



Photo: NESST



BRIEF DESCRIPTION

Concordia Bakery is a work integration social enterprise which operates a bakery in the village of Arișestii Rahtivani, in Prahova county in Romania. The bakery produces natural bread and pastry based on traditional Austrian and Romanian recipes.

It arose from the work of the Concordia Humanitarian Organisation (CHO), a charity originating in Austria. Concordia opened the bakery in 2010 in the same village as to its existing social business, Concordia Agriculture.

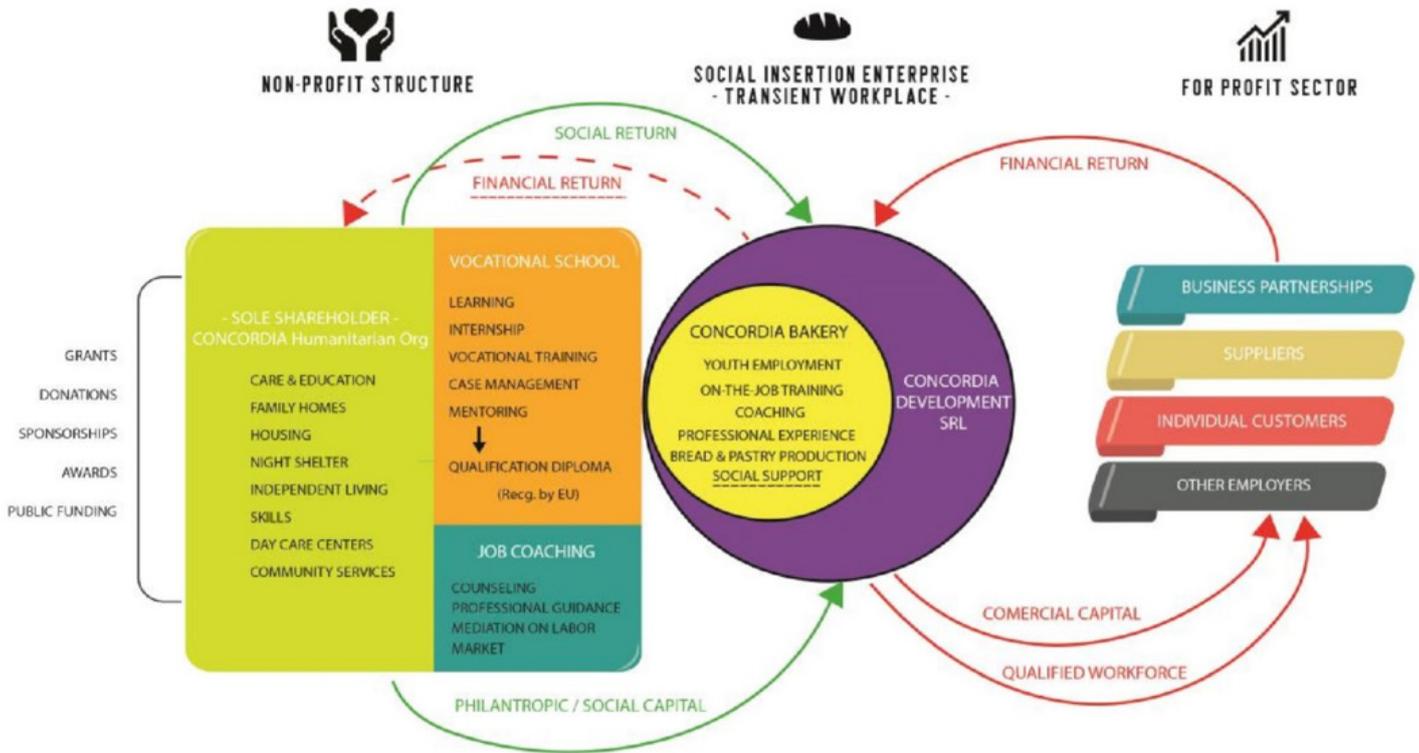
The organisations work synergetically together: the bakery employs disadvantaged young people who have graduated from the bakery class of the CHO's Vocational Training School, and trains them in social and professional skills.

Between 2011 and 2017 the bakery has employed 29 trainees. Over 90% of them have gone on to find employment in the open labour market (although fewer than half of their jobs are in baking). Approximately one-third of the trainees also benefit from housing and other social services provided by Concordia Humanitarian Organisation.

The bakery has four permanent workers – an executive director, an engineer, a senior baker and a financial officer.

CONCORDIA SOCIAL BUSINESS MODEL

- FOR DISADVANTAGED YOUNG PEOPLE -



GOVERNANCE MODEL

The bakery is operated by S.C. Concordia Development SRL, a limited company whose sole shareholder is Concordia Humanitarian Organisation. The subsidiary company carries out the production and distribution functions, while CHO takes care of fundraising, external communications, promotion, human resource management and accounting. Management decisions are taken by a board consisting of two members, who meet when needed. One of these board members is also the executive director.

Participation is encouraged through periodic questionnaires sent both to employees and to customers. The managers take these responses into account in their decision-making. Surveys, discussions and comments sheets are also used.

The bakery turns over about 400,000 lei (€85,000) a year. It does not yet break even from sales alone, and trading income is augmented by project grants and investment by Concordia Social Projects in Austria. CHO covers 25% of costs and pays the expenses of the administrator. In addition the County Workforce Agency subsidises the trainee posts, and the bakery has won several monetary prizes.

The bakery has implemented the ISO 9001:2015 / FSSC 22000 quality and safety management system. The first social impact evaluation was carried out in 2018. It was reported to staff and donors, and is to be publicised more widely.



START DATE:
2010



LEGAL FORM:
Limited company (subsidiary
of charity)



N° EMPLOYEES:
9



SOCIAL IMPACT

Concordia Bakery gives disadvantaged young people labour market skills and work experience, as well as building their self-confidence and social skills. It also provides high-quality and healthy products to its customers.



STRENGTHS

- Over 90% of trainees go on to find employment.
- Synergy between vocational training, housing and social service provision.
- Has built up a portfolio of loyal individual and corporate clients.



WEAKNESSES

- Not yet financially self-sustaining through trading.

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