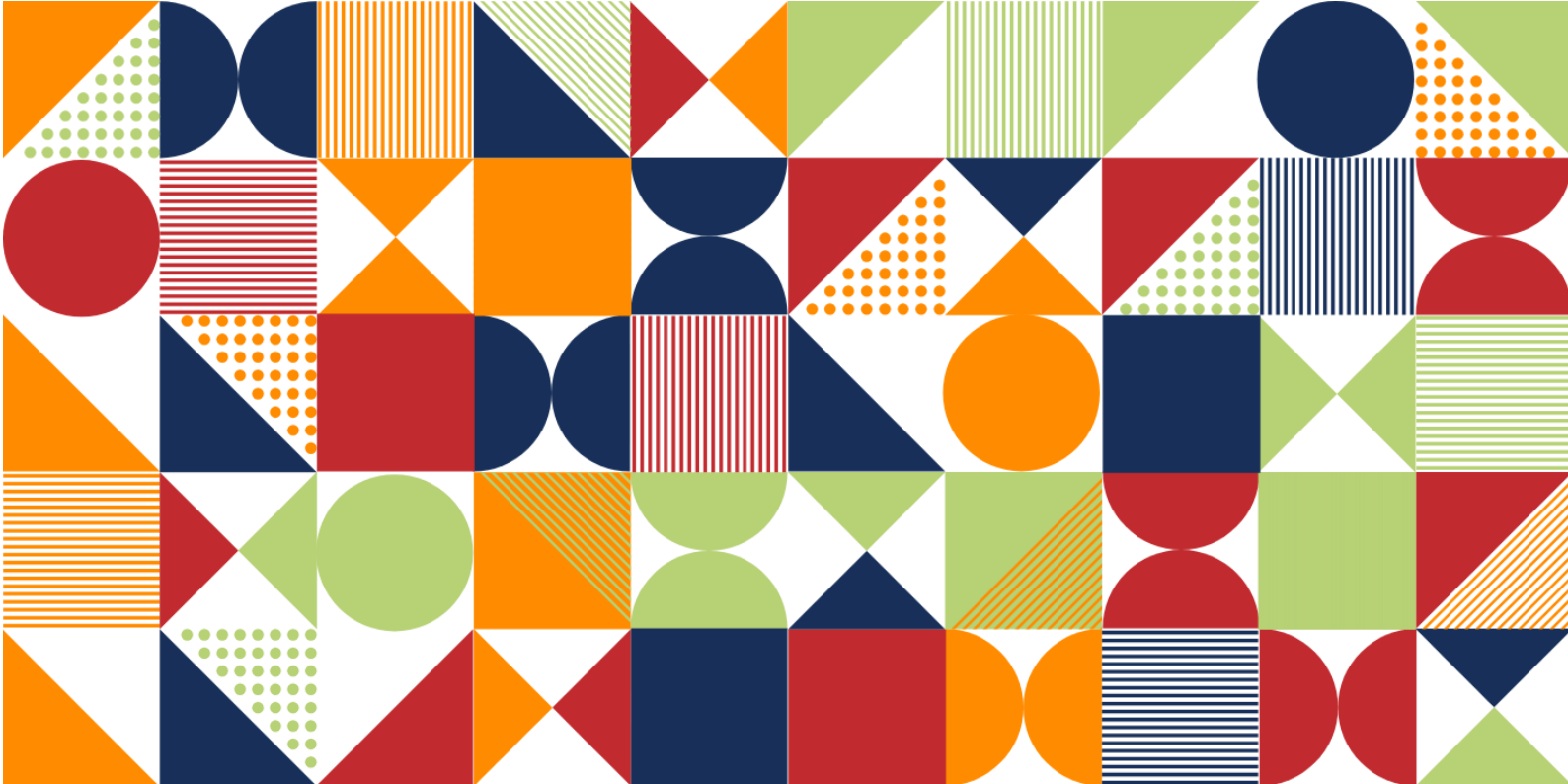




# Social entrepreneurship models and best practices



# Table of contents

|                                                                                          |           |
|------------------------------------------------------------------------------------------|-----------|
| <b>Introduction .....</b>                                                                | <b>3</b>  |
| <b>I. Social entrepreneurship models .....</b>                                           | <b>6</b>  |
| 1. Yes We Tech, Spain .....                                                              | 7         |
| 2. Fundación Cibervoluntarios, Spain.....                                                | 10        |
| 3. WRZOS, Poland.....                                                                    | 13        |
| 4. Fundacja Aktywizacja, Poland .....                                                    | 15        |
| 5. Magdas HOTEL, Austria.....                                                            | 17        |
| 6. CAP Markets, Germany .....                                                            | 20        |
| 7. Specialisterne, Denmark.....                                                          | 23        |
| 8. Fairphone, Netherlands .....                                                          | 26        |
| 9. Too Good To Go, Denmark (operated internationally) .....                              | 29        |
| 10. Impact Hub, global network (Headquarters in Austria).....                            | 32        |
| <b>II. Best practices in social entrepreneurship .....</b>                               | <b>35</b> |
| 1. PANATO, Poland .....                                                                  | 36        |
| 2. ÍKUALO, Spain .....                                                                   | 38        |
| 3. Klimax Plus, Greece .....                                                             | 41        |
| 4. UNICEF UPSHIFT, global (40 countries worldwide).....                                  | 43        |
| 5. Youth-led social entrepreneurship incubation programmes,<br>international/Europe..... | 45        |
| <b>Related websites and resources .....</b>                                              | <b>47</b> |



# Introduction

Social entrepreneurship is an approach that combines economic activity with a clear social purpose. It focuses on **addressing social, environmental, and community challenges through sustainable, innovative and impact-driven solutions.**

While businesses focus primarily on profit, and non-profits rely mainly on funding or donations, social enterprises aim to **balance sustainability and impact.** Several key characteristics define social entrepreneurship:

- ✚ A **clear social mission**, addressing a specific societal need
- ✚ A **sustainable business model**, generating income to support activities
- ✚ A **focus on impact**, with measurable social outcomes
- ✚ A commitment to **reinvesting resources into social goals**
- ✚ A strong emphasis on **innovation and adaptability**

Social entrepreneurship is also closely linked to the concept of social innovation. Social innovation refers to new ideas, approaches or solutions that **respond to social challenges more effectively than existing methods.**

These innovations can take many forms, including new services, new organisational structures, or new ways of engaging communities.

## Social entrepreneurship in practice

In practice, social entrepreneurship is highly diverse. It can take the form of social cooperatives, foundations, associations, companies or hybrid organisations. They can operate at the local, national, or international level and may focus on different areas of activity. Common fields include:

- ✚ **Employment and inclusion**, especially for vulnerable groups
- ✚ **Education and skills development**, including youth training
- ✚ **Environmental sustainability**, such as circular economy or waste reduction
- ✚ **Digital inclusion and innovation**
- ✚ **Community development and civic participation**



## Relevance for youth work and education

Social entrepreneurship is particularly relevant in the context of youth work and education. Young people today face multiple challenges. These include **access to employment, participation in society and adaptation to rapidly changing environments**. At the same time, young people represent a strong potential for innovation and social change. They **bring new ideas, perspectives and energy**. Social entrepreneurship provides a framework through which this potential can be developed and applied.

For educators and youth workers, social entrepreneurship offers a practical and engaging learning approach. It **connects theoretical knowledge with real-world applications**. It encourages **active participation, critical thinking, and problem-solving**. Learning about social entrepreneurship helps young people to:

- ✚ **Understand complex social issues**
- ✚ **Develop entrepreneurial and life skills**
- ✚ **Work collaboratively with others**
- ✚ **Make informed and responsible decisions**
- ✚ **Reflect on values, ethics and social impact**

These competences are essential for both personal development and active citizenship.

The use of **experiential and game-based learning methods** is particularly effective in this context. Digital escape rooms are one such method. They create **interactive environments** where participants must solve problems, make decisions and work as a team. They **simulate real-life situations in a structured and engaging way**. When focused on social entrepreneurship, these methods may allow learners to **explore real social challenges**.

The **DEGSE website** offers a wealth of resources on the effective use of digital escape games to promote social entrepreneurship among youth.



## Purpose of this booklet

This booklet presents a selection of social entrepreneurship models and best practices. The examples included illustrate **how organisations respond to social challenges in concrete and effective ways**. They highlight different approaches, strategies and contexts.

The purpose of this publication is to increase the capacity of youth workers and educators and support them in **understanding social entrepreneurship in practice**. It also provides inspiration for applying real-life examples in educational and training activities.

The booklet is designed as a practical resource. Each model and practice offers insights that **can be adapted to different contexts**. They can be used to design learning activities, workshops or training sessions. A key objective is to support the development of **experiential learning tools**, including digital escape room scenarios. By translating real-world examples into interactive formats, educators can create engaging learning experiences.

## Using the booklet

The booklet can be used in different ways. Users can explore individual models and practices, compare different approaches and **select examples that are most relevant to their needs**. Each example provides insights into:

-  **The social problem addressed**
-  **The target beneficiaries**
-  **The approaches used**
-  **The impact achieved**

In addition, examples include **suggestions for integration into digital escape room scenarios**. This helps users translate theory into practice. The booklet is intended to be flexible and adaptable. It can be used in formal education, non-formal learning and youth work settings and can also support capacity-building activities for organisations.



# I. Social entrepreneurship models

This chapter presents a selection of social entrepreneurship models that demonstrate **how organisations combine economic activity with a social mission**. The examples illustrate different ways of implementing social enterprises, from direct service provision to network-based approaches. Each model highlights how social challenges can be addressed through **sustainable and innovative solutions**. While exploring these cases, readers can better understand the **key components, strategies and impact mechanisms of social entrepreneurship in practice**.



## 1. Yes We Tech, Spain

**Yes We Tech** is a **feminist technology community** founded in Málaga, Spain, in July 2015, and formally registered as a non-profit women's association in May 2019.

Its mission is to build equitable and inclusive spaces where women can participate, grow, and be visible in the technology sector.

The community is driven by three core pillars: **equality**, **community**, and **technology** working to ensure that gender, race, and age are never barriers to participation in the tech world.

Through workshops, talks, mentoring, and hackathons, Yes We Tech creates spaces where women in technology can connect, learn, and build professional opportunities together.

### Social problems addressed

Women are still underrepresented in technology in Spain and across Europe. The **gender gap in STEM** (Science, Technology, Engineering and Mathematics) means fewer women have access to well-paid jobs in tech. This is often caused by stereotypes, a lack of role models, and limited encouragement for girls to study technology from a young age. The Yes We Tech initiative also highlights that some women face **extra barriers** in the sector, especially those from **minority backgrounds**, older women, or women without formal tech education, who may find the industry **less accessible**. Another issue is that women's contributions to technology are often not visible, which makes it harder for young girls to imagine themselves in tech careers.

### Target beneficiaries

Yes We Tech primarily serves **women interested in or working in technology**, at all levels of experience from students and career changers to experienced professionals.



The community is open to women of all backgrounds, and actively encourages participation from those who face compounded barriers, including migrant women, women from low-income backgrounds, and women from minority communities.

Girls and young women are a key focus of the community's outreach work.

Through its **Cyber Girl Squad** programme, workshops at secondary schools, and talks on science and technology days, Yes We Tech works to **spark curiosity and confidence in younger generations** before they make educational and career decisions.

The wider technology ecosystem also benefits from Yes We Tech's work.

Companies, educational institutions, and communities that engage with the association gain access to **more diverse perspectives and inclusive design practices**, leading to better products and more representative workplaces.

## Impact achieved

Since its founding in 2015, Yes We Tech has grown into an active and recognised community with a strong presence in Málaga and beyond.

The association has organised dozens of events, including **technical workshops** on Python, hacking, cybersecurity, UX design, and artificial intelligence; **networking sessions; mentoring programmes**; hackathons; and public talks by **women leaders in technology**.

In 2025, Yes We Tech organised its **first Feminist Hackathon**, bringing together women to collaboratively solve challenges using technology.

The Cyber Girl Squad programme has run six editions, providing young women with **hands-on experience in cybersecurity and programming**. The association also launched the CyberGirl Squad manual, a practical guide for girls entering the world of technology.

The community's commitment to visibility has been formally recognised.



In 2025, Yes We Tech received the **X Premios Evolución** award for **best use of technology for social purposes**.

The association has also collaborated with organisations such as Google and FEMIAS, co-produced resources on bias-free AI image creation, and participated in feminist street actions on International Women's Day. Its Wikipedia editing workshops, focused on **making women in STEM more visible online**, reflect a commitment to changing the cultural record.

### **Possible integration into digital escape room scenarios**

Yes We Tech's model offers compelling material for escape room scenarios built around **social exclusion, gender, and technology**.

In one scenario, players could take on the role of members of a feminist tech community trying to prepare a hackathon in a city where women face structural barriers to participation. Challenges could involve **countering stereotypes, designing inclusive recruitment processes, and building a safe and welcoming space** for participants from marginalised backgrounds. Each puzzle could represent a real obstacle that women face in accessing technology, from biased hiring tools to the absence of female role models.

A second scenario could place players in the role of developers tasked with creating an **AI tool free from gender and racial bias**. Drawing on Yes We Tech's work with FEMIAS on bias-free AI image generation, players could identify hidden biases in datasets, propose inclusive design solutions, and test their results. This scenario would help participants understand both the **social impact of technology** and the importance of diverse teams in its creation, directly linking digital skills to broader questions of justice and inclusion.

## 2. Fundación Cibervoluntarios, Spain

**Fundación Cibervoluntarios** is a Spanish NGO founded in 2001 with a clear mission: to ensure that **all people have equal access to technology**, regardless of their age, gender, background, or economic situation.

It provides free, practical digital training through a network of over 4,300 volunteers and partnerships with more than 8,300 organisations across Spain.

The Foundation is a pioneer in technological volunteering and addresses the **digital divide as a key driver of social inequality**. Cibervoluntarios combines civic technology, volunteer action, and social innovation to build a more inclusive digital society.

### Social problems addressed

Fundación Cibervoluntarios works to tackle social problems linked to the **digital divide and social exclusion**. Many people, particularly older adults, young people, women, migrants, rural communities and low-income populations, lack the **digital skills, access or confidence to participate fully** in an increasingly digital society, limiting their **access to work, education, public services and civic life**.

To address this, the foundation focuses on improving digital literacy and helping people use technology independently. It also tackles **digital gender violence and online harassment**, raising awareness among teenagers, parents and educators about **cyberbullying and safe internet use**, as part of its wider commitment to inclusive and responsible digital participation.

### Target beneficiaries

People in situations of **digital vulnerability**, with particular focus on groups facing intersecting inequalities.



Its beneficiaries include older adults, women, young people, migrants and refugees, people with disabilities, unemployed individuals, low-income citizens, and residents of rural areas.

A central focus is placed on women, especially those in rural communities, older women, women who have experienced gender-based violence, and women from migrant or low-income backgrounds. The organisation recognises that these groups face compounded disadvantages: they are more likely to lack digital skills and more likely to **suffer the consequences of that exclusion in their daily lives.**

Beyond individual beneficiaries, the Foundation works with grassroots organisations, municipalities, schools, and NGOs.

### **Impact achieved**

Since 2001, Fundación Cibervoluntarios has helped over **100,000 people** acquire digital skills each year through more than **500 free weekly training activities.**

It collaborates with over **8,300 organisations** and operates through a network of more than **4,300 cybervolunteers** across Spain. The model has been recognised at national and European level for its scalability and social impact.

In the area of gender equality, the Foundation has delivered targeted programmes that improve women's employability and entrepreneurial capacity.

**The Innovadoras TIC programme** has supported women facing social exclusion through ICT mentoring. Collaboration with Facebook has empowered rural women entrepreneurs with digital transformation tools.

The **Empodera.org** platform, supported by the United Nations (UNITAR), has mobilised over 2,300 participants to co-create solutions aligned with the Sustainable Development Goals, including SDG 5 on gender equality.



**Cibervoluntarios has received multiple international recognitions:** the Financial Times named it one of Europe's 100 Digital Champions (2018), Google.org selected it as one of 50 entities changing the world (2011), and the United Nations and ITU awarded it in the category of Ethical Dimensions of the Information Society (2016).

In 2023, it received the Prize for the Promotion of Digital Rights by CLABE. Its model is now being replicated across Latin America and Europe through the Cibervoluntarios Network.

### **Possible integration into digital escape room scenarios**

The Cibervoluntarios model offers rich possibilities for escape room scenarios centred on **digital inclusion and gender equality**.

Participants could take on the role of digital volunteers trying to help a group of women in a rural community access essential online services, navigating a series of **challenges that reflect real barriers**: lack of devices, limited connectivity, language difficulties, or fear of technology. Each puzzle could represent a step in building a more inclusive digital environment.

A second scenario could focus on the theme of digital gender violence. Players might need to investigate a case of online harassment, identify the risks, and **design an awareness campaign** for a school community. Each puzzle could represent a step in understanding how **technology can be used both as a tool of exclusion and as a means of empowerment**. These activities help participants reflect on the connection between digital skills, gender equality, and social justice and on the role that volunteer action and civic technology can play in creating change.

**WRZOS** (Working Group of Social Organisations)

is a Polish organisation that supports the development of the social economy sector. It operates as a **national network and coordination platform** for social organisations and social enterprises. WRZOS strengthens cooperation, knowledge exchange, and capacity building among its members. Its work contributes to building a **strong and sustainable ecosystem for social entrepreneurship**.

#### Social problems addressed

WRZOS addresses **social exclusion of vulnerable and marginalised groups**. It does this indirectly by supporting organisations that work with these groups. These include people with disabilities, unemployed individuals, and disadvantaged communities.

The organisation also contributes to reducing **poverty and income inequality**. By strengthening social enterprises and NGOs, it supports initiatives that create jobs and provide services. This improves access to opportunities for vulnerable populations.

Another important issue is **community disconnection and weak civic engagement**. WRZOS promotes cooperation between organisations and communities. It supports active participation and local engagement.

The organisation also addresses **unequal access to education and training**. Through capacity building and knowledge sharing, it improves skills within the sector. This leads to better quality services and broader access to support.

#### Target beneficiaries

The primary beneficiaries are **social organisations and social enterprises**. These include NGOs, cooperatives, and community-based initiatives. They receive support, training, and networking opportunities.



Through these organisations, WRZOS indirectly supports **vulnerable groups**. These include unemployed individuals, people with disabilities, and socially excluded communities. The impact reaches a wide range of beneficiaries.

Another important target group includes **local communities**. They benefit from improved services and stronger organisations. This enhances social cohesion and community development.

Public institutions are also stakeholders. WRZOS works with them to improve policies and cooperation. This strengthens the overall social economy system.

### Impact achieved

WRZOS has contributed to the **development of a strong social economy network in Poland**. It has connected organisations across regions and sectors. This has increased cooperation and knowledge sharing.

The organisation has improved the **capacity of social enterprises and NGOs**. Many organisations have strengthened their services and operations. This has led to greater and more sustainable impact.

WRZOS has also influenced **policy and systemic change**. Its advocacy work has helped improve conditions for the social economy. This supports long-term development of the sector.

### Possible integration into digital escape room scenarios

This model can be translated into **network and coordination scenarios**. Players can take the role of an organisation managing a network of social enterprises. They must coordinate resources, partnerships and priorities.

Scenarios can involve **strategic decision-making and stakeholder management**. For example, choosing which organisations to support with limited funding. Or balancing local needs with national priorities.

Puzzle mechanics can focus on **collaboration, resource allocation and system thinking**. Debriefing can highlight the importance of networks, cooperation, and long-term impact.



## 4. Fundacja Aktywizacja, Poland

**Fundacja Aktywizacja** is a Polish social enterprise organisation focused on improving access to employment for people facing barriers in the labour market. It combines **training, career support and employer cooperation** to create sustainable employment pathways. The organisation operates nationwide and has developed a **comprehensive support model** tailored to individual needs. Its approach links social inclusion with real labour market outcomes.

### Social problems addressed

Fundacja Aktywizacja addresses **youth unemployment and lack of employability skills**. Many young people, especially those with disabilities or disadvantages, struggle to enter the labour market. The organisation provides practical training and guidance to bridge this gap. It also tackles **social exclusion of vulnerable and marginalised groups**. People with disabilities often face structural barriers, discrimination, and lack of opportunities. The foundation works to remove these barriers and promote inclusion.

Another key issue is **poverty and income inequality**. Limited access to employment leads to financial instability. By supporting stable employment, the organisation contributes to long-term economic independence.

The model also responds to **unequal access to education and training**. Many beneficiaries lack access to relevant or practical learning opportunities. The foundation provides targeted skill development aligned with labour market needs.

### Target beneficiaries

The primary beneficiaries are **people with disabilities**. This includes young people entering the labour market for the first time. It also includes adults facing long-term unemployment.



The organisation also supports **young people at risk of exclusion**. These may include individuals with limited access to education or professional networks. They often lack confidence or experience in job-seeking.

### Impact achieved

Fundacja Aktywizacja has achieved **measurable employment outcomes**. Thousands of individuals have gained access to jobs through its programmes. Many participants maintain long-term employment.

The organisation has also improved **employability skills and confidence**. Participants develop both technical and soft skills. This increases their ability to navigate the labour market independently.

Another key impact is **increased employer awareness and inclusion**. Companies become more open to hiring people from diverse backgrounds. Workplaces become more accessible and inclusive.

### Possible integration into digital escape room scenarios

This model can be translated into **decision-based scenarios**. Players can take the role of a social enterprise managing an employment programme. They must balance resources, participant needs and employer expectations.

Scenarios can include **ethical dilemmas and strategic choices**. For example, choosing between supporting one high-need participant or several lower-risk candidates. Or adapting a workplace within a limited budget.

Puzzle mechanics can simulate **skills matching, training paths and inclusion decisions**. Debriefing can focus on inclusion, fairness, and long-term impact.



## 5. Magdas HOTEL, Austria

**Magdas HOTEL** is a social enterprise based in Vienna (Austria's first social business hotel, launched by the social organisation Caritas). It combines the hospitality sector with social inclusion. The hotel employs people with refugee backgrounds. It provides them with training and real work experience. This model **creates both economic and social value**.

### Social problems addressed

One of the main problems addressed is **social exclusion of refugees and migrants**. Many refugees struggle to find jobs. This is often due to limited language skills and lack of recognised qualifications. As a result, they are at risk of poverty and marginalisation.

Another issue is **labour market integration**. Employers may hesitate to hire refugees. This can be due to administrative complexity or cultural misunderstandings. Refugees often face long periods of unemployment. This affects their confidence and social participation.

Magdas HOTEL also tackles **stereotypes and discrimination**. Society may have negative perceptions of refugees. By creating direct interaction between guests and employees, the hotel helps break these stereotypes. It promotes understanding and inclusion.

In conclusion, the initiative responds to the above-mentioned challenges operating as a fully functioning business. Guests receive **professional hospitality services**. At the same time, employees receive **training and integration support**. The team consists of both experienced hotel professionals and people with refugee backgrounds. Employees come from different countries, which creates a multicultural working environment and enriches the customer experience.



The business model focuses on **long-term employability**. Staff gain practical skills in hospitality and also improve their language abilities. This increases their **chances of future employment in the wider labour market**.

### Target beneficiaries

The primary beneficiaries are **people with refugee backgrounds**. These individuals often face barriers when entering the workforce. Magdas HOTEL provides them with a safe and supportive working environment.

Employees benefit from **training and professional development**. They learn skills such as customer service, housekeeping, and administration. They also receive language training. This helps them integrate more easily into Austrian society.

A secondary group of beneficiaries includes **the wider community and guests**. Visitors experience a multicultural environment. They interact with people from different cultures. This fosters openness and social cohesion.

### Impact achieved

Magdas HOTEL has created **real employment opportunities** for refugees. Many employees have successfully transitioned into the broader labour market. This shows the effectiveness of the model.

The project has also contributed to **social integration**. Employees gain confidence and independence. They become active members of society. This reduces social isolation and dependence on welfare systems.

Another important impact is **raising awareness**. The hotel demonstrates that social inclusion and business success can go together. It inspires other organisations to adopt similar models. It also influences public attitudes towards refugees in a positive way.



## Possible integration into digital escape room scenarios

The Magdas HOTEL model can be integrated into a digital escape room through **story-based challenges**. Players could take on the role of a hotel manager. They must solve problems related to hiring and training a diverse team. Tasks could include overcoming language barriers or managing cultural differences.

Another approach is to design puzzles around **social impact decision-making**. Players could choose between different business strategies. Each choice would affect both financial results and social outcomes. This helps learners understand the balance between profit and purpose in social entrepreneurship.



## 6. CAP Markets, Germany

**CAP Markets** are social enterprise supermarkets in Germany (the initiative started in 1999, developed by the cooperative GDW Süd). They combine **retail**

**business with social inclusion.** The model creates jobs for people with disabilities. It also strengthens local communities through accessible neighbourhood services. CAP Markets are a strong example of inclusive entrepreneurship.

### Social problems addressed

One of the main problems addressed is **social exclusion of people with disabilities.** Many individuals face barriers when looking for employment. Employers may have concerns about productivity or workplace adaptation. This often leads to lower employment rates for people with disabilities.

Another issue is **limited access to meaningful work.** Traditional sheltered workshops often separate people from mainstream society. Jobs may not involve interaction with customers. This can reduce opportunities for full social participation.

CAP Markets also address the **decline of local services in rural and urban neighbourhoods.** Many small communities lose supermarkets over time. This creates difficulties for elderly people and those without transport. CAP Markets help restore these essential services.

The model is based on **social franchising.** Local partners operate individual stores. They receive support in business planning, training, and operations. This allows the concept to expand while maintaining quality and social impact.

Each store functions as a regular supermarket. Customers can buy everyday products. At the same time, the enterprise creates inclusive workplaces.

Around **50% of jobs are reserved for people with disabilities.**



CAP Markets are often located in areas where supermarkets have closed. This helps revive local economies. It also improves access to essential goods for residents.

### Target beneficiaries

The primary beneficiaries are **people with disabilities**. CAP Markets provide them with real employment opportunities. Jobs are paid and follow standard labour conditions. This ensures dignity and financial independence.

**Employees** benefit from **inclusive and supportive working environments**. They work alongside colleagues without disabilities. They also interact directly with customers. This builds confidence and social skills.

A secondary group includes **local communities**. Residents gain access to nearby supermarkets. Elderly people and those with limited mobility benefit the most. The stores are designed to be accessible, including wider aisles and home delivery services.

### Impact achieved

CAP Markets have achieved **significant employment impact**. Since their creation, over 100 stores have been established across Germany. They employ more than 1,500 people. Around 850 of them are people with disabilities.

The model has also improved **social inclusion**. Employees gain everyday work experience. They interact with customers and become visible members of the community. This reduces stigma and promotes acceptance.

Another key impact is **local economic regeneration**. CAP Markets reopen unused retail spaces. They bring services back to neighbourhoods. They also strengthen local economies by creating jobs and attracting customers.

The initiative has received recognition through awards. It is considered a best practice example in social innovation.



## Possible integration into digital escape room scenarios

The CAP Markets model can be used in a digital escape room through **community-based challenges**. Players could manage a local supermarket. They must make decisions about hiring inclusive staff. They also need to balance business sustainability and social impact.

Another scenario could focus on **accessibility and inclusion problem-solving**. Players could redesign a store layout. They must ensure it is accessible for all customers and employees. This helps learners understand inclusive design and social entrepreneurship principles.



**Specialisterne** is a Danish innovative social business concept with the mission of **creating meaningful employment opportunities for people with autism and other neurodivergent profiles**. It is internationally recognised as the first and foremost example of how autistic adults can become effectively included in society and provide valuable, high-quality services to employers.

Specialisterne works to enable jobs for neurodivergent persons through **innovative employment models and an international change in mindset**. They have compiled success stories across 14 countries in which they are actively aiming for change and inclusion of neurodivergent individuals.

### Social problems addressed

- ✚ **High unemployment among neurodivergent individuals and people with autism:** Despite having strong skills and qualifications, many autistic adults face significant barriers when entering the labour market, including recruitment processes that are not adapted to their needs. **Traditional hiring methods often prioritise social and communication skills over technical abilities**, which can exclude neurodivergent candidates.
- ✚ **Social exclusion and stigma related to neurodiversity:** Many individuals with autism experience misunderstanding, discrimination or lack of recognition of their abilities. This can lead to isolation and limited participation in society. Specialisterne works to shift this perspective by promoting the concept of **neurodiversity as a strength rather than a limitation**, encouraging companies to value different ways of thinking and working.
- ✚ **Mental well-being and workplace inclusion:** Lack of access to meaningful employment can negatively impact confidence, independence and overall mental health. By **creating supportive work**



**environments and adapting tasks and communication methods,**  
Specialisterne helps individuals thrive professionally and personally.

## Target beneficiaries

The primary beneficiaries of Specialisterne are **neurodivergent individuals, particularly people with autism who are seeking employment or facing barriers in accessing the labour market.** The organisation demonstrates that these individuals possess valuable skills, such as **attention to detail, pattern recognition and logical thinking.** However, they often require adapted recruitment processes, training and workplace environments to fully express their potential. Specialisterne provides support through **assessment, training and job placement programmes tailored to their needs.**

**Employers and companies** are also key beneficiaries that Specialisterne helps understand **how to recruit, train and support neurodivergent employees.** This includes adapting hiring practices, improving workplace inclusion and identifying roles where neurodivergent skills can create value. Companies benefit from **increased diversity, innovation and improved performance** in specific tasks such as testing, data analysis and quality assurance.

Specialisterne also indirectly benefits **society as a whole.** By promoting inclusive employment and reducing unemployment among neurodivergent individuals, the organisation contributes to **greater social inclusion, reduced inequality and stronger economic participation.**

## Impact achieved

Specialisterne has achieved significant impact by expanding its model internationally and influencing inclusive employment practices. The organisation has compiled **success stories across 14 countries** and has supported the employment of thousands of neurodivergent individuals, demonstrating that **inclusive hiring models can be effective and scalable.**

Through partnerships with major companies, Specialisterne has created more accessible opportunities and helped many organisations **adapt their hiring**



**processes to be more inclusive, moving away from traditional interviews towards skills-based assessments.**

The organisation also plays a key role in **raising awareness and influencing policy**. By promoting neurodiversity and sharing best practices, Specialisterne contributes to a broader shift in **how society understands and values different cognitive profiles**. This long-term impact goes beyond individual employment outcomes and supports systemic change.

### **Possible integration into digital escape room scenarios**

Specialisterne can inspire escape room scenarios focused on the value of diverse ways of thinking and the importance of inclusive employment.

In a first potential scenario, players act as a recruitment team tasked with **selecting candidates based on their strengths** rather than traditional interviews. Players need to analyse profiles, solve tasks and match skills to job roles, highlighting the value of neurodiversity.

Another approach could make players tackle **workplace adaptation and problem-solving** by redesigning a work environment to make it more inclusive, choosing appropriate communication methods, tools and support systems. This would help them understand the **importance of accessibility, inclusion, and diversity in professional settings**.



## 8. Fairphone, Netherlands

**Fairphone** is a “fair electronics” enterprise from Amsterdam, which creates more ethical and sustainable products that are “**made fair from the inside out**” (with “longer lifecycles, smarter upgrades”).

The company designs modular devices that are built to **last longer and be easily repaired**. They use innovation and technology to **have a positive impact on production practices** (living wage, financial security for workers) and **environmental responsibility** (reducing carbon emissions and e-waste). Its mission is to prove that it is possible to combine **technology, innovation, sustainability and positive social impact** in a competitive market.

### Social problems addressed

- ✚ **Environmental degradation and e-waste:** Smartphones and electronic devices are often designed with short lifecycles, leading to high levels of waste and resource consumption. Fairphone tackles this issue by promoting **modular design, repairability and recycling**, contributing to a more **circular economy**.
- ✚ **Unsustainability and labour issues:** Workers in electronics manufacturing and raw materials mining often face dangerous conditions, low wages and limited rights. These practices often lead to **pollution, deforestation, inequalities and unsafe environments**. Fairphone works with responsible sourcing initiatives to reduce the environmental impact of mining and improve labour conditions by **supporting fair wages, safer workplaces and better representation**. This includes initiatives such as living-wage bonuses and supplier partnerships to improve working standards.
- ✚ **Lack of transparency:** Consumers often have limited information about where and how their devices are produced. By increasing **supply chain transparency** and publicly sharing its practices, Fairphone empowers consumers to **make more informed and responsible choices**.



## Target beneficiaries

One of the main groups that benefits from this initiative is **workers in mining and manufacturing**, particularly in countries and sectors where labour conditions are often unsafe and underpaid and which involve child labour and exploitation. Fairphone works to **improve wages, safety and worker representation**, focusing on workers involved in the extraction of raw materials, who often encounter dangerous working conditions.

Fairphone also benefits **local communities in resource-producing regions**. By **supporting fair sourcing initiatives and small-scale producers**, the company aims to ensure that economic benefits are more fairly distributed and that environmental damage is reduced.

Another key group of beneficiaries is **consumers**. Fairphone targets users who want **more sustainable and ethical products**. By offering modular and repairable phones, the company allows people to **extend the lifespan of their devices, reducing costs and environmental impact**. It thus inspires consumers and other companies to adopt more responsible practices, creating a wider systemic impact beyond its own products.

## Impact achieved

Fairphone have published a **2024 impact report** that highlights the significant measurable impact they've had:

- ✚ On the environmental side, Fairphone has **reduced their GHG emissions by 48% in 2 years** and has **collected 29 tons of electronic waste**, contributing to a more circular economy and reducing the environmental footprint of electronic devices.
- ✚ On the social side, Fairphone has improved working conditions for **over 20,000 people**, including safer working environments, better labour practices and increased transparency. The company has **paid over \$1,000,000 in living-wage bonuses to workers since 2019**, directly supporting fairer income distribution in the electronics industry.



Fairphone's impact lies in its **systemic approach**, as it works across all stages of the product lifecycle, from raw material extraction to production, use, and recycling. This model demonstrates that it is possible to combine **business success with social and environmental responsibility**.

### Possible integration into digital escape room scenarios

This model could easily allow learners to engage with key concepts such as fair trade, sustainability and social impact.

Players could play the roles of **young entrepreneurs tasked with creating a "fair smartphone"**. They solve challenges related to sourcing materials, ethical supply chains, balancing cost and sustainability, ensuring fair working conditions and reducing environmental impact.

In another approach, players tackle e-waste by **analysing different product designs and deciding which ones are more sustainable**. They solve challenges related to repairability, recycling or extending product lifespan, reflecting Fairphone's modular approach.

Another potential scenario could prompt players to explore ethical dilemmas, such as **choosing between cheaper production with poor labour conditions or more expensive but fair alternatives**. This would help them understand the real-world complexity of social entrepreneurship decisions.



## 9. Too Good To Go, Denmark (operated internationally)

**Too Good To Go** is a digital social enterprise that works to reduce food waste by connecting consumers with restaurants, cafés, bakeries, and supermarkets that have surplus food. The organisation was founded in Denmark in 2015 and has quickly expanded across Europe and other regions. Through a mobile application, users can purchase unsold food at a reduced price, helping businesses avoid waste while making food more accessible.

The initiative combines a **technology-based business model with a strong social and environmental mission**. By encouraging responsible consumption and raising awareness about food waste, Too Good To Go contributes to more sustainable food systems.

### Social problems addressed

Food waste is a major global challenge. A significant portion of food produced worldwide is never consumed and ends up as waste. This has serious consequences for the environment, the economy, and society. When food is wasted, the resources used to produce it (such as water, land, and energy) are also wasted.

Food waste also contributes to **climate change**, as decomposing food in landfills generates greenhouse gas emissions. At the same time, many people face economic difficulties and struggle to access affordable food.

Too Good To Go addresses these challenges by creating a **simple digital solution** that connects businesses with surplus food and consumers who are willing to purchase it at a lower price. This reduces waste while promoting sustainable consumption habits and greater awareness of environmental issues.



## Target beneficiaries

The platform benefits several groups of users. One of the main beneficiaries is **food businesses**, including restaurants, bakeries, cafés, and supermarkets.

These businesses can sell surplus food instead of throwing it away, reducing financial losses and improving their sustainability practices.

Consumers also benefit from the platform. Through the mobile app, users can purchase “surprise bags” of unsold food at a significantly reduced price. This allows them to access affordable meals while participating in an environmentally responsible initiative.

Another important group of beneficiaries is **the wider community and environment**. By reducing food waste, the initiative contributes to lowering greenhouse gas emissions and promoting more responsible food systems.

Too Good To Go also collaborates with organisations, schools, and governments to **raise awareness about the impact of food waste** and encourage behavioural change among citizens.

## Impact achieved

Since its launch, Too Good To Go has grown into one of the **largest social initiatives fighting food waste worldwide**. The platform operates in many countries and connects millions of users with thousands of food businesses.

Through its mobile app, the initiative has helped save **millions of meals from being wasted**, reducing unnecessary environmental impact and supporting more sustainable consumption patterns.

In addition to the app, Too Good To Go runs awareness campaigns and educational initiatives that inform people about the causes and consequences of food waste. These activities encourage individuals and organisations to adopt more responsible practices in their daily lives.

The organisation demonstrates how **digital technology can be used to address environmental challenges** while creating economic and social value.



## Possible integration into digital escape room scenarios

The Too Good To Go model can inspire escape room scenarios focused on **sustainability and responsible consumption**. In a digital escape room, participants could take on the role of a team trying to reduce food waste in a city.

Players might analyse data about food waste, identify where surplus food is generated, and connect businesses with consumers through a digital platform. Each puzzle could represent a step in building a food-saving system.

Another scenario could challenge players to **design a sustainable food distribution solution**, encouraging them to think about environmental impact, logistics, and community cooperation.

These activities help participants understand the importance of reducing food waste while developing **problem-solving and sustainability awareness**.



## 10. Impact Hub, global network (Headquarters in Austria)

**Impact Hub** is a global network of innovation hubs that support social entrepreneurs, changemakers, and mission-driven organisations. Founded in 2005, it connects local communities of innovators who are working to solve social and environmental challenges. Today Impact Hub operates in more than 100 locations worldwide and brings together thousands of entrepreneurs, investors, organisations, and public institutions. Its mission is to create a **more just and sustainable society through collaboration, entrepreneurship, and innovation.**

### Social problems addressed

Many societies face complex social and environmental challenges that cannot be solved by governments or markets alone. These include **youth unemployment, lack of entrepreneurial opportunities, climate change, and weak civic engagement.** Social entrepreneurs often develop innovative solutions to these challenges but struggle to access funding, networks, and professional support.

Impact Hub addresses these problems by creating **local ecosystems for social innovation.** Its hubs provide collaborative spaces where entrepreneurs, organisations, investors, and community members can meet and develop solutions together. The network encourages cross-sector collaboration between businesses, civil society organisations, and public institutions.

Another important challenge addressed by Impact Hub is the **lack of support structures for early-stage social enterprises.** Many young innovators have strong ideas but lack the resources or skills needed to transform them into viable projects. Through training programmes, mentoring, and acceleration initiatives, Impact Hub helps social entrepreneurs develop sustainable business models and scale their impact.



## Target beneficiaries

Impact Hub primarily supports **social entrepreneurs and changemakers** who are working on solutions to social and environmental problems. These include early-stage start-ups, youth-led initiatives, nonprofit organisations, and small social enterprises that aim to create positive social impact.

Young people are one of the key target groups. Many Impact Hub programmes focus on **youth entrepreneurship, innovation, and employability skills**. Through workshops, mentorship programmes, and incubators, young innovators gain the knowledge and networks needed to develop their ideas into impactful ventures.

Another group of beneficiaries includes **local communities and civic organisations**. By bringing together different actors within a city or region, Impact Hub strengthens community collaboration and supports initiatives that address local social challenges such as sustainability, education, or social inclusion.

## Impact achieved

Over the past two decades, Impact Hub has grown into a **global movement for social innovation**. The network now includes more than one hundred hubs across dozens of countries and connects a large community of entrepreneurs, innovators, and organisations working for social change.

Through its programmes, Impact Hub has supported thousands of social entrepreneurs in developing and scaling their projects. Participants gain access to mentoring, professional training, investors, and international networks that help them transform innovative ideas into sustainable solutions.

Impact Hub initiatives often focus on areas such as **climate action, circular economy, inclusive employment, and community development**. By supporting social enterprises in these fields, the network contributes to broader societal goals such as environmental sustainability and social inclusion.



## Possible integration into digital escape room scenarios

The Impact Hub model can inspire educational escape room scenarios focused on **social innovation and entrepreneurship**. In a digital escape room, participants could take on the role of young social entrepreneurs trying to develop solutions to real-world social challenges. Players could solve puzzles related to identifying social problems, designing innovative business models, or finding partners and resources.

Another scenario could simulate an **innovation lab**, where players collaborate to launch a social enterprise within a limited time. They may need to gather information, analyse community needs, and connect different stakeholders to unlock the next stage of the game.

Such activities help young participants develop **problem-solving, collaboration, and entrepreneurial thinking**, while learning about the principles of social entrepreneurship and social innovation ecosystems.



## II. Best practices in social entrepreneurship

This chapter focuses on best practices in social entrepreneurship, with particular attention to **approaches used by youth organisations and community-based initiatives**. The examples highlight practical methods such as co-creation, experiential learning and community engagement. They demonstrate **how social impact can be achieved through effective and transferable actions**. This chapter aims to provide inspiration and concrete ideas that can be adapted to different contexts, especially in the design of educational and experiential learning activities.



## 1. PANATO, Poland

**PANATO** is a social enterprise based in Łódź that combines **design, creativity and social impact**. It works with young people to develop skills and create meaningful projects in urban and cultural spaces. The organisation operates at the intersection of **social inclusion and creative industries**. Its activities support both **professional development and community engagement**.

### Organisational context

PANATO operates as a **social cooperative**. It is rooted in the local context of Łódź, a city with strong creative traditions but also social and economic challenges. The organisation responds to the need for **new forms of employment and participation for young people**.

The cooperative structure allows members to **co-create and co-manage activities**. This creates a sense of ownership and responsibility. It also supports democratic decision-making and collaboration.

PANATO works on projects related to **design, public space and social innovation**. These include urban interventions, workshops, and community-based initiatives. The organisation connects creative work with social goals.

### Approaches used by youth organisations

PANATO uses a **learning-by-doing approach**. Young people gain experience by working on real projects. This helps them develop both practical and soft skills.

The organisation promotes **co-creation and participation**. Young people are not only participants. They are active contributors and decision-makers.

Another important approach is **interdisciplinary collaboration**. Projects often combine design, social work, and community engagement. This creates innovative solutions to local challenges.



PANATO also focuses on **empowerment through creativity**. Creative activities are used as tools for expression and inclusion. They help young people build confidence and identity.

The organisation values **social responsibility and local impact**. Projects are designed to respond to real community needs. This strengthens the connection between young people and their environment.

### **Inspirations for designing escape rooms**

This practice can inspire **creative and collaborative escape room scenarios**. Players can take the role of a youth team working on a community design project. They must solve challenges related to resources, ideas and stakeholder needs.

Scenarios can include **decision-making under constraints and teamwork dynamics**. For example, choosing between different project concepts or managing limited budgets. Puzzle mechanics can reflect creativity, communication and problem-solving.

Debriefing can focus on **participation, creativity and social impact**. It can also explore how young people can shape their communities through action.

## 2. ÍKUALO, Spain

Íkualo is a social enterprise founded in Spain, designed to be the **first financial centre for immigrants in Europe**. It was created by and for immigrants, offering a fully digital banking solution that allows users to open an account using only a passport, regardless of immigration status. Íkualo's mission is to close the gap and give every person the opportunity to manage their money safely and freely.

### Organisational context

Across Europe, approximately 23 million immigrants face this challenge, with an estimated 75% excluded from traditional banking.

The central problem Íkualo addresses is **financial exclusion among the immigrant population in Europe**. Traditional banks in Spain and across the European Union typically require documents that many immigrants do not have upon arrival, such as a local NIE (Número de Identificación de Extranjero), proof of residence, or an established credit history. These requirements create an **immediate and serious barrier to economic participation**.

Without access to a bank account, immigrants struggle to receive salaries, pay rent, send remittances to family abroad, or demonstrate proof of financial solvency for visa and residency applications. This perpetuates a **cycle of vulnerability and informal financial activity**, which can expose individuals to exploitation and insecurity.

Íkualo also addresses IBAN discrimination, a practice by which employers or landlords within the SEPA zone refuse to accept non-local IBANs. This is done by providing a fully SEPA-compliant Belgian IBAN (beginning with BE).

Since its launch in December 2023, Íkualo has opened accounts for more than 20,000 immigrants across Europe. This makes it **the first and largest dedicated financial centre for migrants on the continent**. The organisation has



demonstrated that **financial inclusion is achievable through digital-first design combined with a deep understanding of its users' lived realities.**

Íkualo provides **practical tools that directly improve migrants' daily financial lives:** a VISA debit card (virtual and physical), free SEPA transfers within the European Union, the ability to receive salaries, access to cash through more than 4,500 BBVA ATMs in Spain, and account management via a mobile app available on iOS and Android. The account costs only €25 per year (€2.08 per month), making it highly accessible.

Beyond individual financial access, Íkualo has begun to expand its services into broader social support, including **assistance with accessing public economic aid** (such as housing allowances of up to €6,000 and child support of €100 per child), **vehicle rental services** for immigrants who are typically refused by mainstream providers, and the provision of **certified financial documentation to support legal and administrative procedures.**

### **Approaches used by youth organisations**

The primary beneficiaries of Íkualo are immigrants living in European Union countries, particularly those residing in Spain, including vulnerable youth. The service is accessible to any person aged 18 or over who holds a valid passport from any country in the world, or a valid EU identity document. No NIE, no proof of credit history, and no visit to a branch are required.

Íkualo specifically targets those who have been **denied access to financial services by traditional banks.** This includes newly arrived migrants, undocumented individuals, seasonal workers, and anyone who has faced what the organisation describes as **being treated as "third-class citizens" by the financial system.** The service is 100% digital and can be **completed in under 7 minutes from a mobile phone.**

The organisation also serves immigrants who need to **provide financial documentation for administrative purposes**, such as visa applications, family reunification permits, or proof of income. By providing valid account



statements and supporting documentation, Íkualo helps users **navigate bureaucratic processes** that would otherwise require formal banking credentials.

### **Inspirations for designing escape rooms**

Players could take on the role of a newly arrived immigrant in Spain, navigating the challenges of opening a bank account without the required documents. Puzzles could be **built around real barriers**: being asked for a credit history, a NIE, or proof of residency, and finding creative, legal solutions, just as Íkualo did by using passport-only onboarding and a Belgian IBAN.

The scenario could explore themes of **institutional discrimination, empowerment through technology, and the importance of community-led solutions**. A debriefing element could invite participants to reflect on what it means to be excluded from basic services, and how social enterprises can design systems that are truly inclusive. The Íkualo story, from personal struggle to a platform serving 20,000 people, offers a **powerful narrative arc that connects individual experience to systemic change**.



### 3. Klimax Plus, Greece

**Klimax Plus** is a social cooperative based in Athens - created within the framework of mental health and social inclusion policies in Greece. It focuses on tackling poverty and social exclusion. The organisation supports vulnerable groups through employment and social services. It combines economic activity with social care and cultural initiatives. This makes it a strong example of inclusive social innovation.

#### Organisational context

Klimax Plus operates as a **Social Cooperative of Limited Liability (KoiSPE)**. The organisation aims to support individuals who face multiple barriers to employment (including homeless people, refugees, Roma communities, and former prisoners). Some of the **multiple exclusion factors** they face are the lack of education, unstable housing, limited access to services, and mental health.

Klimax Plus' activities include recycling services, cleaning, and other labour-intensive work. At the same time, it provides psychosocial support. This dual approach helps beneficiaries reintegrate into society. It also promotes dignity and independence.

The cooperative also runs a **cultural and community centre**. This space hosts events, workshops, and artistic activities. It encourages participation and social interaction among different groups.

The cooperative model allows Klimax Plus to respond flexibly. It combines **social support with economic activity**. This creates pathways for gradual reintegration. It also aligns with European policies on social economy and inclusion.

#### Approaches used by youth organisations



Klimax Plus uses a **work integration approach**. Beneficiaries are employed in real jobs. These include recycling and environmental services. Work is adapted to individual needs and capacities.

Another key approach is **holistic support**. The organisation provides counselling and mental health services. It also offers guidance on daily life challenges. This ensures that employment is sustainable over time.

The cooperative promotes **skills development and training**. Participants learn both technical and soft skills. These include teamwork, communication, and responsibility. This improves their employability.

Klimax Plus also emphasises **community engagement and culture**. Its cultural centre hosts events and workshops. These activities build social connections. They also reduce stigma towards vulnerable groups.

### **Inspirations for designing escape rooms**

Klimax Plus can inspire escape room design through **multi-layered social challenges**. Players could take on the role of a social enterprise team. They must support individuals with different backgrounds. Each character could have unique needs and barriers to overcome.

Another idea is to include **decision-based scenarios**. Players choose how to allocate resources between employment, training, and social support. Each decision affects outcomes. This helps learners understand the complexity of tackling poverty and social exclusion.



## 4. UNICEF UPSHIFT, global (40 countries worldwide)

**UNICEF UPSHIFT** is a global youth social innovation programme designed to **empower young people, especially those from marginalised communities, to become active problem-solvers and social entrepreneurs**. The programme combines elements of entrepreneurship, life skills education and community engagement to help participants **identify local challenges and develop innovative solutions**. Through workshops, mentorship, and seed funding, UPSHIFT helps youth **build practical skills and confidence** and supports them in creating positive change and transforming their ideas into real projects.

### Organisational context

UPSHIFT is developed and implemented by UNICEF, a global organisation dedicated to promoting children's rights, education and wellbeing. The programme aims to **equip young people with the skills needed to navigate complex social and economic challenges**. UPSHIFT is delivered in collaboration with local organisations, schools, NGOs and youth centres to ensure that it is **adapted to different cultural and social contexts**.

The programme specifically targets **adolescents and young people who face barriers to education, employment or social participation**, including youth from low-income communities, refugees, and those at risk of exclusion. By focusing on these groups, UPSHIFT aims to **reduce inequalities and provide opportunities for young people to actively contribute to their communities**.

UPSHIFT is designed as a **scalable and adaptable model**, allowing it to be **implemented in diverse environments**, from schools to informal learning spaces, and to **address various needs**.



## Approaches used by youth organisations

UPSHIFT uses a **hands-on, experiential learning approach** that places young people at the centre of the learning process. Participants **work in teams to identify real problems in their communities and develop solutions through structured workshops**. This approach encourages active participation, creativity, and critical thinking, rather than passive learning.

A key component of the programme is the **design thinking methodology**, which guides participants through stages such as **problem identification, ideation, prototyping and testing**. This process helps young people develop transferable life skills, such as problem-solving, teamwork, communication, leadership and resilience, which are essential to entrepreneurship and employability and help them **turn ideas into actionable projects**.

UPSHIFT also integrates **mentorship and incubation support**. Participants receive guidance from facilitators and experts who help them refine their ideas, overcome challenges and develop sustainable solutions. In many cases, teams can access **seed funding** to implement their projects, allowing them to test and scale their ideas in real-world contexts.

## Inspirations for designing escape rooms

UPSHIFT provides strong inspiration for designing escape games that focus on **social innovation, creativity, engagement and problem-solving**. Scenarios can be structured around **real community challenges, where players must identify a problem, generate ideas and test solutions within a limited time**.

Escape games can also integrate **team-based decision-making and iterative problem-solving**, reflecting the programme's collaborative and adaptive nature. Players could **prototype solutions through puzzles, receive feedback and adapt their strategy to succeed**, mirroring entrepreneurial processes.



## 5. Youth-led social entrepreneurship incubation programmes, international/Europe

Youth-led social entrepreneurship incubation programmes are widely used by **social innovation hubs and youth organisations across Europe**. These initiatives support young people in developing innovative solutions to social and environmental challenges. Through **training, mentoring, and networking opportunities**, young participants learn how to transform ideas into sustainable social enterprises.

Such programmes strengthen entrepreneurial competences while **encouraging active citizenship and community engagement**. They also create supportive environments where young innovators can collaborate and test new ideas.

### Organisational context

**Youth unemployment and the lack of entrepreneurial opportunities** remain important challenges in many European countries. Many young people have innovative ideas to address social problems but lack the resources, skills, and networks needed to **turn these ideas into viable projects**.

Social innovation hubs, youth organisations, and community initiatives have responded to this challenge by developing incubation programmes that specifically target **young changemakers**. These programmes provide structured **support for early-stage social enterprise ideas and encourage young people to engage with real community needs**.

An example of this approach can be found in initiatives such as **Social Innovation Teams**, where young participants work in teams to develop projects addressing local social issues. Through workshops and mentorship, they learn practical skills such as **problem analysis, project design, teamwork, and communication**.



## Approaches used by youth organisations

Youth-led incubation programmes usually combine several educational and practical learning approaches. One key element is **experiential learning**, where participants work on real projects rather than theoretical exercises. This allows them to test ideas, learn from failure, and refine their solutions.

Mentoring is another important component. Experienced entrepreneurs, trainers, and professionals support young participants by **providing guidance and feedback** throughout the programme. This helps participants develop both entrepreneurial and professional skills.

Peer learning also plays a significant role. Participants often work in teams and **collaborate with other young innovators**. This encourages the exchange of ideas, mutual support, and the development of teamwork and leadership skills.

Many programmes also include **networking opportunities**, connecting young entrepreneurs with investors, organisations, and local stakeholders. These connections help participants expand their professional networks and increase the chances of implementing their ideas in real contexts.

## Inspirations for designing escape rooms

Youth-led incubation programmes can inspire escape room scenarios that simulate the process of **developing a social enterprise idea**. In such activities, participants could work in teams to identify a social problem, analyse community needs, and design a potential solution.

Different puzzles could represent key stages of the entrepreneurial process, such as **defining the problem, identifying stakeholders, developing a business model, or evaluating social impact**.

This type of scenario encourages participants to practice **critical thinking, collaboration, and creativity**, while also learning about the principles of social entrepreneurship and social innovation.



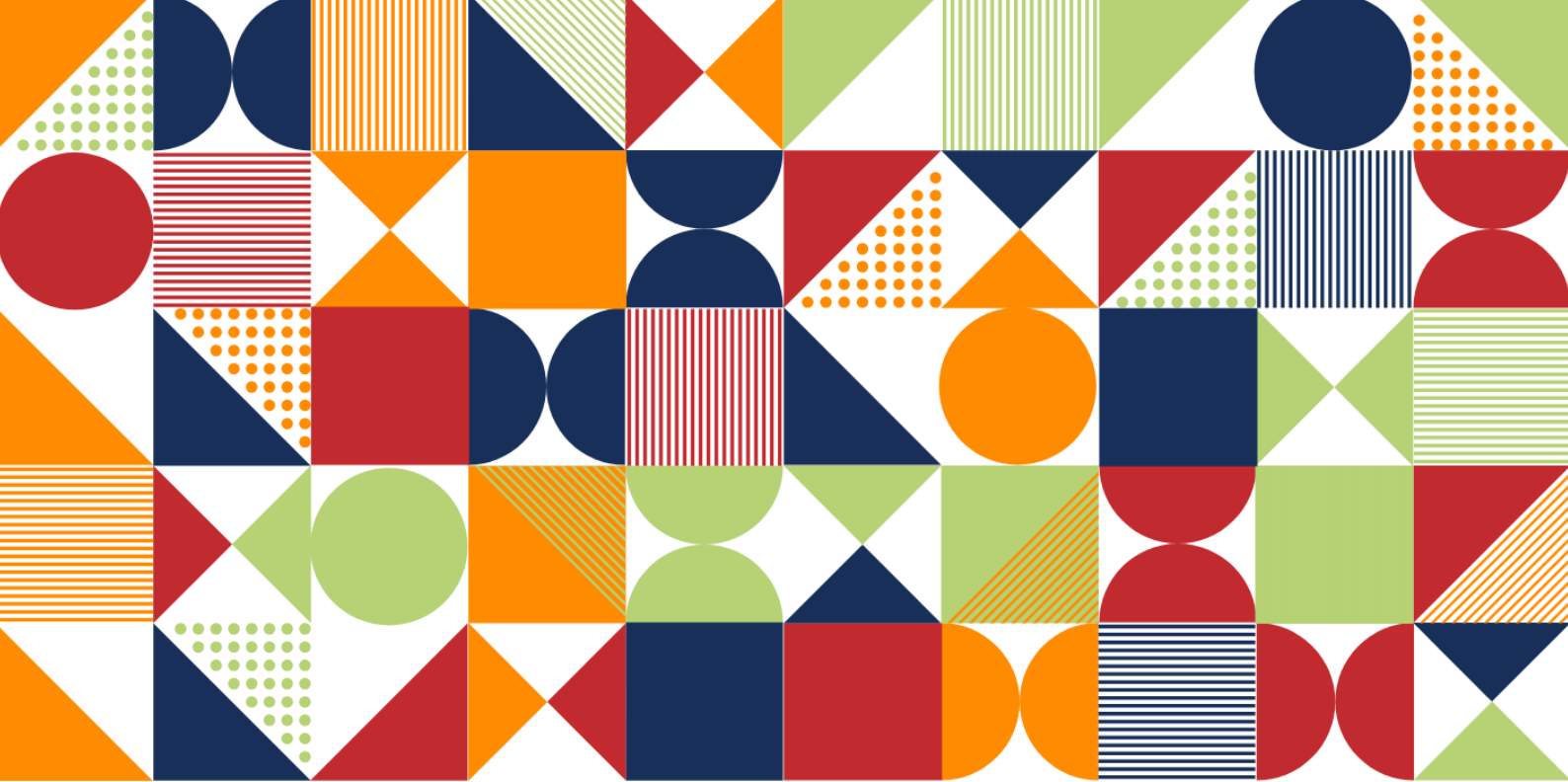
# Related websites and resources

## I. Social entrepreneurship models

1. Yes We Tech, Spain: <https://www.yeswetech.org/>
2. Fundación Cibervoluntarios, Spain: <https://www.cibervoluntarios.org/>
3. WRZOS, Poland: <https://www.wrzos.org.pl/>
4. Fundacja Aktywizacja, Poland: <https://aktywizacja.org.pl/>
5. Magdas HOTEL, Austria: <https://magdas-hotel.at/en/vienna-city>
6. CAP Markets, Germany: <https://cap-markt.de/>
7. Specialisterne, Denmark:  
<https://specialisternefoundation.com/specialisterne/>
8. Fairphone, Netherlands: <https://www.fairphone.com/>
9. Too Good To Go, Denmark (operated internationally):  
<https://www.toogoodtogo.com/en-ca>
10. Impact Hub, global network (Headquarters in Austria):  
<https://impacthub.net/>

## II. Best practices in social entrepreneurship

1. PANATO, Poland: <https://panato.org/o-nas>
2. ÍKUALO, Spain: <https://www.ikualo.com/>
3. Klimax Plus, Greece: <https://kosispe.wordpress.com/>
4. UNICEF UPSHIFT, global (40 countries worldwide):  
<https://www.unicef.org/innovation/media/4161/file>



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