

## "Klimax plus"<sup>1</sup>

The first official form of social enterprise in Greece was established by Law 2716/1999 in 2004, which regulated the creation of Social Cooperatives of Limited Liability (LLSCs) that referred to the Ministry of Health and Social Solidarity. In 2011, a new law was voted (n. 4019) to facilitate the creation of social enterprises which refer to the Ministry of Labor.

Klimax plus is a nonprofit Cooperative, founded in 2005. It is supervised by the Ministry of Health and Social Solidarity. The members of Klimax plus are: a) health professionals (35%), b) individuals with mental disorders (45%), and c) others (20%). Today, Klimax plus has 72 members.

The purpose of Klimax plus is the socio-economic (re)integration of individuals with mental disorders and the creation of employment opportunities for them (who may not otherwise be employable in the marketplace). To that end, Klimax plus has launched several businesses, employing exclusively individuals with mental disorders. To initiate these businesses Klimax plus has used various sources of financing (e.g. European Regional Development Fund, European Social Fund, and Ministry of Health and Social Solidarity). Yet, since 2009 Klimax plus is no longer externally financed. It ensures sustainability by the revenues generated from its businesses.

The main businesses of Klimax plus are:

- Paper recycling: It is the first business developed by Klimax plus, and the most important source of revenues. The main customers are large private companies and public organizations.
- Maintenance, repair and assembly of furniture.
- Restaurant: It was initially created to serve people with disabilities. Currently, the customer base of the restaurant is expanded to a big variety of individuals.
- Catering services provided to both individuals and organizations for a big variety of social events.
- Support services to people with physical or mental disabilities. The services include transfer services, entertainment services, e.t.c.
- Rental of a hall, which is fully equipped and can accommodate various types of events (e.g artistic, scientific).
- Internet radio station: It has a broadcast capacity to 300 IP addresses.

The social character of Klimax plus is an element of differentiation, which creates a complete advantage. The customers of Klimax plus, either private and public organizations or individuals, choose to use the services provided by Klimax Plus because they desire to support the social and economic (re) integration of people with mental and social problems, strengthening also that way their socially responsible profile.

## Questions

A) *"Klimax plus» is characterized as a social enterprise. Why?*

B) *Schematically depict the business model of "Klimax plus», using the «business model canvas» of Alexander Osterwalder.*

C) *What, in your opinion, are the two most important initiatives that public authorities must undertake in order to strengthen social entrepreneurship?*

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<sup>1</sup> Source: Adapted from a case study prepared by John Theodorakis PhD, AUEB, in the context of the entrepreneurship Project carried out by MoKE/ OPA.