

# NEW TRENDS IN THE CREATION AND MANAGEMENT OF SOCIAL ENTERPRISES

## CASE STUDIES

Coordinators: E. Oliveras, R. Bastida and M. Mas-Machuca

## Social Forest: A Company with a Triple Social Goal

### Authors

**Elisabet Garriga Cots**

Researcher.

Director of the Corporate Sustainability Impact Centre  
EADA Business School.



## **The Goals of the Case Study**

This case study has four goals:

To analyse the business model of a social enterprise and identify the key parts of the model and how they relate to one another

To study the strategy of a social enterprise and see the importance of it being coherent and consistent

To identify the financial problems of a social enterprise, analyse where its losses might come from and see how these losses could be turned into profit.

To assess the impact of a social enterprise

## **Knowledge Areas**

Strategy, Business model, Finances, Social impact

## **Introduction**

Joachim Englert was having his coffee by the forest near Vallvidrera. After three years of losses with Social Forest, he was considering what steps he would need to take to overcome this critical situation. He wanted to be able to balance the company accounts. To do so required a new business plan. He was also reflecting on his business model. Was it appropriate? Did it need a change of approach? Joachim had outlined three business plans and three clear goals. Were there too many goals? Was he being too ambitious? Should he concentrate on a particular client segment? Could he manage three business models at once?

Joachim's unequivocal goal at the outset of this project was to have a significant social impact. He didn't just want to improve the state of our forests, but also train the people undertaking this task. It was clear the effect he was seeking: to provide training and employment opportunities to young people who, because of the economic crisis,

were unemployed, and to improve the environment through sustainable forest management. However, both the training courses and the different sustainable forest management projects entailed high costs for the company, leading to Social Forest's current situation of financial loss.

## **Social Forest**

Social Forest is a forest management enterprise that carries out forestry work oriented towards helping marginalised or unemployed young people in La Floresta (Barcelona) to enter the job market. It offers forestry services in Catalonia, both for private companies and public institutions through a social vision of forestry work and a social and collaborative approach on professional training. As a forest management company, specialised in biomass, it addresses all aspects of forest management, from the protection and prediction of fires and the sustainable use of the environment, to the promotion of the use of biomass as an energy source.

Social Forest arose from the need to look after our forests. A major problem for Catalonia is forest fires, both from an ecological and economic standpoint; in 2005, there were fire-related losses to the sum of €126,646,192<sup>1</sup>. Additionally there are plagues, climate change, soil conditions and water.

The other origin of this initiative lies in the desire to promote sustainable forest management as a tool for social integration of unemployed young people in situations of social exclusion. In 2016, 44.4% of young people aged between 15 and 24 had no job or vocation across the whole of the Spanish state. This situation creates insecurity, resignation and a risk these young people will become marginalised. Furthermore, the early school dropout rate in Spain is way above the average for the European Union. Social Forest aims to reach these young people with difficulty entering the job market by providing them professional training and support.

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1. According to an article on the “ecologistes en acció” website <http://www.ecologistas-enaccion.org/spip.php?article8072>

## Business Idea

Social Forest arose from the concerns of forest engineer Joachim Englert, the company's founder. Since 2000 Joachim had already participated in different forestry projects, but it wasn't until 2013 that he launched his own project in order to attain two goals: to offer high-quality forest management services and make a contribution to the professional development and lives of the participants. Finally, in 2014, La Caixa's Social Foundation awarded his idea with economic assistance, technical advice and business training, which is how Social Forest came to be founded. There is also collaboration from the Catalan government and the federal state of Baden-Württemberg.

The origin of this initiative is a desire to promote the use of clean and affordable energy while at the same time caring for the environment and connecting society with the rural environment and forests. Social Forest's professional and social dimension stands by the use of renewable energy sources while at the same time revitalising local communities in rural areas of Catalonia, also training professionals in forestry work and sustainable forest management.

Today the project is managed in collaboration with the Forest Technology Centre of Catalonia, the Specialised Forest Training Centre of Montesquiú, the University of Vic, the Rottenburg University of Applied Forestry Sciences, the Green Economy Institute of Catalonia and Artintegrat, among other foundations, universities and companies.

Social Forest has also won prizes from *Obra Social La Caixa*, *BBVA Momentum*, the *Guardons Anells de Fusta* and Energy excellence awards. In 2016 it received financial assistance from the ESF as a certified company.

## Mission, Vision and Values

### Mission

- Sustainable forest management
- Professional and life development of the young participants
- Dual professional development

### Vision

- Defence of the sustainable exploitation of forest resources
- Preservation of biodiversity
- Enhance forest management and revitalise rural areas
- Pool of highly trained professionals

### Values

- Positive transformation through the natural environment.
- Integration of all functions of a forest within forest management (multifunctional management)

## Services Offered

Social Forest is a company that works in sustainable forest management and is authorised by the PEFC. Through its projects it works to prevent forest fires, avoid tree plagues, fight against climate change, ensure that forests have enough soil and water and maintain forest biodiversity.

The forest, like nature in general, is of great importance for our society. And not just as a space in which many people can find rest, refuge and appreciate the abundance of life, but also as a place of work. Sustainable forest management contributes to the sustainability and employment of many people around the world. That is why Social Forest has taken the opportunity that sustainable forest management offers to provide work and training to young people at risk of social exclusion.

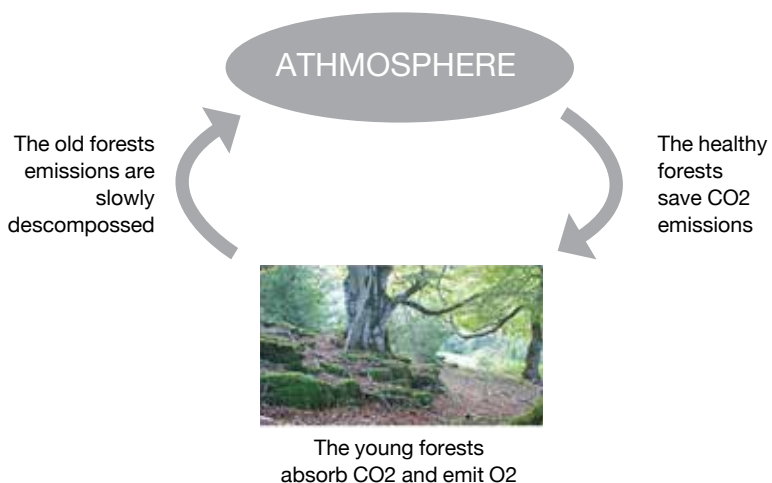
The FAO estimates that in the forest management sector there are 10 million people worldwide with formal employment and a further 30-50 million from developing countries with informal employment.

Fire is the biggest danger to our forests, which causes major ecological damage and can be a severe burden on our economy. They not only destroy the lives of animals and trees in the forest, but are also immensely costly to keep under control. That is why Social Forest is working on a multitude of projects for the prevention of forest fires, creating buffer strips around towns and villages with the aim of avoiding activity in residential areas starting a forest fire and preventing forest fires from endangering people's homes.

Another focus of sustainable forest management is helping trees to develop a resistance to plagues, as these can be very damaging to our forests. Plagues can stop trees growing and can even kill them, thereby giving rise to a major loss of habitat for our fauna.

It also important to keep in mind the essential role that forests play in fighting against climate change. Sustainable forest management increases the capacity of trees to absorb CO<sub>2</sub>. By storing the carbon in their wood and releasing oxygen, trees can make a significant contribution to reduce global warming.

Forests are also capable of reducing the impact of climate change on our water resources thanks to their ability to regulate the



environment, e.g. through their cooling effect, by storing water and providing protection from wind. Just with the help of sustainable forest management, forests can make a significant contribution to mitigating extreme climate phenomena and the catastrophes that these can cause (floods, drought, rising temperatures), as trees are also vulnerable to climate change and its effects. If we do not reduce this vulnerability through sustainable forest management, trees will no longer be able to help us to combat climate change.

Through sustainable forest management and reforestation we can help forests to curb erosion and maintain and create soil (with their leaves and other plant life). By controlling erosion, the risk of landslides and avalanches is significantly reduced. A sustainably managed forest means a forest and soil capable of providing clean water and balancing the water cycle. Forests are capable of regulating our clean water supply because they influence the rain and filter and clean it. Through the correct management of forests we can help to ensure that between 74 and 88 percent of rainwater is filtered through the soil and is not lost through interception. So a well-managed forest reduces water stress in trees and increases water sources, filling aquifers, reservoirs and springs.

Another area addressed in Social Forest's projects is biodiversity. The forest is inhabited by plant life, animals and microorganisms. The biodiversity of a forest is greater than in any other kind of ecosystem. They carry out sustainable forest management and preserve our forests so that they grow, remain healthy and can provide a habitat for many animals, organisms and other plant life. To boost biodiversity, it is very important not to establish monocultures, but rather highly diversified forests and thus encourage greater genetic variation.

Social Forest also undertakes urban forestry projects, in other words, forestry projects in green areas in towns and cities. Trees in urban areas, like parks, for example, or next to roads, have a very positive effect on our well-being and health. They lower temperatures, for example, thanks to their regulating function, filter the highly polluted city air and have a positive impact on the sense of well-being and physical, as well as mental, health of the city's inhabitants.

In addition, Social Forest cleans, preserves and looks after natural parks, picnic areas and footpaths so that everyone can enjoy these natural spaces and spend time in nature.

## **Forestry Work and Forest Management**

The forestry and forest management services available are as follows:

- a) Maintenance and creation of buffer strips around residential areas
- b) Footpath maintenance
- c) Forestry work
- d) Tall-tree pruning
- e) Cleaning forest areas
- f) Cleaning streams
- g) Forest exploitation
- h) Treatment of invasive plant life
- i) Construction of areas for wildfire prevention and firebreaks
- j) Conservation and cleaning of green areas
- k) Park and garden maintenance
- l) Development and implementation of technical forestry plans, consultancy and forestry advice

## **Professional Training and Social Integration**

Social Forest offers different training courses in the field of forestry for the integration of young people who are unemployed and in situations of social exclusion. On these courses the study plans are oriented towards this student collective, a programme of work placements in the forestry sector in Catalonia or Germany and training of a regular work team for undertaking forestry work and consultancy. The courses on offer include:

- a) *Chainsaw Use and Maintenance Course*  
This course offers a personalised assessment of each worker, basic training in chainsaw maintenance, simple repairs, safe use, practical experience working and pruning.



b) *Strimmer Use and Maintenance Course*

This course offers a personalised assessment of each worker, basic training in strimmer maintenance, simple repairs, safe use and practical experience.

c) *Health and Safety in Forestry Course*

This course trains students to define risks and dangers, incidents and accidents and make health and safety assessments of the workplace.

There are also courses in Forestry Coaching, Applied Forestry Management, Agroforestry Systems, Forest Use, Reading Technical Plans, Climate Change and Forests. Apart from these courses, Social Forest can also organise courses tailored to the needs of a particular company or organisation.

## **Business Model**

Social Forest focuses on three work areas in the world of forestry: hands-on forestry work, forest management and pedagogy. Each of the three areas requires its own business model. Since the clients are different for each, the strategies implemented also need to be different. The three business models are as follows:

### **Forestry Work (Annex 1)**

- *Client segment:* The forestry sector encompasses a broad market sector, including both private and public sectors. In the first block are forestry companies, forestry consultants, forest engineers and landowners. In the public sector there is another large client group, most notably in public administration, made up of different town councils, provincial governments and the Generalitat. In addition, it also includes the different forestry social enterprises, foundations and forestry associations.

- *Value proposition:* The main issue across the board is reducing fire risks and comply with all the forestry regulations, which is why Social Forest must meet the needs of falling trees, strimming, creating buffer strips and offering protection from wildfires. Also added are the values offered by Social Forest's services, such as flexibility, speed and the professionalism of doing a good job. Other aspects that distinguish them from other companies are applications for grants, the seal of quality and the offer of different forestry work packages.
- *Client relations / distribution channels:* For these services to reach the client, it is vital to establish good client relations. That is why Social Forest offers a client relationship which is personalised and streamlined, which means having a reliable forester who is both professional and serious. To be able to establish such a relationship you need the right communications strategy. For this reason, Social Forest holds regular meetings with its clients and attends trade fairs and conferences, while also establishing updated communication channels through social networks and benefitting from word-of-mouth marketing.
- *Income model:* The sum of these factors results in a source of income. Social Forest's main income comes from these kinds of forestry work projects. The client contracts a service with a fixed price and has to make an advance payment of a percentage of the final price. The price is calculated by hour, hectare and tonne. To this income must also be added the different grants and subsidies it receives for being a social enterprise.
- *Key activities:* To run smoothly, Social Forest undertakes a series of basic activities. It needs to get new clients and establish a good relationship with them in order to retain them. That is why the company's marketing strategy is important, as well as its promotion through social networks, the Internet in general and talks and meetings where it can reach more people and expand its network of contacts. To avoid business slowing down, they are fully aware of the importance of constant innovation and ongoing staff training in the latest developments in the sector.

- *Key resources:* Social Forest has the tools to offer its clients services that are carried out by its workers, which comprise sales people, a community manager and a team of experts to oversee the work.
- *Key collaborations:* Social Forest receives help from other organisations in order to obtain resources from outside of the company and who also contract some of the activities offered by the company. Among them is AMB (the Metropolitan Area of Barcelona) and the Gunter Foundation from Germany.
- *Cost structure:* To undertake these activities, a series of elements are required. Firstly, it needs staff, which is the most costly element, as they are necessary to carry out and coordinate all the proposed activities. In addition, the company needs to invest in staff training. It also needs special machinery, tools and vehicles, which incurs other costs such as their amortisation, having all paperwork in order (ITV-vehicle safety test, insurance...), fuel, maintenance and replacement parts. Other costs entailed in the management of the activities are paying for office space and the travelling that needs to be done for preliminary negotiations and to undertake the work.

Given the amount of resources needed, the forestry work is the most costly for Social Forest.

## **Forest Management (Annex 2)**

- *Client segment:* Social Forest does not only offer forestry work, but also advice on sustainable forest management. This service is closely linked with a specific client: private woodland owners.
- *Value proposition:* For clients who want to know what they can do with their forest, Social Forest looks for a new way of using it which cares for and exploits the forest. That is why the service it offers has to be both professional and reliable.
- *Client relations:* Clients can consult experts in forest management and make use of a comprehensive forestry service.

- *Distribution channels*: Today, this service reaches potential clients through the company's website and recommendations.
- *Income model*: Through this service, clients will only have to pay if they make a profit. In addition, there are subsidies which help to cover all costs.
- *Key activities*: Mainly, Social Forest's work is both contacting with clients and forest administrations, and also undertakes all technical work.
- *Key resources*: For these activities, Social Forest has a team of technical staff and the equipment to undertake the necessary forestry work.
- *Key collaborations*: The organisations that collaborate with Social Forest as support for their activities and economically are: XCT (Land Stewardship Network), CFC (Forestry Consortium of Catalonia) and Collserola Park.
- *Cost structure*: In total, a series of elements is needed to be able to fulfill this business model, which entail a series of costs. The biggest is all the field work which requires technical staff, all the equipment (computers, GPS...) and an office. In addition, other secondary costs should be added, such as travel (fuel, accommodation...) and meals.

### **Forestry Education (Annex 3)**

- *Client segment*: Social Forest also operates in the education sector in the field of forestry, which is a broad sector as it includes schools to town councils, but is also a well-defined sector as it has a very specific focus. Therefore, among the Social Forest's potential clients are all schools in general, although those that are most suitable are farm schools, green schools, Waldorf schools, Montessori schools and "free education" schools, as these schools incorporate sustainable forest management in their syllabus. Within education, there are also holiday camps and rural houses which provide children with education outside of school time. On a private level, there is also a broad sector which take environmental sustainability as a business model, such as rural houses and the whole area of ecotourism and nature and mountain associations and clubs. Marketing can also be done through

town councils, websites, trade fairs and neighbourhood associations.

- *Value proposition:* A series of activities both in terms of education, raising awareness of the value of the forest environment and its sustainable management, and activities carried out in a woodland environment to show people how forests can benefit your health, improve your sense of well-being and enable you to disconnect and relax. Social Forest, therefore, offers a mobile service to be able to provide these educational courses wherever they are required with all the necessary material (online, print, CDs...). It also offers the possibility of adapting the sessions based on the age and the specific subject being addressed within the field of forestry.
- *Client relations:* For the educational sessions to be effective, there needs to be a personal and flexible client relationship, and one that should be straightforward so the client can feel as comfortable as possible.
- *Distribution channels:* There are various means of contacting Social Forest: through their website, by phone and/or through face-to-face contact.
- *Income model:* Revenue is obtained through different channels. Clients charged for the contracted service, i.e., schools or rural houses that have decided to offer these courses. Financial profit can also be made from downloads of educational material found on the website. The Biodiversity Foundation also collaborates, which generates another source of income.
- *Key activities:* This service must be well marketed, which is why a key point is acquiring a van that is adapted to advertise these services. Social Forest staff must also receive training.
- *Key resources:* The resources needed are staff that collaborate in these activities and the training courses for these workers. It is also important to have a website and presence on social media with updated information, which also implies someone ensuring that this is being properly done. In addition, a vehicle is needed for transport with a trailer for transporting material.

- *Key collaborations:* The organisations that collaborate with Social Forest are: various networks of holiday camp venues, school associations and forest-owner associations, the Land Stewardship Network (XCT), Collserola Park, environmental education centres and the CFTC.
- *Cost structure:* In total, a series of elements is needed to fulfill this business model, which entail a series of costs. A website and updated social networks are needed to be able to follow what educational courses are available. Offering a course requires the necessary staff and material (printed, forestry, digital...), and a vehicle for transport with all the corresponding paperwork in order and fuel. An office is also needed for preparing the courses and participating in different training courses (offered by PROFOR, the European Congress, Germany...). Other extra costs are meals and accomodation, when necessary.

## Annual Accounts

The 2016 income statement was negative as Social Forest ended the year with a financial loss – with a zero balance, since the company was unable to recover the losses from 2015 and 2014.

The sources of income in 2016 were as follows:

- Training: €35,000.00
- Forestry services: €133,200.00
- Forest education: €1,800.00
- RSC projects: €2,500.00
- Forestry consultancy: €2,000.00
- External funding: €20,000.00
- Sponsoring: €2,000.00
- Subsidies: €3,000.00
- **Total: €180,000.00**

It can be observed that most of the sources of income are the different forestry services it performs. Social forest has clients like: Barcelona City Council, the Sant Cugat del Vallès Town Council

and German companies like Waldorf and Seven Ihrig. **Annex 4** lists the clients in Catalonia and Germany.

As regards to cost structure, staff costs were the most significant for Social forest. In addition, they hoped to recover all costs they incurred with the income obtained, but as can be seen in the following table, the income predicted was overestimated, which is clearly problematic, as the financial forecast was not fulfilled. For example, in 2015, between the forecast sales and actual sales there were losses of €16,212.5.

	FORECAST INCOME	ACTUAL INCOME	DIFFERENCE
Training	31.800,00 €	20.751,96 €	- 11.048,04 €
Forestry services	130.700,00 €	120.350,31 €	- 10.349,69 €
Forestry consultancy	2.000,00 €	1.251,64 €	- 748,36 €
Sponsoring	2.000,00 €	1.933,53 €	- 66,47 €
Subsidies	3.000,00 €	9.000,00 €	6.000,00 €
<b>TOTAL</b>	<b>169.500,00 €</b>	<b>153.287,44 €</b>	<b>- 16.212,56 €</b>

One of the problems is the high costs generated by the activities that Social Forest carries out, as they have three different business models (education, management and forestry work). The company should focus on one model and once it works, invest the profits in new models and activities. As can be seen in Annex 4, the model that generates most profit is forestry work, so that should be consolidated to be able to then broaden the service gradually.

## Competition

Social Forest has a lot of competition, with many companies offering similar services, from multinationals like Grup Eulen, to other small- and medium-size enterprises. There are also various social enterprises like Social Forest.

## Staff

Currently, Social Forest's team of staff includes experts like:

- **Joachim Englert** (41 Balingen, Germany). Founder of Social Forest, project coordinator, safety supervisor and forestry coach

Social Forest was a dream come true: he managed to combine two personal passions (forests and helping others) to have a positive impact on people's lives and the environment. For him, being a social entrepreneur meant beginning a journey filled with emotions on a path that is not always straightforward but is always highly motivating.

- **Alex Ralita Álvarez** (37, Barcelona, Catalonia). Field project manager, trainer

Forest engineer. He has been in charge of handling projects and training since September 2014. He helps the workers and students to attain their professional goals and to work as a team towards a common goal, instead of through antiquated hierarchies. Among his goals is to contribute to the modernisation of the forestry sector with Social Forest's modern vision.

- **Janina Gach** (23, Wolnzach, Germany). Administration and communication

Janina has been at Social Forest since October 2016. This student from southern Germany wants to create change to make the world a better place. That is why she chose Social Forest for her work placement. After five months, she decided to remain at the company. She is now in charge of social media marketing, planning new projects in Germany and Catalonia and beginning to analyse and optimise the processes within the company.

- **Sergio Gámez Cano** (24, Les Planes de Sant Cugat, Catalonia).

Sergio is in charge of a field group work. He manages the team so that the work is done as well as possible. Thanks to his high level of motivation he integrated very quickly into the Social Forest team.



- **Said Ait Daoud** (22, Morocco).

Said came to Barcelona in 2011. Since November 2015 he works at Social Forest and is currently in charge of the second group of field workers. He likes Social Forest’s vision and the opportunity that it gives young people to improve their lives. He’s highly motivated to give the best of himself for the company. “The truth is I’m really proud to be part of Social Forest.”

## Social Impact

Social Forest is a pioneer in how it measures its social impact. It provides a table that specifies the impact of investments of 1 euro, 5 euros, 10 euros or 20 euros:

FOREST MANAGEMENT		1 EURO	5 EUROS	10 EUROS	15 EUROS	20 EUROS
Regeneration selection	m <sup>2</sup>	8	40	80	120	160
Opening buffer strip to prevent wildfires	m <sup>2</sup>	3	15	30	45	60
Maintaining firebreaks	m <sup>2</sup>	5	25	50	75	100
Cutting back the understory	m <sup>2</sup>	0,4	2	4	6	8
Improving pine or mixed forests	m <sup>2</sup>	6	30	60	90	120

For each contribution to the project a certificate is issued with the social and environmental impact it has created. There is also the possibility of a guided visit to learn about the forests and the region where the work is being carried out with the help of these contributions.

KEY COLLABORATIONS	KEY ACTIVITIES	VALUE PROPOSITIONS	CLIENT RELATIONS	MARKET SEGMENTS
<ul style="list-style-type: none"> <li>• XCT</li> <li>• CPF</li> <li>• CTFC</li> <li>• Collserola Park</li> </ul>	<ul style="list-style-type: none"> <li>• Contact with clients</li> <li>• Contact with forest administration</li> <li>• Technical work</li> </ul>	<ul style="list-style-type: none"> <li>• Values: professionalism and trust</li> <li>• New way of working in forests</li> <li>• Issues they resolve: what can be done with forest owners' land?</li> <li>• Package: full management of private woodland and planning, bureaucracy, forestry work, supervision of forestry work</li> <li>• Needs satisfied: looking after and using private woodland</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant and expert in forest management</li> <li>• Comprehensive service: they also carry out the forestry work</li> </ul>	<ul style="list-style-type: none"> <li>• Private owners</li> </ul>
		<b>CHANNELS</b>		
	<ul style="list-style-type: none"> <li>• Technical staff</li> <li>• Technical equipment for the job</li> </ul>		<ul style="list-style-type: none"> <li>• Recommendations</li> <li>• Internet</li> <li>• Networking</li> <li>• Going out in search of clients</li> </ul>	
COSTS STRUCTURE		SOURCES OF INCOME		
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Field work is the most costly</li> <li>• IT equipment, GPS, ...</li> <li>• Office</li> <li>• Fuel, meals, accommodation, ...</li> </ul>			<ul style="list-style-type: none"> <li>• Work is only paid for if it produces profit</li> <li>• Subsidies (in all other cases)</li> </ul>	

**Annex 1:** Forestry management canvas (June 2015)

KEY COLLABORATIONS	KEY ACTIVITIES	VALUE PROPOSITIONS	CLIENT RELATIONS	MARKET SEGMENTS
<ul style="list-style-type: none"> <li>• PROFOR</li> <li>• Groups in rural house holiday camps</li> <li>• Contacts in Germany (experience)</li> <li>• School associations</li> <li>• Land Stewardship Network</li> <li>• Collserola Park</li> <li>• Woodland owners associations</li> <li>• Environmental education centres</li> <li>• CTFC</li> </ul>	<ul style="list-style-type: none"> <li>• Buying a well adapted van with advertising.</li> <li>• Good marketing.</li> <li>• Social Forest staff training.</li> </ul> <p><b>KEY RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Trailer → a driver is needed</li> <li>• Website and social media (suitable person)</li> <li>• Staff</li> <li>• Vehicle</li> <li>• In-house staff training course</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and appreciation of the forest environment and sustainable forest management.</li> <li>• Activities in a natural (or mostly natural) environment, which offers health benefits, a chance to disconnect and relax, a sense of well-being ...</li> <li>• Products / services: Forest education “classes” where required (mobile), online material (free and/or paid), printed material, on CDs, “natural” material.</li> <li>• Services: classes / general sessions or tailored to the client’s needs (specific subject area, age, ...).</li> </ul>	<ul style="list-style-type: none"> <li>• Personal and personalised.</li> <li>• Flexible</li> <li>• Straightforward</li> </ul> <p><b>CHANNELS</b></p> <ul style="list-style-type: none"> <li>• Face-to-face</li> <li>• By phone</li> <li>• On the Internet: website and social media</li> <li>• Future: word of mouth</li> <li>• Expanding through contacts and acquaintances</li> <li>• Trade fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Schools: “normal” schools and also farm schools, green schools, Waldorf schools, Montessori, “Free education”, ...</li> <li>• Holiday camps</li> <li>• Rural houses and ecotourism</li> <li>• Trade fairs</li> <li>• Neighbourhood associations</li> <li>• Town councils</li> <li>• Natural parks</li> <li>• Mountain clubs</li> <li>• Nature associations</li> <li>• Internauts</li> </ul>
<b>COSTS STRUCTURE</b>		<b>SOURCES OF INCOME</b>		
<ul style="list-style-type: none"> <li>• Producing material (printed, digital, “natural” = pine cones, seeds, leaves, etc)</li> <li>• Setting up website and social media</li> <li>• Vehicle + insurance + registration, etc</li> <li>• Staff, office, fuel, meals, accommodation, ...</li> <li>• Participation in training courses: PROFOR courses, Germany, European Congress, ...</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity Foundation.</li> <li>• Website material downloads.</li> <li>• Fee-paying clients (global clients like colleges or rural houses, not individual service users).</li> </ul>			

**Annex 2:** Forest education canvas (June 2015)

KEY COLLABORATIONS	KEY ACTIVITIES	VALUE PROPOSITIONS	CLIENT RELATIONS	MARKET SEGMENTS
<ul style="list-style-type: none"> <li>• Social work</li> <li>• CTFC, CFC, CPF (contacts' visibility)</li> <li>• CPF: gives information about subsidies</li> <li>• CFC, XCT, owners associations: clients or possible clients</li> <li>• Press</li> <li>• Stihl: safety clothing and machinery</li> <li>• Liró: spare parts provider</li> <li>• Montnegre owners association: contacts</li> <li>• Financial entity for renting tractor</li> <li>• AMB</li> <li>• Germany: Gunter, Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Acquiring clients</li> <li>• Marketing the product and activities</li> <li>• Consolidating clients</li> <li>• Speed</li> <li>• Innovation</li> <li>• Visibility and high activity on social media and website/blog</li> <li>• Attending talks, meetings and assemblies</li> <li>• Promotion</li> <li>• Quality control</li> <li>• Ongoing staff training</li> <li>• Expanding network of contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Need: fell trees, strim, make buffer zones, fire protection</li> <li>• Values: professionalism, flexibility, speed</li> <li>• Problem: fire risk, complying with regulations</li> <li>• Doing a good job</li> <li>• Working on private woodland or estates</li> <li>• Packages: Forestry work, clearing and strimming, urban estates, tall-tree pruning</li> <li>• Forest management of unmanaged spaces</li> <li>• Applying for grants</li> <li>• Quality seal</li> <li>• Outlet for the product</li> </ul>	<ul style="list-style-type: none"> <li>• Direct</li> <li>• Personalised</li> <li>• Friendly</li> <li>• Informal</li> <li>• Involved in projects</li> <li>• Face-to-face</li> <li>• Flexibility and adaptation</li> <li>• Speed</li> <li>• Trustworthy forester, who is professional and serious</li> </ul> <p style="text-align: center;"><b>CHANNELS</b></p> <ul style="list-style-type: none"> <li>• Phone</li> <li>• Meetings</li> <li>• Social media (facebook, twitter...)</li> <li>• Trade fairs</li> <li>• Websites</li> <li>• Contacts, word of mouth</li> <li>• Conferences, events, talks</li> <li>• Direct sales</li> <li>• Advertising</li> <li>• Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Public and private woodland owners</li> <li>• Owners associations</li> <li>• Forestry companies</li> <li>• Social enterprises</li> <li>• Owners of sites and plots of land</li> <li>• Foundations</li> <li>• Administration: town councils, provincial councils, the Generalitat</li> <li>• Forest engineers</li> <li>• Forestry consultants</li> </ul>
	<p style="text-align: center;"><b>KEY RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Commercial</li> <li>• <i>Community manager</i></li> <li>• technical team to carry out work</li> <li>• Quality control and timeframes</li> <li>• Staff</li> <li>• Contacts</li> <li>• Knowledge of social networks</li> <li>• Chainsaws, Personal protective equipment (PPE), machinery, tractor</li> <li>• Time for meetings, visits, lunches with clients</li> <li>• Us and the young people: professionals involved, well-trained...</li> </ul>			

COSTS STRUCTURE	SOURCES OF INCOME
<ul style="list-style-type: none"> <li>• Staff (most costly)</li> <li>• Fuel and maintenance, replacement parts</li> <li>• The most costly activity is the forestry work</li> <li>• Removing wood</li> <li>• Machinery and tools + amortisation</li> <li>• Vehicles, insurance, MOT...</li> <li>• Office</li> <li>• Travel</li> <li>• Rents</li> <li>• Staff training</li> </ul>	<ul style="list-style-type: none"> <li>• Main income: undertaking forestry work</li> <li>• Low income: training → income needs to be increased</li> <li>• High income: forestry work + grants</li> <li>• Clients pay because the work is done quickly and at a fair price</li> <li>• Preferably, a percentage is paid in advance</li> <li>• By the hectare, hour (preferably) and tonne</li> <li>• Today in Catalonia the work is paid for by the hectare or according to a fixed price</li> </ul>

**Annex 3:** Forestry work canvas (June 2015)

## Catalonia

CLIENT	AMOUNT
Barberá Inserta 05/2016	5.963,04 €
Associació Montnegre 06/2016	400,00 €
Saüc Residencial 07/2016	953,98 €
Associació Montnegre 09/2016	260,16 €
Associació Montnegre 10/2016	960,00 €
Ajuntament de Viladecans 12/2016	2.676,43 €
Manel Ferrer 14/2016	691,87 €
Ajuntament de Viladecans 15/2016	747,18 €
Ajuntament de Barcelona Franjas 01	7.390,03 €
Ajuntament de Viladecans	340,28 €
Fundació La Pedrera P10/16	3.863,82 €
Idaria 16/2016	820,00 €
Associació Montnegre 17/2016	264,00 €
Ajuntament de Sant Cugat P16/16	7.083,10 €
Ajuntament de Vacarisses P15/16	3.616,79 €
Fundació la Pedrera	5453,18
Fundació La Pedrera	5.846,54 €
Ajuntament Viladecans 20/2016	1.743,42 €
Fupar 21/2016	780,00 €
Ajuntament Viladecans 22/2016	249,00 €
Sant Cugat 23/16	5.074,40 €
Vacarisses 24/16	2.998,26 €
Idaria 16/2016	1.500,00 €
Ajuntament de Barcelona Franjas 02	4.661,79 €
Ajuntament de Viladecans 28/2016	996,24 €
Fupar 29/2016	1.378,00 €
Sant Joan Despí 30/2016	613,60 €
Saüc Residencial P22/2016	464,00 €
Ajuntament de Vacarisses 31/16	4.555,24 €
Ajuntament Viladecans 32/2016	975,91 €
Ajuntament Viladecans 33/2016	1.931,48 €
Ajuntament Viladecans 34/2016	9.326,30 €
noem P38/2016	475,18 €
<b>TOTAL</b>	<b>85.053,22 €</b>

## Germany

CLIENT	AMOUNT
Sven Ihrig Subcontratación 01/16	2.480,00 €
Sven Ihrig Subcontratación 08/16	1.777,50 €
Sven Ihrig Subcontratación 13/16	1.440,00 €
Sven Ihrig	6.860,20 €
Walldorf	10.133,88 €
Walldorf	7.165,51 €
Sven Ihrig September	7.920,00 €
<b>TOTAL</b>	<b>35.297,00 €</b>

### Annex 4: Income from forestry services



**Elisabet Garriga Cots**  
egarriga@eada.edu

For the pedagogical notes for this case study please  
send an email to egarriga@eada.edu

### Entitats col·laboradores

