



FINANZIERUNGSAGENTUR FÜR
Social **ENTREPRENEURSHIP**



Case Study Social Entrepreneurship: Scaling and Financing of a Social Innovation

Business Model, Social Impact, Financing



„SchulePLUS significantly facilitates teacher´s search for high quality offers for everyday activities, lectures or project days. The goal is to provide a tool with transparent and accessible offers for teachers and cooperation partners”

Greeting at the Education Ministry Conference
Udo Michallik, General Secretary of the Education Ministry Conference

- Summary
- The Social Problem and the Solution
- The Social Entrepreneur and his Mission
- The Business Model and the Social Impact
- The Hybrid Business – and Financial Structure
- Financing Instruments
- Investors and Supporters
- Major Findings

Summary

SchulePLUS connects schools with regional medium-sized business, cultural institutions, experts and sport clubs through a social online-network tool.

This significantly facilitates teacher's search for local offers and expertise with the goal to improve to the teaching process (for instance, by use of a virtual pin board). This allows the **pupils to learn better and faster**. Simultaneously, the teachers will experience a higher job-satisfaction and the **burn-out rates will drop**.

Parallel to the free basis-offer, revenues will be generated through **fee-based supplementary offers** (e.g. premium profiles for companies). After a **successful 8-month-piloting** in Berlin, **45% of Berlin schools** are already active on the platform. For the German-wide roll-out **TEUR 450 is needed**.



The Social Problem: Structural overburdening of schools

SchulePLUS responds to the latest development in the educational scene: Global networking, change into a media based knowledge-society with socio-cultural heterogeneity describes the challenges for the modern schools. The schools are not sufficiently prepared for these changes and the results are unsatisfactory learning results and a strikingly high burn-out danger for teachers. The modern school needs to adapt and change into a multi-professional school – it has to provide a learning environment adapted to these changes. The goal is to:

- Make it easier for teachers to deliver a varied and modern learning structure –meeting the societal changes,
- Improve the learning results of the pupils,
- Bring the companies closer to the pupils and thus secure skilled young talent long-term.

SchulePLUS is a social network for all schools and all who makes offers to schools – businesses, educational providers, replacement teachers, non-profit organisations, volunteers and many others. There is no comparable online-network available in Germany. SchulePLUS solves four central problems in the school-cooperations:

- How can I easily, fast and efficiently find suitable school cooperations? With a notice on the **pin board** at SchulePLUS!
- How can it be guaranteed that my information will reach the people who might have an interest in them? With the **theme rooms** at SchulePLUS!
- How can I communicate successfully with teachers, who are mostly unreachable during the day and who rarely have a job-related email addresses? With the **private messenger function** at SchulePLUS!
- How can pupils be given direct access to sparetime activity offers as well as internship- and training offers? How can teachers prepare their pupils for the real working life through interactivity in the classrooms? With the **pupil's world** at SchulePLUS (in development)!



The Social Entrepreneur and his Mission

Robert Greve – Initiator, Founder and Chief Executive

During his teacher training, Robert Greve founded his first social business SWiM Bildung. Since 2007, he is bringing teacher students directly to the pupils in order to train key qualifications in group workshops. SWiM Bildung is active in four German states (“Bundesländer”) and employs 30 people. Since 2007, SWiM Bildung is generating positive annual results. In order to make schools even more flexible, Robert Greve simultaneously planned SchulePLUS. Through the financial support of Ashoka, it has been possible for Robert Greve to concentrate fully on the development of SchulePLUS since 2013.



Robert Greve is supported by a strong team with Julian Fürstenau, Christian Johann, Johanne Rothe, Anna Görg and Vasja Laharnar.



The goal of SchulePLUS is to promote the concept of multi-professional schools. The targets of SchulePLUS are:

- By 2016, 5% of all teachers in Germany shall use SchulePLUS, by 2018 this number shall increase to 10%,
- Every participating school shall on average enter into five school partnerships annually via SchulePLUS.

The **pupil's learning results should improve**, the **burn-out rate among teachers should drop**. The **social impact** of the multi-professional school shall be measured on these two key performance indicators. For the evaluation SchulePLUS will use the following data:

- Potsdamer teaching study – survey of teacher's burn-out rate and,
- The PISA study publishes a report on pupil's performance.

Results from the 8-month pilot phase in Berlin - 45 % of schools and 750 teachers are active on the platform



Achievement: Eight-month piloting results:

45%

of the Berlin schools are registered

650

external organisations make offers

79

successful cooperations were announced

860

offers are currently published

14

organisations offers structural support to SchulePLUS

210

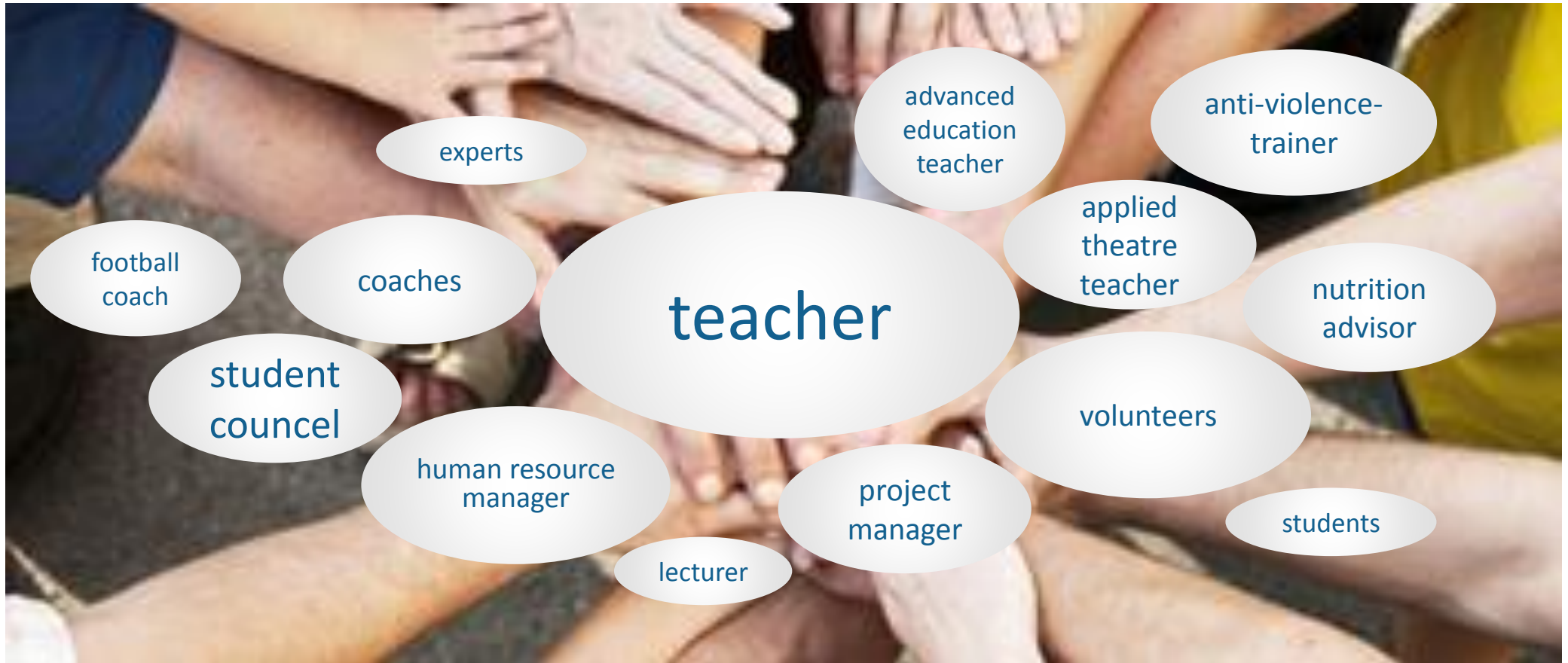
companies use the network

Examples:

- Pupils perform the school theatre play prior to the evening-performance in the theater,
- A group of pupils go on a canoe-trip,
- One school organises a career day with lectures from human resource experts,
- A university organises a students counseling day at a school.

E.g. Vattenfall, Siemens, Deutsche Bahn, Deutsche Post, Dussmann, Deutsche Bank, Tengelman.

The Business Model for SchulePLUS is based on the networking of teachers and external service providers



The pin board

The screenshot shows the 'SchulePLUS' pin board interface. At the top is a navigation bar with icons for 'Startseite', 'Pinnwand', 'Nachrichten', 'Themenräume', 'Kontakte', 'Robert Greve Einstellungen', 'Hilfe', and 'Abmelden'. Below the navigation bar is a search bar with the text 'Suchen Sie hier nach Aushängen, Personen und Organisationen.' and a search icon. To the left of the main content area is a form for creating a new post, titled 'Neuer Aushang'. The form includes fields for 'Titel*' (with a character count of 'Noch 50 Zeichen'), 'Beschreibung*' (with a character count of 'Noch 300 Zeichen'), 'Zielregion:' (set to 'Alle Regionen'), and 'Archivieren am:' (set to 'unbefristet'). A 'Veröffentlichen' button is at the bottom of the form. To the right of the form is a large dashed box representing the pin board, which currently contains the text 'FREI'. Below the pin board is a section titled 'SchulePLUS empfehlen' with a green button. To the right of the pin board is a section titled 'Interessante Aushänge' with a list of posts from various schools, including 'Gustav-Falke-Schule AG zu Tischtennis geplant', 'Wilhelm - Busch - Grundschule AG zu HipHop geplant', 'Schule am Königstor Lesepaten gesucht!', 'Photoacademy Urbschat und L... Kreativberuf- ja oder nein?', 'Jean Piaget Schule Betriebsbesichtigung', and 'Ernst-Ludwig-Heim-Grundschule'.

Queries and offers can be published on the pin board.

The theme rooms



Themenräume Übersicht



Beruf und Studium

Die optimale Vorbereitung auf Studium und Beruf beginnt in der Schule. In diesem Themenraum dreht sich alles um Praktikumsplätze, Betriebsführungen, Schnupper-Vorlesungen und alles, was den beruflichen Weg nach der Schule bereichert.

[Zum Themenraum](#)



Gesellschaft und Soziales

Die Schule endet nicht mehr mit dem letzten Klingeln. Am Nachmittag dreht sich die Welt der Schülerinnen und Schüler um Lernförderungen, Teamaktivitäten, Sport oder Politik. Lesen Sie hier einige Beispiele hervorragender Zusammenarbeit.

[Zum Themenraum](#)



Kunst und Kultur

Kultur fasziniert Jung und Alt. Theater, Galerien, Lesungen oder Konzerthäuser prägen die Vielfalt der kreativen Darstellung. Lassen Sie sich in diesem Themenraum von den Angeboten an Schulen und Kultureinrichtungen inspirieren.

[Zum Themenraum](#)



Medien und Internet

Was ist eigentlich ein Tablet? Was tun gegen Cyber-Mobbing? Wie wird eine Zeitung gemacht? Und wie sollte die nächste Präsentation gestaltet sein? Schulpartnerschaften helfen dabei, das Zukunftsfeld digitaler Medien im Internetzeitalter zu verstehen.









[Zum Themenraum](#)

SchulePLUS empfehlen

Helfen Sie uns dabei, noch vielfältiger zu werden. Hier können Sie SchulePLUS unkompliziert weiterempfehlen.

[SchulePLUS empfehlen](#)

Interessante Kontakte

-  Deutsche Telekom AG
Stefan Schubotz
-  Hotel- und Gaststättenverban...
Gerrit Buchhorn
-  Schülerlabor-Netzwerk GenaU
Christina Seidler
-  Institut für Aus- und Weiterbild...
Michael Dormin
-  Verfassungsschutz Berlin, Sen...
Felix Schubert
-  BEST-Sabel MEDICUM, Berufsf...
Röhner Katja
-  Kids' Potential Club - Inh. Sere...
Serena Sontag
-  7xjung - Dein Trainingsplatz fü...
Cecile Preiss

[weitere Vorschläge ...](#)

In the theme rooms, the user can comfortably search for offers.

Messenger function

The screenshot shows a messenger interface with a navigation bar at the top containing icons for 'SCHULE PLUS', 'Startseite', 'Pinnwand', 'Nachrichten', 'Themenräume', 'Kontakte', and 'Robert Greve Einstellungen'. Below the navigation bar, there is a list of messages:

- Waldhochseilgarten Jungfernhöhe** (Erhalten am 30.08.2013):
Wenzel Bartels
Aushang zum Teamparcours?
Hallo Herr Greve, vielen Dank für Ihren Vorschlag. Tatsächlich sind wir gerade in der ...
- Mobility von SWIM Bildung** (Erhalten am 29.08.2013):
Tine Maikowski
Kontakt?
Hi Robert, ja stehe schon mit ihm in Kontakt: erstes Hin- und Herschreiben. Und versuch...
- Gustav-Langenscheidt-Schule** (Erhalten am 29.08.2013):
Rosemarie Hoch
Ihr Aushang: Suche Helfer für Schulhofgestaltung u Holzprojekte
Hallo Herr Greve, Herzlichen Dank für Ihre Info, werde versuchen mich mit dieser Art de...
- Helmut-James-von-Moltke-Grundschule** (Erhalten am 29.08.2013):
Renate Magnani
Ihr Aushang: Dringend TanzlehrerIn gesucht
Vielen Dank. Frau Schultz habe ich schon kontaktiert. Herzliche Grüße, Renate Magnani
- SchulePLUS** (Erhalten am 29.08.2013):
Johannes Rothe
Empfohlener Aushang: Ehrenamtliche Lese-/Lernpaten gesucht!

Example: A teacher has found an offer and can now communicate with the provider through the messenger function.

The pupil's world (in development)



In this publicly accessible area, pupils have direct access to the offers from organisations, can contact them directly and download information about e.g. holiday camps, internships, studies, and apprenticeships.

For the pupil's world a new unit is developed to facilitate for teachers to directly work with their pupils on computers at themes such as work orientation. This makes SchulePLUS an integral part of the the work orientation guidance formed both at home and in school.

SchulePLUS is based on a freemium model with offers both free of charge and fee-based



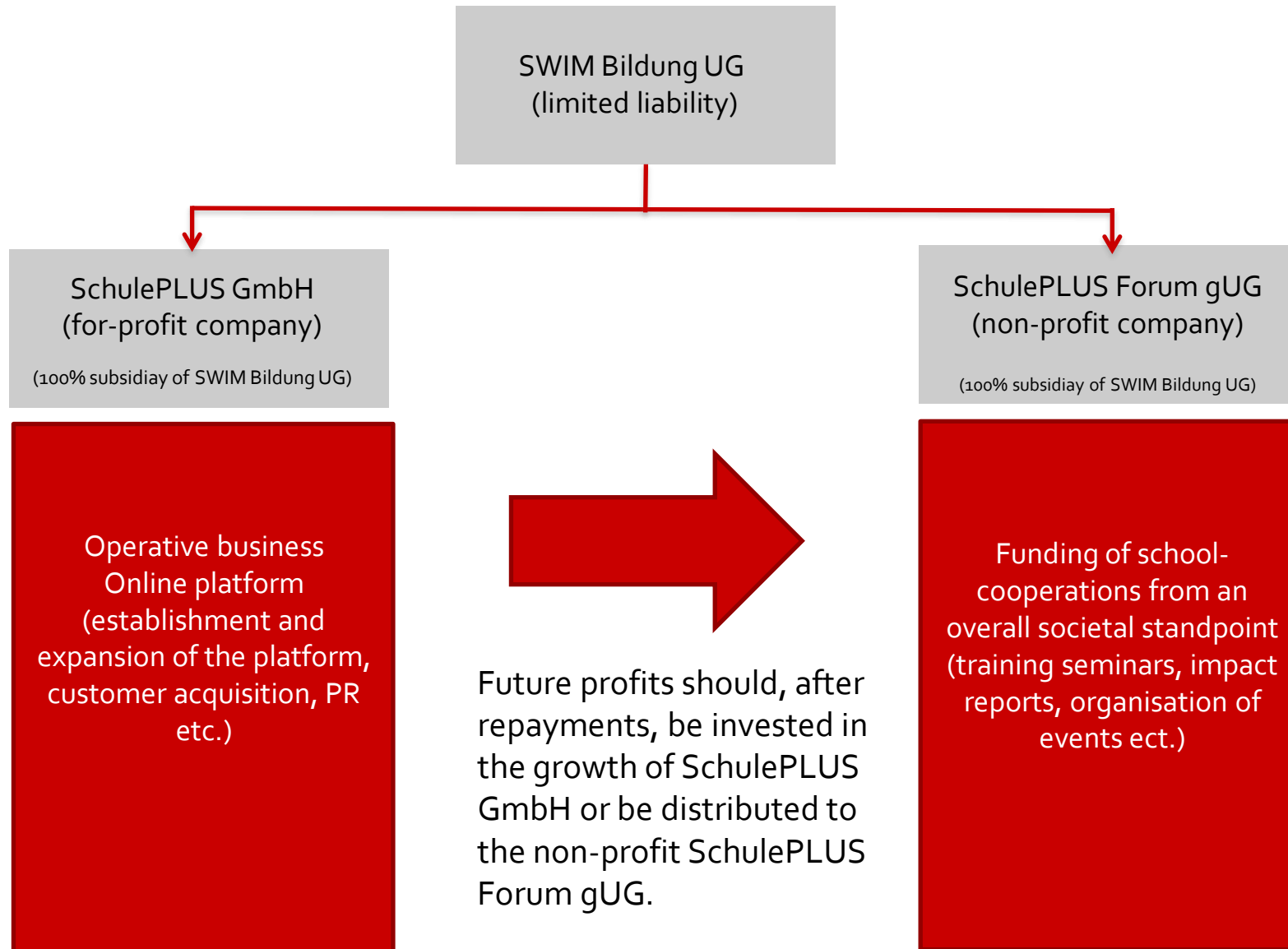
Offers and pricing

BASIS	PROFESSIONAL	PREMIUM
Recommended for: <ul style="list-style-type: none">TeachersParentsVolunteersReplacement teachers	Recommended for: <ul style="list-style-type: none">SMBsEducational ProviderFoundationsCoaches	Recommended for: <ul style="list-style-type: none">CorporationsLarge EnterprisesOrganisationsPublic Agencies
Free	Annual Fee	Annual Fee

Basis Version: The above version

Professional/Premium: Extended organisation profile. This allows for an individualised portrayal of the user (company) and makes it possible to bundle the company's activities on school cooperations. It is possible to upload videos, insert a picture gallery, publish existing school partnerships and use an upload-center for information material. Above all the company is visible in the pupil's world.

The Hybrid Business Model

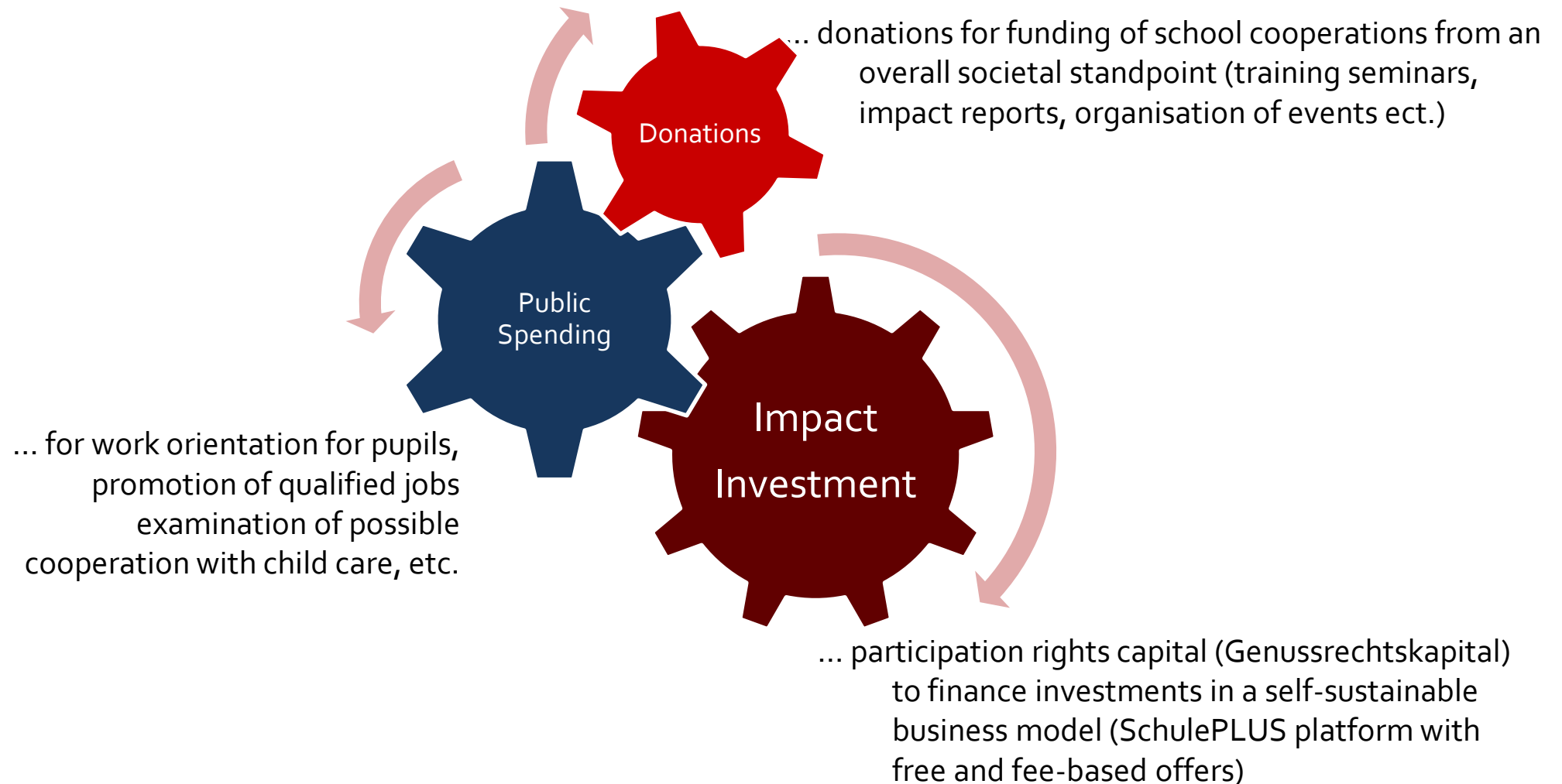


Retain sponsors and supporters – attract investors

SchulePLUS will build up a solid network of philanthropic supporters, who will contribute to promote school cooperations from an overall societal standpoint –through financing and in an advisory capacity. These includes among others the Ministry of Education, various school-and teachers unions and universities, who in their capacity will contribute to the development, distribution and quality assurance of the SchulePLUS concept . In order to avoid potential conflicts between philanthropic supporters and the for-profit financing activities of SchulePLUS, as well as to achieve **positive synergies**, a hybrid structure has been created; with a for-profit and a non-profit organisation.

This structure allows investors to invest in the for-profit business SchulePLUS GmbH and sponsors may donate to the non-profit gUG. Hence the **hybrid financial structure nurtures and accelerates the social mission - a self-sustaining financing system.**

SchulePLUS GmbH is organised as a profit-oriented “social business” and will be managed profit orientated. The generated profits will be exclusively invested in the expansion of the business or distributed to the non-profit SchulePLUS Forum gUG.



The financial model supports the social mission

The mezzanine-financing with conditional revenue participation meets the special demands of the business model, **allowing the entrepreneur financial flexibility** in early years, when most needed, and allows the investor to **participate in the company's success**.

The financial structure - **participation rights capital with a qualified subordination clause** – amounting to €450k and a duration of 7 years, allows the investors to participate in the company's revenues at a predefined percentage. The annual compensation is limited by a cap on the nominal amount, providing the social entrepreneur with the necessary liquidity, especially needed in the first years of its operations. Through limitation of disbursements and the very flexible repayment options **valuable liquidity** is kept in the company, being used for expansion of the business activities.

Hence the chosen financing instrument and structure substantially supports the **social mission** and the **scaling up of the business model**.

Participation rights capital with subordination agreement

Structure

- Revenue participation rights capital („Genussrechtskapital“) with qualified subordination clause („Nachrangabrede“), but without loss participation.

Remuneration

- Revenue participation model with an annual variable compensation based on a fixed share of revenues. The annual compensation is limited by a cap on the nominal amount and as compensation, there is a catch-up payment in the end in order to achieve a pre-defined target IRR.

Duration / Repayment

- Disbursement in two tranches, conditional upon pre defined milestones
- Seven year maturity with the option for an early repayment.

Investor rights

- Appropriate information, participation and confirmation rights, but no shareholder rights.
- Establishment of an advisory board with appropriate representation of the investors, supervising and controlling financial and strategic issues.

The Investors



Co-investments from a private business angel, an institutional investor and KfW

SchulePLUS was financially supported by a **private business angel** and an **institutional investor**. Together their participation accounts for approximately **70%** of the total financing amount.



The **KfW** (German Development Bank) offers capital to medium sized and small businesses committed to tackle social problems in Germany through market-based innovative business models. The capital is provided as a co-investment within the KfW program 091. The KfW covers **30%** of the total investment amount.



Consulting by FASE and Hogan Lovells

The **Financing Agency for Social Entrepreneurship (FASE)** consulted Robert Greve in the creation of the business structure and financing model. In addition, the international law firm **Hogan Lovells**, supported SchulePLUS in all legal matters on a pro bono basis.



- **Social impact and a successful business** are neither mutually exclusive, nor exclusively related – however in this specific case they are – the more successful the social business model, the higher the social impact.
- **The higher the social impact of the social business, the more likely it is to attract sponsors and supporters.** Social innovations have the potential to redefine a whole sector.
- **A hybrid business model** (including legal structuring) facilitates the combination of various financial instruments – creating a self sustaining financial system.
- The mix of **investments and philanthropic capital accelerates the social impact.**
- **Scaling up** the concept through a **national roll-out** allows SchulePLUS to approach the social problem on the whole German market, achieving **structural improvements on a larger scale.**
- Social entrepreneurs should **obtain professional advice**, both when preparing for investment readiness and for the financing process itself.

The **Financing Agency for Social Entrepreneurship GmbH (FASE)** was launched by **Ashoka**, to make **growth** for social enterprises financially viable. FASE allows **co-investments** by impact investors and philanthropists through an **open pipeline** of investment ready social entrepreneurs, and develops **innovative financing models** specifically suitable for social enterprises. The objective is to create an **ecosystem** for the financing of social enterprises.

FASE

Financing Agency of Social Entrepreneurship GmbH
Prinzregentenplatz 10
81675 Munich
Email: info@fa-se.eu
www.fa-se.eu

SchulePLUS

SchulePLUS GmbH
Sachsendamm 93
10829 Berlin
E-Mail: robert.greve@schule-plus.de
www.schule-plus.de