

SEFORIS Final Conference

'Social Entrepreneurship: Inclusion and
Innovation in Society'

Governance approach of wellcome

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wellcome in a nutshell

- Founded in 2002
- Support services for families
 - Practical Help after birth
 - ElternLeben.de
 - Families in Need
- Social franchise model (non-profit company)
- Active in over 250 locations in Germany, Austria and Switzerland
- Connecting over 4.000 families and 4.000 volunteers through the *Practical help* program



Solutions in the German context

- The rules in the German social sector are made for old, big welfare institutions like Diakonie or Caritas
- Difficult access for modern social entrepreneurs to financial resources
- Strong separation for-profit/non-profit legal possibilities

- There is **no ideal legal form.**
 - Social entrepreneurs have to be creative and use all legal possibilities
- **Mixed models for hybrid finance:** social entrepreneurs use the possibility to develop a limited for-profit part of the organization
 - wellcome develops ElternLeben.de

Governance arrangements of wellcome



**3-person
management**



formal contract, distribution of responsibilities:

- founder, sole shareholder and general manager; manager ElternLeben.de, digital innovation;
- manager responsible for fundraising, brand quality management, public relations
- manager responsible for the main operations (*Practical Help/Families in Need*)

**Informal
board**



meeting with the management team on a needs basis

- consultants, marketing and communication experts, fundraising-coach, professionals in family services, media expert, etc.
- long term companions
- representatives of the main sponsor

**Role of
entrepreneur
essential**



in achieving control and accountability

- need for freedom and responsibility towards target group/clients
- boards can be easily manipulated and are energy consuming

Reporting practices of wellcome

Financial control

- performed by the state: disclosing finances, external accounting, certified public accountant
- financial control performed by particular funders but not for the entire organization

Social reporting

- Social Reporting Standard – impact focused
- based on continuously collected data

Open for improvement: transfer reporting benchmarks and standards from social entrepreneurship scene to the traditional welfare system to even the playing field for similar organizations





Thank you!

www.welcome-online.de
www.elternleben.de