not always find themselves in the proposed position, therefore the most important is individual support for a given person.
	"(...) we recruit people from all over Poland and these people also often go to our sheltered flats, so this recruitment is wider than the framework of our voivodeship. Then, the first conversation with the manager (...) about this person's readiness to take up any job takes place. Another conversation with a psychologist who builds an individual support program based on the conversation (...). Often times people don't know what they want to do. If someone has a passion, that's 50% of success. The other 50% is his hard work (...) But if someone does not know it, we help. This is the process. As for the financial issue, if we have the resources, we finance such training (...). During the training we watch this person (...) it lasts from 4-6 weeks." Recruitment for internships in the project sometimes becomes a problem, because this group of people most often uses some form of social assistance and participation in the project is not attractive to them due to the fact that the financial resources that can be obtained as an internship or training scholarship are very low compared to how much they can get receive as an allowance. The amount of these scholarships is regulated by law, so it is not possible to increase them. The recruiting person is a recruiting specialist who acts as a tutor during the internship and works directly with the group of recruited participants as a supporting psychologist.

	In the event of departure of employees, the most common argument is health reasons or departure from work on leave. It often happens that after a long layoff, a person no longer returns to work. There are also cases where a person leaves because he has found employment on the open labor market without our help. Basically, the rotation in the KŁOS social company is not high. The company uses volunteers, but mainly in the case of organized events, it is not systematic and without specific regulation.
THE ESSENCE OF THE CASE STUDY	*"(…) Often the reason for leaving is due to health. For example, long sick leave (...) there are people who work for a month and then leave. They just go away and that's it. Are they talking to us about wanting to leave? It is different because very often the escape from work is sick leave. So, someone goes on sick leave. This sick leave is very long and after this release the contract ends and we do not see this person. I mean, I'm talking about this group that is leaving, it's not that every second person leaves us. For example, if a disfellowshipped person leaves because he has found a free-market job, we are very happy and then it actually gives us wings. A person finds a job on the free-market (…)".* Internal trainings in the social company "KŁOS" are professional trainings carried out by the psychological and therapeutic division and training by our instructors and therapists. On the other hand, external training carried out by various training institutions is not only vocational training, but also general training that helps people the excluded to live. The "KŁOS" social company has its own training infrastructure and has many facilities in and outside of Łódź. Each of these facilities has rooms and workstations that allow you to prepare for the profession. Most of the facilities are adapted for people with various disabilities. *"We organize trainings in 99% in our centers, of which we have a lot (…) in Lodz and outside Lodz. Each of these facilities has rooms in which we can organize the trainings. These are not only meeting rooms for 30 people, but also workplaces preparing for the profession. We have a carpentry shop, handicraft, we can teach to paint (...) we use other centers very rarely (...) we have been creating our own training, professional and substantive infrastructure for 30 years and we mainly use it (...)".* The main goal of the training process is to eliminate the negative psychological effects of long-term inactivity in potential employees and to provide them with new professional skills that meet the needs of the social enterprise and the labor market. Therefore, it turned out to be important to have an effective training methodology system that will effectively reach recipients. As a result of these efforts, a number of documents were created to specify the course of the entire process of vocational re-adaptation: 1. Proprietary Professional Activation Program, specifying the stages of training: from the recruitment and recruitment process to professional internships in external companies; the document contains a number of additional specifying attachments, e.g. documentation templates.

	2. Workstation Procedures - detailed, richly illustrated instructions describing the activities performed at individual workstations provided for in the KŁOS social company, e.g. cleaning cards for individual rooms, reception cleaning cards, reservation cards. 3. A strategy of cooperation with employers defining effective methods of establishing contacts with employers in order to encourage them to employ the excluded and mentally ill. 4. Regulations (guidelines) specifying the rules of stay and the adopted personal data protection policy, e.g. regulations for staying in a social company, guidelines for the processing of personal data, regulations for bicycle rentals. *5.* Promotional materials. A number of promotional and information materials about the "KŁOS" social company have been developed, i.e. information leaflets, information boards and banners, etc.
	The "KŁOS" social company also uses external training for its charges, interns and project participants. The organization conducting the training is selected in accordance with the public procurement law, maintaining the principle of competition. The subject of the training is very diverse, e.g. language courses, driving lessons and is addressed to the following groups - disabled people, potential interns and excluded people. The social company KŁOS has been cooperating for many years with the Occupational Activity Institution "U Pana Cogito" and OWES in the area of knowledge and experience exchange. The KŁOS social company also cooperates with about 20 centers that are part of the structure of the Society of Disabled People. In terms of projects implemented also with local government units, a project is currently being implemented in cooperation with the City of Łódź. Moreover, he has been a member of the international organization CEFEC (Confederation of European social Firms, Employment initiatives and social Co-operatives) for many years. Another issue is running a social enterprise, e.g. in the form of a social cooperative, by people at risk of exclusion, e.g. mentally ill. These people obtained funding to run such a company, they are not always ready to run it, because they have difficulties in performing managerial functions due to decision-making difficulties and periods of reduced activity resulting from the medications taken. For these people, running a business often ends with the end of funding. In this case, a form of social franchise turns out to be a good solution, i.e. using a specific business concept / business model for social development by creating organizational units in different locations. They usually do not have legal personality, but an important issue in this initiative is the transfer of specific modes of action between individuals. These activities, in addition to business goals, pursue social goals that are considered superior in the form of social and professional integration of socially excluded people, and activate local communities. *"Creating such small gastronomic points and stations "0" where very healthy food will be promoted, no sugars, no preservatives, no enhancers, those that people do not harm."* To sum up, the social company "KŁOS" has an infrastructure prepared to conduct the training process of excluded people, qualified staff experienced in the implementation of vocational activation programs, an original vocational training program enabling the continuation of training after the end of financing under the project, well-prepared

	employees as a result of the training and internship program, standardized procedures that can be adapted to different circumstances.
	Recommendations for the SEHUBS Project: *"Above all, I have faith that what you are doing is very much needed. Because, as I said, there are many areas that require us to share our knowledge with each other, because maybe one of the partners has such valuable experience that will help us, for example, to support social enterprises in this period. Or it can not only support, but also develop employees' potential in some other way that we do not see. I have always believed in every partnership, and I also believe now that you will do something that will not go on the shelf, that will be practical and that will help at least one person. And if it helps to at least one of them, it means that it is worth doing."*(interview with the President)
	"The first clue for the SE HUBS project (...) Learning marketing, how to do it to promote your product, your service, your offer as an organization or as an entity of the social economy, because I think it is very lame. This is one such important element in my opinion. The second element is to motivate these individuals, various entities, that would use it, to benefit. It is also such an art for me that people want to take advantage of other people's experiences. Because it's not so obvious that they want to use. The third thing is such training, perhaps mentoring for the management of various entities. It definitely is. Because we fall into such a trap of a sense of infallibility and I have a lot of managers, directors, presidents and other people who feel that they know everything best and I think they would need such training. It is also an art to mobilize and motivate these people and that they would like to take advantage of such training. And that would be very useful (...). " (interview with the Manager).

Photographic documentation illustrating the assumptions, the most important undertakings and results	  
Sources on the basis of which the case study was developed (www, existing publications, reports etc)	1. Interviews with Director and Manager 2. file:///Users/Renata/Downloads/org730fwakompaniatorzywww-1.pdf 3. G. Golik-Górecka, R. Lisowska, J. Ropęga, Ł. Borowiecki Biznesplan firmy społecznej KŁOS sp. z o.o., Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2008.
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The name of the organization/social enterprise	Vocational Activity Centre "U Pana Cogito" Pension and Restaurant
Country	Poland

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	Vocational Activity Centre "U Pana Cogito" Pension and Restaurant has been operating since June 2003. It is a place of work and professional activation for people with mental illness. "U Pana Cogito" currently employs 24 people after mental crises. All profits from the activities of the facility are transferred to the social and professional rehabilitation of the "U Pana Cogito" disabled persons. The facility is run in cooperation with the State Fund for Rehabilitation of the Disabled. The guesthouse is a model example of a company that provides effective vocational rehabilitation (ergotherapy) for people with mental illness. The work and the direct contact between the employee and the client make them feel needed and give them a chance to take on a different role, which in turn has a positive effect on their functioning in their immediate environment.
Reasons for choosing this organization	The CASE STUDY includes examples from **distribution of SEs' goods in a sustainable and visible for the community ways.**
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	The analyzed organization is an example of a social enterprise functioning in the service area. U Pana Cogito" pension is located in Cracow, in the old part of the city, near Dębnicki Square, 10 minutes from Wawel (Bałuckiego 6 Street). It has fourteen high standard rooms (bathroom with shower, telephone, Internet access, TV-SAT, mini bar and air conditioning), a restaurant and a conference room. The hotel has its regular customers who appreciate its cosy atmosphere. Despite the lack of information on the hotel's website and booking sites, most of the arriving guests are aware that as SE the hotel employs people with mental illness (the reason for this information policy will be discussed later in this case study). Those who are not informed about the medical condition of the hotel's employees have the opportunity to get to know specific staff members who have had a mental health crisis and experience a pleasant and professional interaction with them. The presented case study focuses on the area of *distribution of SEs' goods in a sustainable and visible for the community ways*. Despite this, other areas such as *staff recruitmen*t, *retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices* and *securing of training facilities and expert knowledge on communication of SEs' impact and community importance*, are also visible in the analysed case study and constitute an important component of the business model of SE "U Pana Cogito". The analysis of collected materials, i.e. description of a good practice, two interviews with the Director of "U Pana Cogito" and the Manager of the hotel and on the basis of desk research confirmed that the "U Pana Cogito" Pension, which has been operating since 2003, applies strategic management and has a developed operational model (business model) combining elements of the social and technical subsystem. In the desk research materials one can find a lot of information explaining the social enterprise (SE) model of the analysed organisation. However, these are not information materials about the scope of services provided by the pension "U Pana Cogito", but documents and descriptions about the place and the role the pension plays in the functioning of the Family Association for Mental Health.

	As pointed out by the managing director of the pension, Agnieszka Lewonowska-Banach, this is not an accidental action, but the result of a planned process involving the definition of the product and its distribution. Therefore, the service provided by the pension, which is typical for the HoReCa industry (Hotel, Restaurant, Catering/Café), is not promoted by clearly displaying that it is an SE company. As the guesthouse director underlines, *„(…) our profile has not changed and neither has our distribution or information about us. We still do not advertise with the information that mentally ill people work for us. It has to be smuggled in, it has to be presented in a discreet way so that it does not immediately trigger stereotypes in a part of the society. Because this is something which is activated automatically and irrationally and will cause that someone will simply not choose us, our place to stay and our restaurant. On the other hand, we have to show and sell it in such a way so that people could find out about it, get excited, get interested and feel the value of it.".* Based on the data obtained through desk research, good practice of the analysed guesthouse and two interviews, it can be concluded that the operation and development strategy of the analysed SE uses both strategic analysis and MIX marketing. This is confirmed by the respondents' awareness of the components of strategic analysis. Although the information obtained from the SE Hub survey was not collected based on SWOT analysis, it is possible to extract the components of this analysis. For company strengths, resources were demonstrated in areas such as: the social subsystem (an informed recruitment and selection process, aligned with the needs of the company's business model). Confirmation is provided by the quotes:
	Director of the analysed SE - *"The best recruitment practice is to spread the word in organisations, institutions, through social channels. Because formally we don't seem to be able to conduct good recruitment. The recruitment to Vocational Activity Centres is also connected to statutory solutions, which state that it is mainly the Poviat Employment Offices that are supposed to refer people to work in Vocational Activity Centres. However, Labour Offices are not able to refer such people, because there are no people willing to work, or there are no people with a recognised degree of disability at all. Another barrier is that people who have a disability certificate and at the same time have some kind of disability benefit (which is very common and frequent) cannot be registered in Labour Offices as unemployed. Therefore, they often do not appear in the registers of the Labour Offices. They can only be registered as jobseekers, and as jobseekers they are not subject to the same rights to support, to referrals, they do not have to accept job offers, they do not have to comply with the so-called preparatory paths that the Labour Office has in relation to people registered as unemployed. And this order is included in the statutory solutions for the Vocational Activity Centres and this should be changed. It should be deleted altogether".* The quotation underlines the conscious application of the existing formal regulations while pursuing the aim of SE enterprise and the business model of "U Pana Cogito" pension. A strong point in the field of the social subsystem is also the use of relationships that the analysed organisation and its management and employees have in the environment. For the SE environment the analysed pension is known. Especially at the local and regional level. As emphasised by the respondents, it is also partly known on a national and

	even international level. This situation favours the exchange of information on staffing needs. The network of direct contacts makes it possible for people with mental illness to apply for recruitment. However, regulations further complicate the admission process itself in relation to the SE target. As the Director notes " For sure, the process of recruitment to the Vocational Activity Centre itself cannot be separated at all from the activities of the association and from its goal. Our goal is to support mainly the mentally ill, because that is the mission, that is the goal of the whole organisation. But here again, there are regulations. First of all, we have to meet formal statutory requirements, that is, we are looking for people who have a significant degree of disability. There has been a tendency for many years not to issue certificates with a significant degree of disability to mentally ill people. This is very noticeable. For several years now, we have been struggling with the problem that we do not formally have any people who could work or be admitted, because people with mental disorders, if they have a moderate certificate, that is all. On the other hand, we can have a limit of people with a moderate degree. This limit is always filled to the maximum, so the jobs for mentally ill people disappear". The result of the conscious application of legal regulations is a very rational employment policy. At the same time, the process of introducing and motivating employees is also carried out in a planned manner and in line with the strategy. Employees are inducted using arrangements that include the limitations of people with illnesses (including mental illnesses). The support of managers and other employees is evident in the phrase used with the manager of the "U Pana Cogito" pension, i.e. that they are like a "guardian angel" for the employees. A strong point of the social subsystem is the limitation of employee fluctuation through the internal system of job change, the possibility to indicate expected development opportunities or controlled transition to other organisations with the possibility to return (if it turns out that the employee did not manage in a certain period of time with another employer and wants to return to his former employer).
	The strength of "U Pana Cogito" is its strategy-based ability to combine the components of the social and technical subsystems. In all sources of information there appears a relation between motivation and competences of employees and equipment and structure of material resources of the company. In the analysed activity the level of quality of provided services is determined by knowledge, experience and skills of employees. Preparing them to perform specific tasks and the training system itself (internal and external) is very important. Employees have the opportunity to exchange their experiences and opinions with the management of the pension. There is a possibility to change within the previously held positions and to work in other positions. Within the framework of internal and external training, employees gain additional knowledge and skills. As part of the implementation of the strategy of the analysed SE, the weaknesses of the organisation are identified. Awareness of the weaknesses made it possible to adjust the business model so that they do not affect the quality of implemented processes. In some cases, actions are taken to weaken the impact of these weaknesses. In the case of the third area, an undoubted weakness is the size of the facility and the space for service provision. As the director of "U Pana Cogito" points out, *"It is my dream that we will expand somewhere, develop somewhere. It's very insufficient. We don't have enough space, so we're always thinking about adding a shed here, to move some of our storage things.*

	We've just had a meeting in the commune, because the place next to us has become available for rent. So, we're going for an interview. I don't know if I'm going to rent it, because it's the only place adjacent to our property and I'm only interested in breaking down the door there. If it can be done, then I will rent it. I will expand my business with another meeting room or more storage space. I am not able to move to another location. This is the kind of business that requires a lot of attention on an ongoing basis, so managing several facilities in different locations is very difficult. If you have something in place, you can manage it properly". The provided quote confirms the company's limited development capacity and awareness of the investment that would need to be made to deliver such activities. The current assessment indicates that additional facilities located elsewhere would require organisational and resource changes. This determines the current activities, which are oriented towards the possible exploitation of opportunities without involving high-risk activities. SE companies, due to their specifics, have to a much higher degree to calculate the risk of errors within the framework of implemented changes. A possible limitation for the development of such companies is the lack of consent of their managers to introduce risky expansion strategies, the implementation of which could have a negative impact on the social subsystem of the organisation. The analysed organisation also identifies opportunities for its functioning and development. Both the director of the pension and its manager indicate a growing public awareness and interest in the functioning of SE. This fosters the creation of numerous initiatives to ensure the use of "U Pana Cogito" services throughout the year. Conducting trainings (as a result of projects won by the association), handling trainings commissioned by other entities (often from SE), providing accommodation and catering services for individuals and groups, providing catering services for institutions (e.g. schools, universities) and individuals at the regional level. Cooperation with persons representing institutions with SE profile (e.g. The Ombudsman, Associations of Vocational Activity Centres or Federation of Associations of Families of Mentally Ill Persons, etc.). The SE Hub concept, which fits as an opportunity for many SEs, can be considered significant in this context. However, as the authorities of the pension "U Pana Cogito" warn, it is important to appreciate beyond the undoubted benefits of networking of SEs, also the resources for maintaining relationships in such networks. For example, the manager of the analysed guesthouse, pointed out "*If a social organisation or social enterprise joins a network, it is worthwhile for it to have a budget for networking. So that someone can go, stay overnight, pay for their own travel, fuel, or any time for managing, giving their opinion, or participating. Maybe it's easier now - you can meet at "Zoom". But normally I'm invited to countless networks that I'm not able to go to."*
	Here there are very concrete arguments about the resources available to a company that is able to enter the network. It is not only financial resources that will allow an actual (often direct) participation in the network, but also human resources constraints that make the involvement of an employee or network manager, limiting the possibility to fulfil other responsibilities. This is a typical limiting factor for SME companies and affects many SEs. According to the SE Hub researchers, there is an opportunity to create the theoretical and practical basis to develop a solution that will help small SEs to integrate much more than before.

	Opportunities also relate to technical equipment and digitalization, which are used in current facilities of the HoReCa industry. The openness of the managers of the analysed company to this type of solutions is visible and, together with them, activities in the field of employee training (internal and external) are visible. The future in the HoReCa industry will definitely be based on new technologies, including digital technologies. Currently, the management systems of large hotel facilities using extended products use systems for collecting information about the needs and preferences of customers, both in the ex-ante system (collecting data on the preferences and expectations of guests booking their future stay - very important for preparing the staff of the "U Pana Cogito" pension to provide services quickly and accurately, despite the different degrees of disability of employees), ongoing collection of information (in the future it may be the collection of data on the activity of all services offered by current hotel guests - readers allowing to account for services performed on the premises when leaving the hotel), as well as in ex-post system (collection of collective information, which will allow to learn about the main needs of current guests, indicated future preferences and conclusions and recommendations from the system of assessing the degree of customer satisfaction with the provided services). These are, of course, opportunities that the pension can exploit in the future. According to the researchers of the SE Hub project, the level of novelty for the industry is constantly increasing and the change in SE education resonates with the opportunities offered by the tourism industry, especially in such an attractive location as the Old Town area of Krakow. During the COVID 19 pandemic, threats to the functioning of the entire HoReCa industry, including SEs such as "U Pana Cogito", have become particularly significant. Since March 2019, the entire market for this type of service has been in an extremely difficult situation. The current period is currently the one in which it is possible to conduct such activities. However, there is uncertainty about the future viability of this type of organisation. In the questions asked, the research team did not refer to the situation of managers and employees during the pandemic itself. From the information received, it appears that, regardless of the circumstances, SE "U Pana Cogito" continues to operate, with the safety rules in force due to the current epidemiological situation. However, the above experience indicates a very high risk for this type of service, uncertainty about the development of the entire tourism industry (decline in the number of foreign and domestic tourists), including HoReCa (decline in orders for hotel and restaurant services and reduction in catering services in B2B and B2C relations). The greatest enemy of all businesses is uncertainty. Its result is a periodic modification of current development strategies. Similarly, "U Pana Cogito" the risk of future consequences of changes in the health or socio-cultural dimension is very high. It is difficult to identify clearly the type of strategy adopted by the analysed company. However, there is evidence of consistency in the activities of the entire system of the organization and its cooperation with the environment. From the point of view of the selection of the third research area within the SE Hub project, the very well-thought-out product of the "U Pana Cogito" pension and its distribution should be emphasized.

	In the opinion of the researchers, the key factor is the determination of Ms. Agnieszka Lewonowska-Banach, Director, who is also a member of the Association of Families Mental Health, the manager of the pension "U Pana Cogito" Ms. Małgorzata Indyk and all employees and associates who have led to the creation and development of the researched enterprise. However, determination alone is not enough to achieve success, hence the key role of managing the team in such a way as to ensure the market orientation of the guesthouse while achieving the SE objective, which in this case is the activation and creation of vocational training and rehabilitation places for people with disabilities due to mental illness in the hotel and catering industry. This required an accurate identification of the real product, while diagnosing the core product and achieving the extended product. The core product can be considered the core services of accommodation, meal preparation and vocational training of people with disabilities due to mental illness. However, the current period of operation of the guesthouse is activities at the level of the extended product. The expansion of the product took place when the basic components of the real product were combined and the degree of their use in meeting new or more adapted to the environment needs of customers was extended. Here one can point to the addition of more in-house training services, but also using external entities. This mainly concerns services for institutional clients who take advantage of training forms combining the use of accommodation and catering facilities with the infrastructure necessary for training (professionally equipped conference room, suitable for conferences, training courses or company meetings with up to 40 people, equipped with a multimedia projector, sound system, presentation systems, etc.). The comfort of working in the room is increased by a system of roller blinds or air conditioning. It is also important to include catering services in the typical catering services provided in the pension. Especially the service of institutional clients with the use of catering has become a basis for product extension, but also a way to implement some services in the pandemic period. The core of the product should also not be forgotten, which, according to the strategy of the organisation under study, is not exposed as a message to individual customers. At the same time, the concept of activating people with mental illnesses itself is central to the establishment and functioning of this organisation. It is extremely important that people working in the hotel earn money rather than receive it, learn and improve professionally and are often motivated to a much higher degree than employees without mental illness. The quality of the process is largely due to the commitment, the determination to deliver the core services for which the guesthouse was established. It is very important to build up a network of customers and suppliers both based on SE affiliation and on typical commercial relationships, which means responding to the preferences of both individual and institutional customers (the well-known and emphasized atmosphere of calm and friendliness experienced by hotel customers, high quality services, beautiful historic interiors of common parts of the establishment, etc.). According to the information obtained, it can be concluded that promotion, in particular "word-of-mouth marketing", plays an important role within MIX marketing. It reaches both individual and institutional customers. It reaches mainly

	those who, through their sensitivity, are willing to support or even engage in relationship building in the long term. This results in an ever-growing network of relationships that are very well initiated and developed by managers. The best evidence is groups of entities cooperating according to criteria: belonging to SE, functioning in the same industry, location, etc. The aforementioned criteria support the creation of cooperation networks both with customers (clients), suppliers, but also with strategic allies (often potential competitors). As part of the analyses carried out, the distribution components that are a strength of this particular SE were diagnosed. It is about the desire to improve the flexibility of the hotel staff in the execution of services. Their illnesses and the need to act according to established patterns (identifying customer preferences so as not to have to make changes during the stay) are an obstacle in competing in the free market with hotels where employees do not fall ill and are therefore able to adapt faster to changes.
	Additionally, in "U Pana Cogito" the process of introducing changes is long, which also makes it more difficult to adapt to dynamic market changes. However, we should emphasise the determination of the persons managing the hotel and the awareness of the Director that the strength of the analysed SE is the team willing to learn and develop. This determination is the strength that allows to improve the process of taking and processing orders. In this respect, customer service management sets the analysed organisation as an example to follow among other SEs. This is undoubtedly fostered by the employee training policy both internally and implemented by external entities. In conclusion, it should be noted that SE Hub can be an additional, source of development for such an organisation, but specific organisational needs for such cooperation should be kept in mind. These needs should include: a clearly defined form of support that will be adequate to SE needs, optimal forms of support realisation (time of meetings and training used to the maximum, the possibility of realisation of meetings in a form limiting the time of travel (in selected meetings the use of remote form) and separation from professional duties, the possibility of rapid exchange of information within the SE Hub network, including best practice.
Photographic documentation illustrating the assumptions, the most important undertakings, and results	 

Sources on the basis of which the case study was developed (www, existing publications, reports etc)	1. https://www.youtube.com/watch?v=dPZnWAODn6Q 2. http://www.owes.info.pl/biblioteka/11atlas_bobrych_praktyk_cogito.pdf 3. http://www.niepelnosprawni.pl/ledge/x/343567 4. Interviews with Director and Manager of pension “U Pana Cogito”
SEHUBS partner/Author/authors	University of Lodz/Jarosław Ropęga

The name of the organization/social enterprise	„Fundacja JMP - inspiracje w edukacji” [eng. „JMP Foundation – inspirations in education”]
Country	Poland
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	The “JMP Foundation - inspirations in education” was established in 2015. The main purpose of the Foundation is to carry out educational, educational and cultural activities, especially in the field of initiating, supporting and assisting in educational, educational and cultural undertakings for children, young people and adults. To promote the use of modern technologies in the field of education. The Foundation on 2018 has the status of a social economy enterprise. The main area of the Foundation's activity is the shaping of key competences by means of innovative methods and tools for teaching and learning (e.g. Prof. Tony Buzan) with the use of modern devices, technologies, applications and educational space. As additional areas of the Foundation's activity the following activities can be indicated: 1. “Supporting ON” - preparing educational materials; books, audiobooks, organizing social campaigns, intergenerational integration, supporting the long-term unemployed. 2. Charity shop MUMCIUCH. 3. “The Mama & Papa Toddler Club” for children up to 3 years old.
Reasons for choosing this organization	The CASE STUDY includes examples from **staff recruitment, retention and internal training of SEs’ personnel promoting inclusive educational approaches and mainstream practices.**

THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	The main purpose of "JMP Foundation - inspirations in education" is to carry out educational, educational and cultural activities, especially in the field of initiating, supporting and assisting in educational, educational and cultural undertakings for children, young people and adults. To promote the use of modern technologies in the field of education. The Foundation JMP on 2018 has the status of a social economy enterprise. The premises of the Foundation are located on Prof. W.M. Bartel Street in the southern part of city of Krakow, in Lesser Poland voivodship. The main area of the Foundation's activity is the shaping of key competences by means of innovative methods and tools for teaching and learning (e.g. Prof. Tony Buzan) with the use of modern devices, technologies, applications and educational space. The foundation's educational activities are provided throughout Poland thanks to online tools used for training. At the same time part of the activities, including those related to the running of charity shop MUMCIUCH [the name is a Polish-English play on words referring to clothes for mums] and "The Mama & Papa Toddler Club" for children up to 3 years old [online webpage - www.mamaandpapa.edu.pl] are operating in Krakow. Shop MUMCIUCH is a shop with a range of low-cost clothes and toys aimed mainly at pregnant women and young parents with small children. It also sells bric-a-brac for the social enterprise in the form of coffee (it is produced in cooperation with a local roaster) or special toys. In 2021, preparations are being made to implement the MUMCIUCH shop also in an online version [online webpage - mumciuch.pl]. The JMP Foundation has been staffed at a fairly stable level of 5-7 full-time employees since 2018. At the moment, due to the return to pre-pandemic activities (in particular the Toddler Club), an upward trend can be assumed in the coming months. In addition, about 10 people work with the Foundation. These include, for example, a graphic designer (acting as a company) who produces various gadgets to be sold in the shop and other people involved in training and organisational activities. The founder of the foundation is a person with many years of experience in business and business management. A few years ago, she suffered a traffic accident and, influenced by her personal experience, she decided to introduce the foundation into the sphere of social economy. Employment is one of the key areas of the Foundation's management. Generally speaking, social economy enterprises employing people with different disabilities have particular employment challenges. And each group has different characteristics. The Foundation is aware that the health of employees sometimes does not always allow for work at full productivity level, and sometimes does not even allow for 50% productivity, so the employer must therefore be prepared in terms of organisation for sick leave or limited work. In the case of the Foundation, this applies to both mobility impairments and people with psychological problems. JMP Foundation tries to benefit from volunteering, at the same time it should be emphasised that the special feature of volunteering in this case is the fact that the Foundation has not encountered any offers of volunteering from persons with disabilities or from socially vulnerable groups. Hence, activities under volunteering contracts have so

	far been carried out mainly by students of Kraków's universities and by non-disabled people from friendly associations and foundations. Volunteers are important to the work of social economy entities, not least because they allow greater flexibility of action and relieve the burden on staff with disabilities. Since the outbreak of the pandemic, the Foundation has been facing a shortage of volunteers and trying different recruitment companies. However, the situation is difficult in this regard, hence the planned participation in a mentoring programme for social economy actors in the near future. They will be devoted to work on new ideas for recruitment of volunteers. As part of the Foundation's personnel management, activities are carried out in the field of employee recruitment, selection and improvement of their qualifications. Recruitment in a social enterprise is a difficult process and involves a number of challenges and difficulties. In the case of the JMP Foundation, the search for job candidates consists of two types of activities: 1. Searching for willing people - searching portals with advertisements of people willing to work like Gumtree or OLX. The Foundation assumes that searching for a job by future employees indicates a relatively high level of motivation to work, hence it is a preferred source of candidates. 2. Publication of job advertisements - advertisements are published (i) firstly on websites and portals with job advertisements typically for people with disabilities, (ii) secondly in social media and (iii) thirdly announcements are sent to labour market institutions and other public institutions. In the third category are, among others, voivodeship (regional level) and poviat (county level) labour offices - because they have support programmes for people with disabilities and people from socially vulnerable groups, so this is the place where offers have a chance to reach candidates from the target groups. Job offers also go to the Małopolskie Social Economy Support Centre and other centres of this type. In these institutions it is also possible to get in touch with people who might be looking for a job or a place to provide services. The JMP Foundation has not so far used a form of recruitment popular in the corporate market, i.e. outsourcing to an external employment agency. This service is perceived as quite expensive and pays off mainly in the case of large recruitments. Nevertheless, in the last days before the interview a decision was made to use the services of one of the employment agencies specialising in employment of disabled people. During the search for new employees, the specificity of the Foundation as a social enterprise is clearly demonstrated. On the one hand, it is about differentiating itself from "normal" companies which use the employment of people with disabilities only as an element of their cost optimisation strategy. On the one hand, it is about distinguishing oneself from "normal" companies which use the employment of people with disabilities only as an element of cost optimisation. It is based on possible allowances and subsidies from the State Fund for the Rehabilitation of People with Disabilities (Polish abbreviation: PFRON), so most often people with disabilities work in positions requiring low professional qualifications in areas such as building security or warehousing. It is relatively rare for people with disabilities to find work that is commensurate with their qualifications and abilities.

	JMP Foundation benefits from co-financing from PFRON (National Fund for Rehabilitation of Disabled Persons). The way to do this is to build the potential candidate's awareness of the specificity of the Foundation as a social economy enterprise. This is very important at the very beginning of the recruitment process to provide information that it is not only about saving on labour costs, but also about using the potential of the future employee. The JMP Foundation notes a number of risk elements in the recruitment of people with disabilities and from vulnerable groups. One of these is the need to avoid employees who seek work mainly because of social security coverage and the possibility of going on sick leave. Employing an employee with this attitude exposes the company to a number of disadvantages. Consequently, instead of facilitating the realisation of a given function of the company, it causes the necessity of additional formal service activities. After previous experiences, the Foundation pays a lot of attention to the declared motivation related to work in the future position as well as to the display of "impatience" related to the possible commencement of work and signing the relevant contract. Such people are usually reluctant to go through the procedures of testing their skills and if they are given a trial task, they usually do not send its completed results. On the other hand, a signal well received by the Foundation from a candidate for a job is diligence in carrying out a trial task, asking questions as to how it should be done or what the expected outcome should be. This attitude is appreciated and is a positive component of the evaluation. This is important because of the length of the recruitment process and the introduction of the employee to the duties. The whole process usually takes about two months of recruitment and about three months of induction, hence the caution on the part of the foundation to avoid mistakes. It is considered to be a lengthy process, time consuming and involving the human resources of the Foundation. In the selection process of new employees, JMP Foundation uses trial tasks performed by candidates. They reflect part of the scope of subsequent responsibilities. For example, in the case of recruiting a person to support Internet sales and marketing, a task was applied in the form of describing a product and creating a short presentation as an offer addressed to a potential customer. This is necessary as the skills declared in the CV should be verified in practice. As part of the selection process of candidates, the Foundation does not use a checklist of characteristics of candidates - because the assumption is to learn about the individual characteristics of the candidate and his/her motivation for future work. During the pandemic, these types of interviews were mainly carried out through online tools such as ZOOM. Training. JMP Foundation staff regularly participate in training courses to improve various types of skills. These are the following thematic areas:

	1. Knowledge and skills related to the formal side of administrative services. In recent months this has included training on the e-puap and m-obywatel systems (both are citizens data administration systems introduced by Polish government). 2. Office and online training tools. In recent months, these have included training in Canva, Google suite. *3.* Internet promotion tools. In recent months, these have included training in techniques for using Google AdWords.
Photographic documentation illustrating the assumptions, the most important undertakings, and results	
Sources on the basis of which the case study was developed (www, existing publications, reports etc)	*1. Interviews with the Founder of Fundation JMP* *2. https://fundacjajmp.pl/* *3. https://mumciuch.pl/* *4. https://www.mamaandpapa.edu.pl/* *5. https://www.rodzinny-krakow.pl/dobry-adres/organizacje-i-instytucje/fundacja-jmp-oraz-charity-shop-mumciuch* *6. https://www.facebook.com/FundacjaJMP/*
SEHUBS partner/Author/authors	University of Lodz/Paweł Głodek

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