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MEDUP!

Promoting social entrepreneurship in the Mediterranean Region

Consortium Leader:



European Partners:



Southern Mediterranean Partners:



Associated Partners:



# Supporting Social Entrepreneurs

**MEDUP Capacity Building Training  
February 2019**



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Promoting social entrepreneurship in the Mediterranean Region

# **Supporting social entrepreneurs to start up and thrive**

## **Capacity building programme for**

### **Social Entrepreneur Support Organisations**

# **Day One**

- **Introductions**
- **Agenda overview**
- **Ice breaker exercise**
- **About Impact Hub**



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# Introductions and stories

**Who** – Your Name , Role

**What** – Brief Description of your organisation and work with social entrepreneurs

**Why** – Your reasons for attending and what do you aim to achieve from participating in the MEDUP programme for SESO's



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# Agenda Overview

## Day One

**What is a Social Entrepreneur and a social enterprise? ; The Entrepreneurial Journey Stages; Introduction to support Methodologies & Tools**

## Day Two

**Supporting social entrepreneurs – Diagnostics ; Impact Logic Model ; Social Business Model Canvas**

## Day three

**Creating the fertile ground for social entrepreneurs in your country: Ecosystem Mapping; Demonstrating & Influencing; action planning for your work with social entrepreneurs**



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# About Impact Hub



**102 Hubs**  
**50+ countries**  
**16000+ members**

Global network of social entrepreneurs  
& innovators supported by collaborative spaces and diverse programming  
that inspires, connects and enables impact

# Impact Hub at a glance

**People taking collaborative action for a better world.**

We pioneer a **just and sustainable world where business and profit are used in service of people and planet.** This world is only possible through the combined accomplishments of compassionate, creative and committed individuals focused on a common purpose.



Together, we grow a **locally rooted, globally connected community** for measurable positive impact.

Around the world, we **inspire, connect and enable people to take entrepreneurial action.**



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# Defining Social Entrepreneurship & Social Enterprise



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# Defining Social Entrepreneurs & Social Enterprise

## THE SOCIAL ENTREPRENEUR

“People with entrepreneurial solutions to social or environmental problems” – Zulfiqar Ahmed, Equal Impact.

*“Social entrepreneurs are the essential corrective force. They are system-changing entrepreneurs. And from deep within they, and therefore their work, are committed to the good of all.” - Ashoka founder Bill Drayton*

“A person who sets up a business enterprise with the aim of alleviating social problems” - Collins English Dictionary

## Two types of social entrepreneur

- **Biographical** – They have direct *lived experience* of the issue and have a solution.
- **Career / Serial** – They see a problem and are motivated to solve it.



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# Defining Social Entrepreneurs & Social Enterprise

## THE SOCIAL ENTERPRISE

*A non-dividend company created to solve a social problem. Like an NGO, it has a social mission, but like a business, it generates its own revenues to cover its costs. While investors may recoup their investment, all further profits are reinvested into the same or other social businesses - Mohammed Yunus*

“Businesses with **primarily social objectives** whose surpluses are principally reinvested for that purpose in the business or in the community, **rather than being driven by the need to maximise profit for shareholders and owners.**”

- UK Government

“A **social enterprise** is an organisation that applies commercial strategies to maximise improvements in financial, social and environmental well-being” - Wikipedia

“Social enterprises are revenue-generating businesses with a twist. Whether operated by a non-profit organisation or by a for-profit company, a social enterprise has two goals: to achieve social, cultural, community economic and/or environmental outcomes; and, to earn revenue” - Centre for Social Enterprise, UK.



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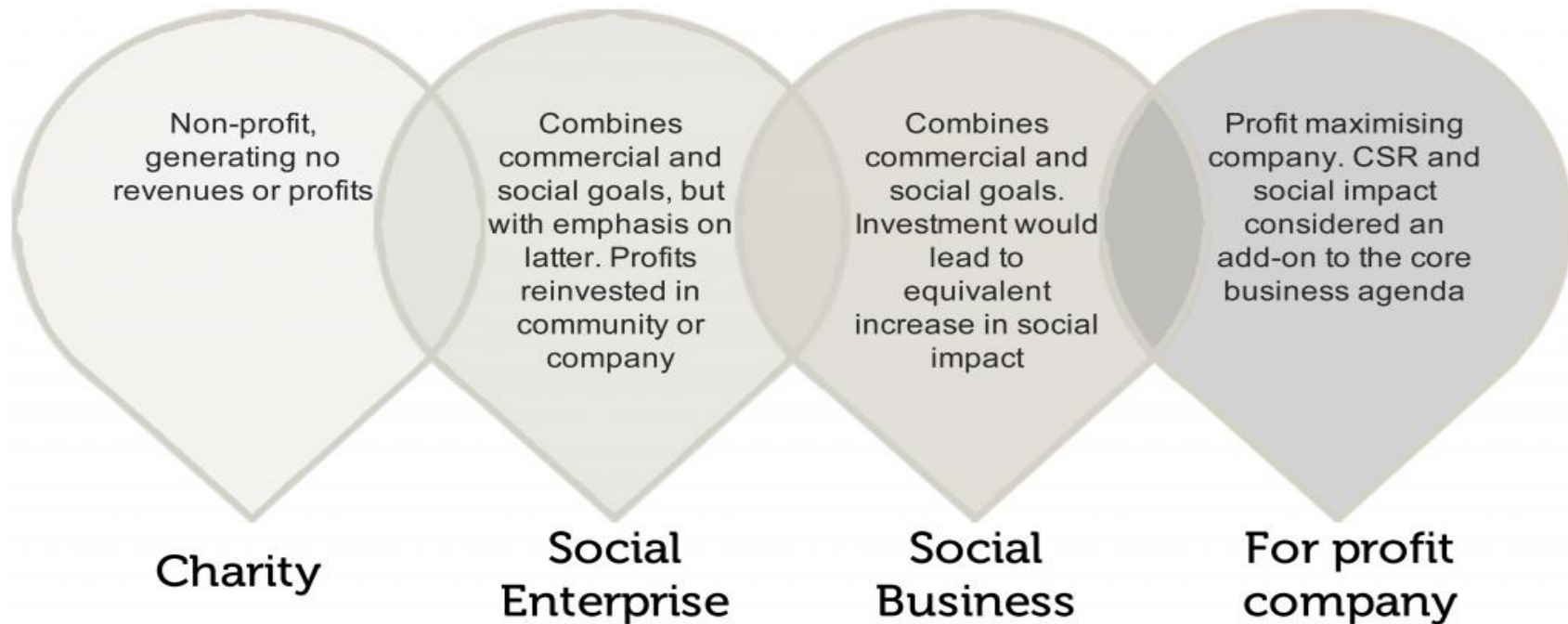
# Social Entrepreneurs - 10 Common Characteristics

1. **Focus first and foremost—on purpose / social value creation**
2. Make **trade-off's** between making a profit and serving their community and creating impact
3. Often willing to **collaborate** & **share** their innovations and insights for others to replicate
4. Social entrepreneurs are willing to **jump in** before ensuring they are fully resourced
5. They push against convention, and **challenge** the status quo and are often seen as troublemakers
6. Identify and apply **practical solutions** to social problems, combining innovation, resourcefulness, and opportunity
7. **Innovate** by finding a new product, a new service, or a new approach to a social problem
8. Show a determination that pushes them to **take risks** that others wouldn't dare, often at personal risk
9. Balance their **passion** for change with a zeal to **measure** and monitor their (once they know how)
10. Display a healthy **impatience** (e.g., they don't do well in bureaucracies, which can raise succession issues as their organisations grow)



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# The Spectrum of Social Venture Types

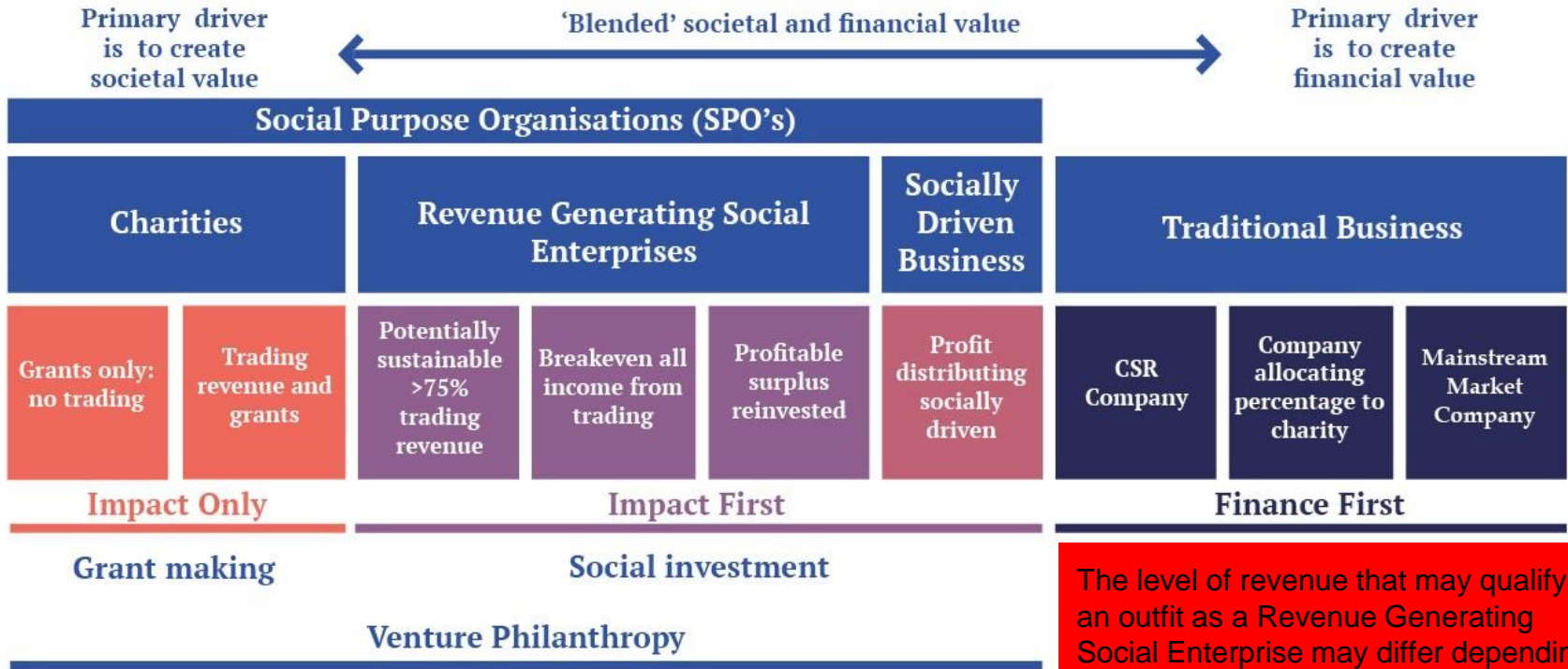


The specific legal structures are dependent on local Government policies



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# The Spectrum of Social Venture Types & Typical Business Models



The level of revenue that may qualify an outfit as a Revenue Generating Social Enterprise may differ depending on local policies and sector standards.



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# The Spectrum of Social Venture Types

**Co-operatives.** From farming to football clubs, community energy, and food retail, the co-operative sector around the world is diverse.

Cooperatives often look like any other business. What makes co-operatives unique is that they are run not by institutional investors or shareholders, but by their members – customers, employees, residents, farmers, artists, taxi drivers..

Co-operatives enable collective and often major social impact, for example:

- Cooperatives contribute £36.1 billion per year to the UK Economy
- 13.1 million people own the UK's cooperatives
- The wheat used in Warburtons Bread comes from the cooperative Openfield  
<https://www.openfield.co.uk/>

## *Key Characteristics of a Co-operative*

- Voluntary & open membership
- Democratic membership & Control
- Independence
- Concern for community



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# The Spectrum of Social Venture Types – A Few Examples

Purpose	Social Venture Type	Example
Impact Only	Charity / NGO	<ul style="list-style-type: none"> <li>BRAC - Bangladesh <a href="http://www.brac.net">http://www.brac.net</a> (Social development, Social enterprises, Investment, University) working in 11 countries</li> <li>Ruwwad Al-Tanmeya - Jordon, Palestine, Lebaonon, Egypt - <a href="https://ruwwad.ngo/">https://ruwwad.ngo/</a></li> </ul>
Impact First	Revenue Generating Social Enterprise	<ul style="list-style-type: none"> <li>Zelij Invesnt <a href="https://www.f6s.com/zelijinvent#!">https://www.f6s.com/zelijinvent#!</a> - Morrocco</li> <li>Sitti Soap <a href="https://sittisoap.com/">https://sittisoap.com/</a> - Palestine</li> <li>Dumye - Dolls with Purpose - Dubai <a href="https://www.entrepreneur.com/article/244060">https://www.entrepreneur.com/article/244060</a></li> <li>Souk El Tayeb - Lebanon <a href="http://www.soukeltayeb.com">www.soukeltayeb.com</a></li> </ul>
	Socially Driven Business	<ul style="list-style-type: none"> <li>Body Shop <a href="https://www.thebodyshop.com">https://www.thebodyshop.com</a> - Global</li> <li>Miya Water <a href="http://gamechangers.co/companies/miya-water/">http://gamechangers.co/companies/miya-water/</a> - Global</li> </ul>
Finance First	Traditional Business	<ul style="list-style-type: none"> <li>Arab Bank, McDonalds</li> </ul>
Shared ownership and decision making		<ul style="list-style-type: none"> <li>Co-operative Women in Hebron - <a href="https://www.womeninhebron.com/">https://www.womeninhebron.com/</a> - Hebron</li> <li>Iraq al-Amir Women's Cooperative, Jordon - <a href="https://blog.trafalgar.com/2018/12/10/iraq-al-amir-womens-cooperative/">https://blog.trafalgar.com/2018/12/10/iraq-al-amir-womens-cooperative/</a> - Jordan</li> <li>FC Barcelona - <a href="https://www.fcbarcelona.com/en">https://www.fcbarcelona.com/en</a> - Spain</li> </ul>



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# The Entrepreneurial Journey Stages

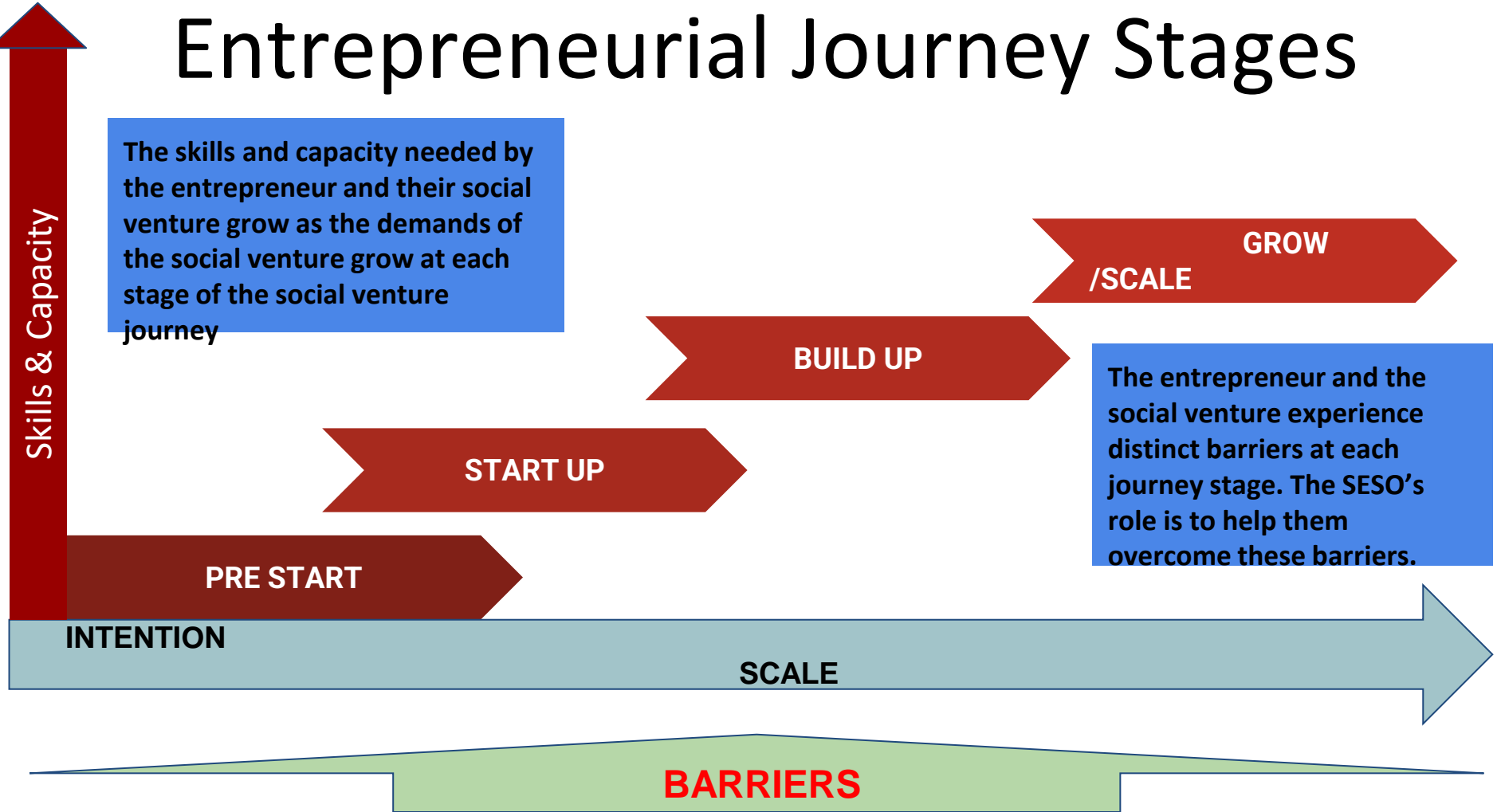


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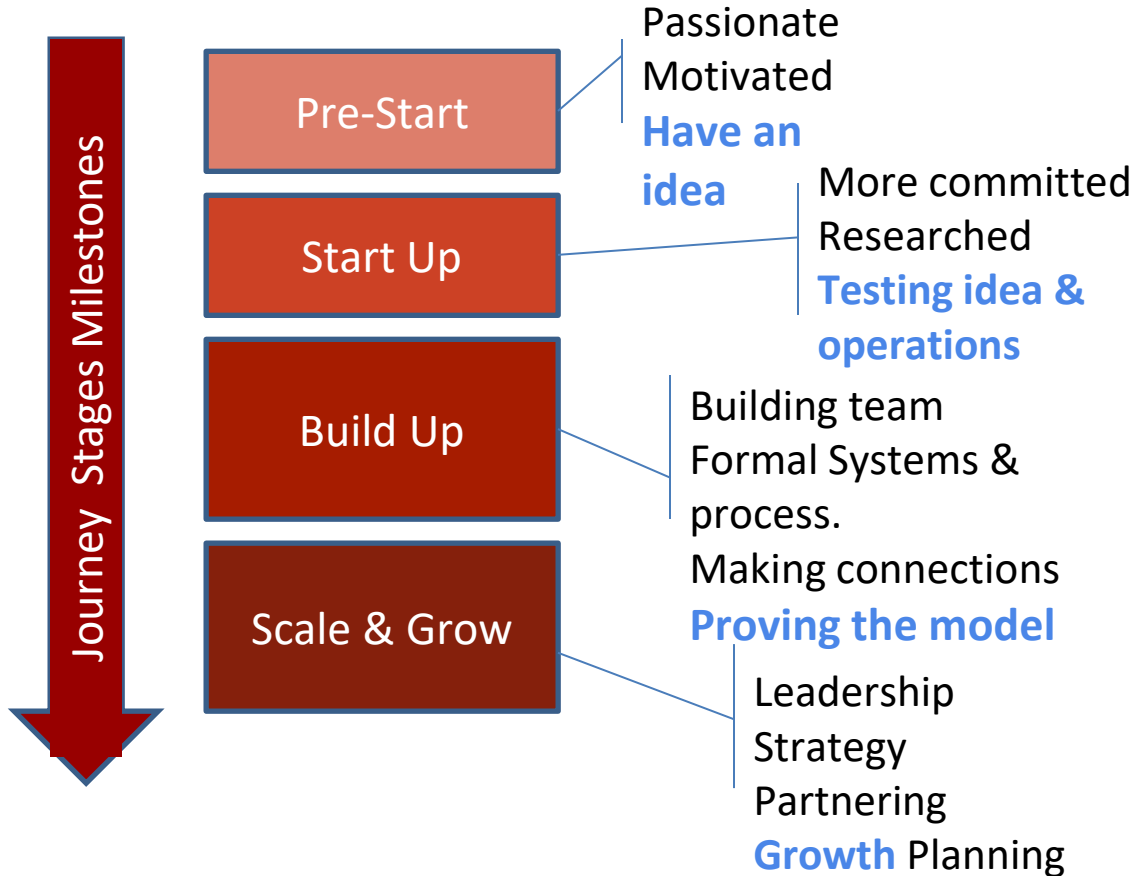
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# Entrepreneurial Journey Stages



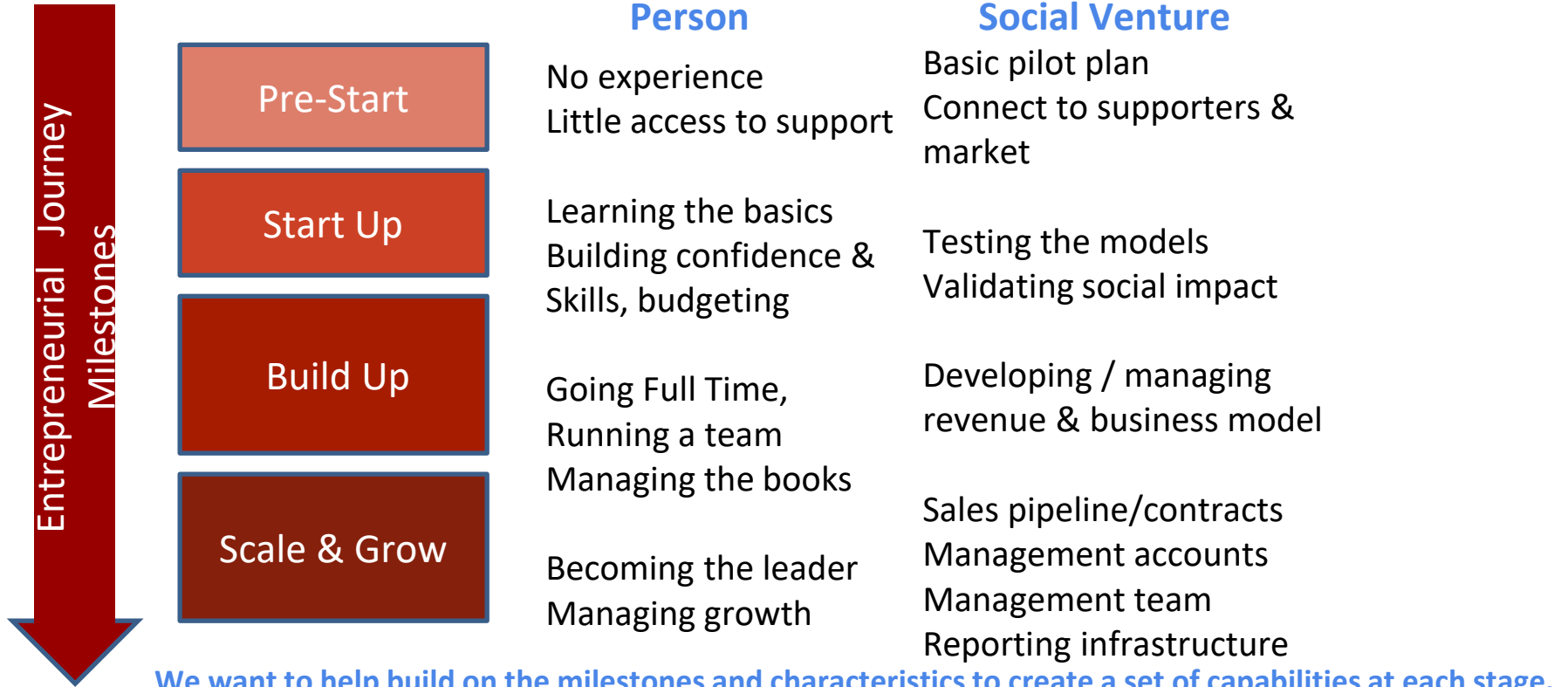
# Characteristics – how we generally talk about different stages of the journey



The journey stages milestones can never describe the full picture. It is rich and diverse covering the venture, social impact and personal aspects.

It is helpful to create narrative for each “stage” either through reporting, case studies or other methods to keep checking in within your decision making teams.

# Person (the entrepreneur) and the Social Venture



We want to help build on the milestones and characteristics to create a set of capabilities at each stage. These being what we expect people to have before moving to the next level. These are some of the outputs/results we would like at each level.

# Overview of scaling impact routes



Scaling product/service vs.  
scaling the organisation

Branching  
Franchising  
Licensing

Joint Ventures / Partnerships  
Dissemination / Training  
Open Sourcing



More  
control,  
more  
work

Less  
control,  
less  
work

Would you have a different model in different regions?

# Typical Barriers for Journey stages



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# Entrepreneurial Journey stages - Typical Barriers & Challenges

Journey Stage	Typical Barriers for Journey stage
<p data-bbox="28 558 195 587"><b>Pre-Start:</b></p> <p data-bbox="28 634 523 784"><b>Inspiration leading to an idea and then action - building skills, connections and the confidence to Start Up</b></p>	<p data-bbox="556 288 1889 361">Lack of <b>understanding</b> or support from family and friends (“why don’t you get a proper job - something more secure”)</p> <p data-bbox="556 372 1831 445">Lack of previous <b>experience or knowledge</b> of how to run a business or how to translate their idea into something sustainable</p> <p data-bbox="556 456 1831 529">Lack of <b>connections</b> and networks - to potential co-founders, partners, customers and investors</p> <p data-bbox="556 540 1412 570">Lack of awareness of <b>competitors</b> or real market potential</p> <p data-bbox="556 580 1850 654">Lack of <b>funding</b> and resources to develop product, create sales infrastructure, pay team members</p> <p data-bbox="556 665 1734 738">Lack of <b>time and focus</b> - entrepreneurs are often working another job to support themselves</p> <p data-bbox="556 749 838 778">Lack of <b>confidence</b></p> <p data-bbox="556 789 1682 819">Lack of clarity about <b>priorities</b> - everything seems urgent and overwhelming</p> <p data-bbox="556 829 1837 859"><b>Isolation</b> - without a peer group it is harder to stay motivated or clear about next steps</p> <p data-bbox="556 870 1812 943">Navigation to effective / relevant expertise and support (including legal, financial and sector specialist support)</p> <p data-bbox="556 954 1773 1027"><b>Lack of Public understanding &amp; Awareness</b> about the concept and value of Social Enterprise</p> <p data-bbox="556 1038 1213 1067">Supportive <b>policy environment</b> (ALL STAGES)</p>

# Entrepreneurial Journey stages - Typical Barriers & Challenges

## Journey Stage

## Typical Barriers for Journey stage

### Start Up:

**Starting up a social venture,  
motivated by creating Social  
impact**

**All the barriers from the Step Up / Ideation stage plus:**

Need to find **sufficient customers** to cover costs and stay sustainable

Need to **satisfy any funders or investor**

Need to **put in place systems**, such as finance, supply chain and delivery, health and safety, HR

Need to balance the competing demands of running the **day to day (urgent/short term) vs. systems and longer term growth**

Need to resist overwhelm and **burn-out** and the fear of failure

Need to go **beyond initial set of customers** to build completely new relationships

Need to put in place **impact measurement** systems and reporting

Need to put in place appropriate **governance** systems and legal structure to support mission

# Entrepreneurial Journey Stages – Typical Barriers & Challenges

## Build Up:

### Growing operations & demonstrating social impact

Access to **post-seed finance** and knowledge of how to appeal to investors

Reluctance to take on loans or give up equity

Navigation to **effective / relevant help** and support

**Confidence to go 'full time'**

**Recruiting an expert team** (not just people you meet and get on with) – often unclarity about which roles to resource first

Reluctance to let go and **delegate**

Developing **more efficient and effective systems** / processes & policies (finance, HR, Health and Safety, marketing & sales, etc)

**Developing skills** and experience , team building, management systems, culture

Demonstrating and **measuring impact**, maintaining and improving systems  
Having the discipline to pivot or **let go of projects/products** that are not best practice or not fully funded

**Well being** of entrepreneur and team

Need to develop reliable **sales pipeline** and ensure quality of delivery and customer service

Lack of **Public and institutional understanding** and awareness of the value of social enterprise as a concept



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# Entrepreneurial Journey Stages – Typical Barriers & Challenges

## Scale/Grow:

### Scaling Impact & Securing Social Investment

Understanding how to run a more **complex organisation**, including managing teams located geographically distant

Stepping out of delivery and into **leadership mode**

Potential need to **pivot or hone products** to suit new markets

Routes to market and specific contacts in **new markets**

Need to **set up payment systems** and digital presence in new markets (including new languages, currencies, banking and tax)

Need to develop/**update product**, or create new product lines to remain competitive

Need to **update marketing** materials to align with new markets, products and customers

Ensure that **quality** is maintained when running a larger organisation. Development of operational manuals, training, etc

Need to build **new partnerships** to allow for faster growth – relationship and contracting skills

Ensuring the right balance between local bespoke approaches and unified best practice/simplicity

**Automating** more systems and processes (e.g. allowing online booking and payment)

**Expert support** / peer support and network

Finding and obtaining appropriate **investment**

Evidence of Impact and Value for Money to convince potential investors / funders

Reluctance to take on loans or give up equity

Managing ongoing relationships with **demanding investors**

**Well being** of entrepreneur and team

Public and institutional understanding



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# Exercise – Barriers facing social ventures – sharing your experience

- Split into groups of two and discuss what barriers exist for social entrepreneurs at each stage of the social venture journey your organisation is focussed on.
- Share your experience of addressing these barriers.
- Take notes of how each others organisations approaches and ideas



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# Supporting Social Entrepreneurs – Key Support Methodologies & Tools



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# Guiding Principles for social entrepreneur support

## Guiding Principles

- The talent is out there
- People closest to the problem often have the best solutions
- Focused on both the entrepreneur and their social venture
- Backing '*unusual suspects*' and people / ideas with potential
- Provide needs based help
- An active driver; looking to take the social venture forward to where they want to be.
- Questioning & Listening in a coaching style.
- Help the entrepreneur understand and learn rather than "doing to or for them".
- Reflective practice; learning and using the learning in practice and to help each other.
- Relationship based; having a trusting relationship enables real challenge and support.

## What we want to bring to the Social Entrepreneurs

- A critical friend; one on SE's side but who will support **and** challenge.
- Walk the journey with the entrepreneur
- Bring objective insights based on experience and knowledge.
- Results and quality focused.
- Monitor and celebrate success; theirs and yours.
- Work with and connect to others to ensure the SE has the best chance of success
- 'Walk the talk' - entrepreneurs take risk, and so should we

# Overview of key support stages and methodologies relevant for any journey stage

**Scout / Outreach:** Networks, Advice, guidance and materials to identify and attract social entrepreneurs

**Select:** Training, tools and templates for the identification (criteria) and support of social entrepreneurs at each journey stage from intention to scale.

**Enable:** Menu of Financial and Non-Financial Support delivered direct by your organisation

**Connect:** Access to others, e.g. potential investors, experts, content etc

Plus

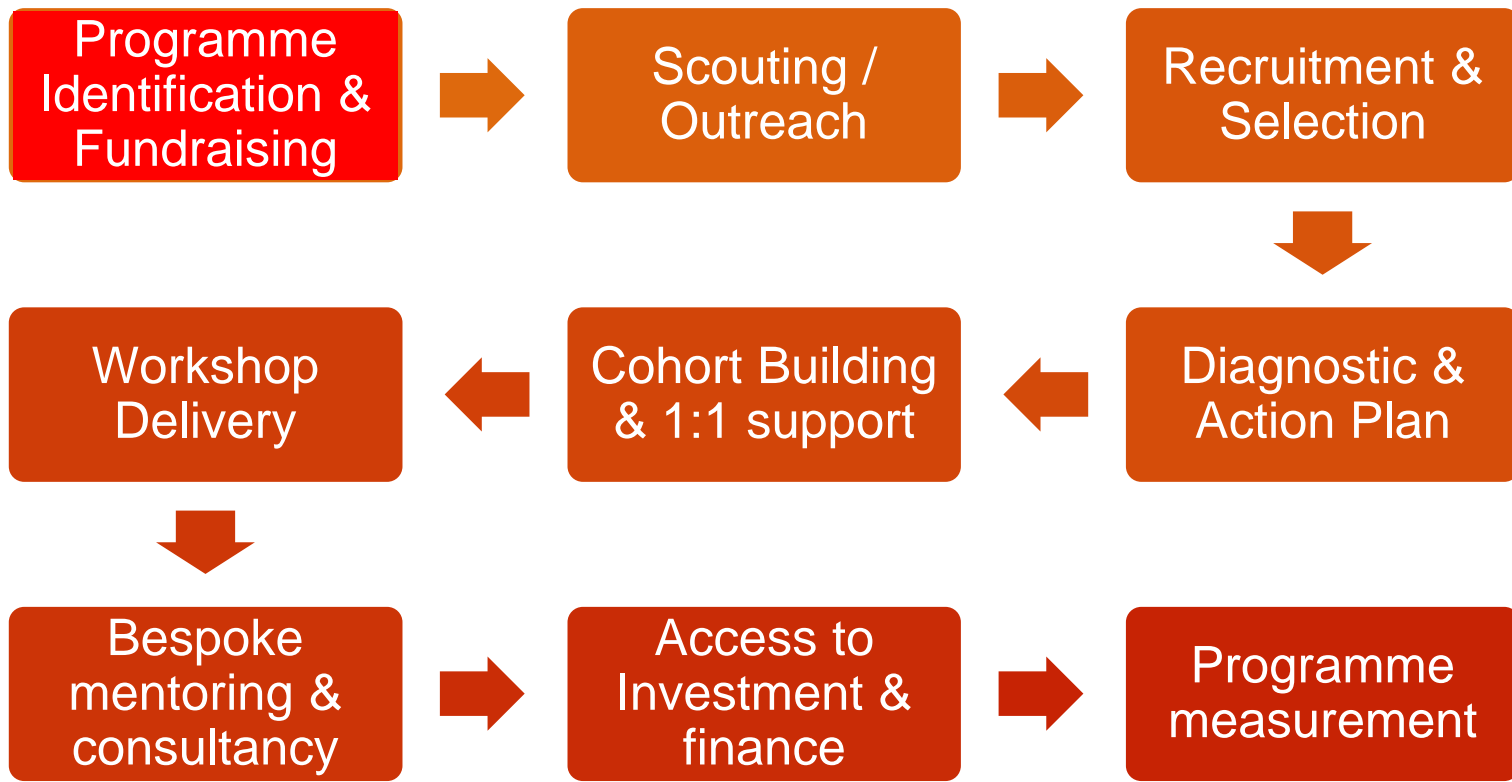
**Engage :** Sharing the evaluation results and getting others on board to support our work as SESO's



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# Typical map of a support programme



## How to reach the talent out there

- Provide pre-application support to help applicants meet the criteria for your programme
- Share information and criteria with networks to ensure reach and quality vs quantity
- Provide information about the programme and the process.
- Ensure universal access to the programme - where specific target groups are not being attracted or reached it is expected that the communications and outreach programme addresses these.



## How to reach out to the right applicants:

- Build relationships with other local outreach and partner organisations to help with the promotion of the programme
- Create effective social Media campaign, alongside website
- Create an understanding of the programme and the application process with outreach partners so they can make presentations and accurate referrals
- Utilise case studies to inspire others
- Develop local media contacts and encourage them to publicise the programme.
- Distribute of information pamphlets locally, using appropriate channels.





# Select

There are six core Selection / Assessment criteria areas:

- **Need** - is there a demonstrable need for the solution being proposed?
- **Demand** - is there is a clear demand for the solution being proposed?
- **Motivation & Skills** - the applicant is motivated and determined and has the potential to deliver
- **Feasibility** - the idea is realistic and achievable
- **Impact** - the proposed impact is clear and measurable
- **Sustainability** - idea or enterprise has the ability to become sustainable

*In early stage support programmes, we encourage risk taking and recognise the need to back people and ideas with the potential to succeed. The social venture idea is important, and must make sense also.*



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# Enable - What support is needed and how can it be delivered

We achieve the best results by focussing our support resources in three key areas

## The Individual / Team

- Personal and Professional development - skills, capacity, confidence etc
- Health and wellbeing - <http://wellbeing-project.org/> - information, articles and case studies on wellbeing by and for social entrepreneurs

## The Social Venture

- A menu of financial and non-financial support delivered direct by your organisation and through partnerships and networks

## Enabling through working with others

- Involving others in our work and support offer - demonstrating the impact created by social entrepreneurs



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# Enable

## *What types of support menu might a typical support programme include?*

- pre-application support
- Seed and growth funding
- Networks to the wider support ecosystem
- 1:1 just in time coaching and mentoring
- Working with the entrepreneurs as a cohort
- Structured content e.g. training and networking events
- Peer and expert support
- Project shaping and consulting support
- Rewarding success and providing recognition

*ideally we walk the journey with them*



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## Connect - how can you use the wider support environment?

**Pro bono support:** Pro-bono services drawn from local sources such as professionals and corporate partners e.g: marketing, technology, professional services, IT, retail, financial and professional services, property management, health/social care, education and the environment.

**Access to finance** introductions to sources of finance e.g. angel investors, grant funding, crowdfunding, state sponsored funding, foundations, social finance, loans etc

**Expert support:** paid consulting advice on specialist areas

**Peer support:** advice and mentoring from others who have been on a similar journey

**Mentoring:** 1:1 Mentoring through project staff / business advisor / coach and brokered relationships with professionals and experts.

**Coaching support** - drawn from business advisors and others



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# Connect - Mentoring & Pro Bono Support

Effective **mentoring & Pro Bono** programmes connects social entrepreneurs with **professionals** who can help them to develop. The network of mentors, partners and volunteers can include banks, consulting firms, PR agencies, Law firms, Tech companies, etc. Particularly useful are companies who can provide a **route to market** for social entrepreneurs in specific sectors. Your network should also seek to include a wide range of **expert** individuals from a variety of backgrounds.

Pro-bono partners offer **specialist advice or services** direct to social entrepreneurs. This might be legal advice, or actual help to draw up their articles. It could be providing a service to help them file their accounts. The services are tailored and bespoke to meet the needs of the social entrepreneurs.

## A good mentor can:

- Brainstorm and develop ideas, as well as challenge them
- Find the most appropriate solution to a problem
- Improve communication skills
- Introduce contacts and additional partners
- Identify areas of a business to develop
- Help build personal skills
- Maintain focus and motivated
- Build confidence

Many private and public sector companies see mentoring and pro bono support as talent development opportunities and may be willing to pay to work with you.

**In-Depth Guide to mentoring social entrepreneurs from UnLtd, UK.**

[https://www.unltd.org.uk/uploads/general/uploads/Mentoring\\_guide.pdf](https://www.unltd.org.uk/uploads/general/uploads/Mentoring_guide.pdf)



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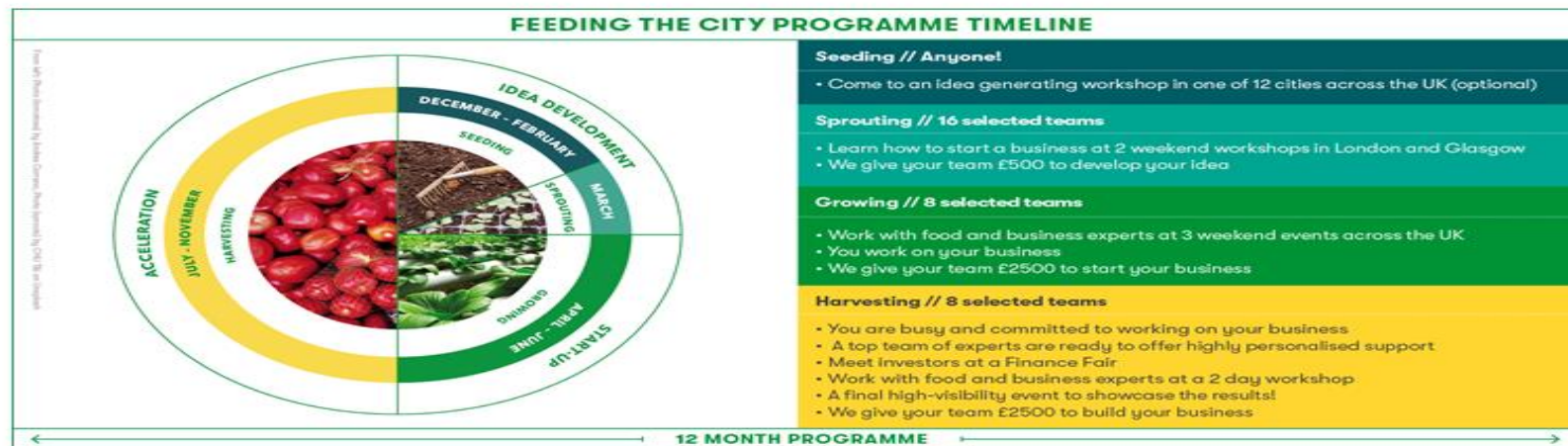


# Example of a support programme and menu of support



## Incubation Case Study: Feeding the City

- Idea Development to Start Up
- Different support at each stage to reflect entrepreneurs needs



IMPACT HUB KING'S CROSS DEVLCLARK@IMPACTHUB.NET +44 (0)207 841 3450 346 YORK WAY, LONDON, N1 5AB, UK

<https://kingscross.impacthub.net/feedingthecity/>



# Example of a support programme and menu of support

## Identification and Fundraising



# Example of a support programme and menu of support

Members > Event > Programme



Organico



Powered by

THE MARK LEONARD TRUST

Bank of America  
Merrill Lynch



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# Example of a support programme and menu of support

## Stages of a Programme



## Example of a support programme and menu of support



IMPACT  
HUB

- Partners recruit and run **Ideation workshops**
- Applicants fill in a form and are shortlisted
- Criteria include **business, team** and **impact** aspects – looking for potential not experience
- Shortlisted applicants have a short **interview**
- **Expert jury** selects the top 14 candidates



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# Example of a support programme and menu of support

## Stages of a Programme



# Example of a support programme and menu of support

## 16 Teams – 2 weekends



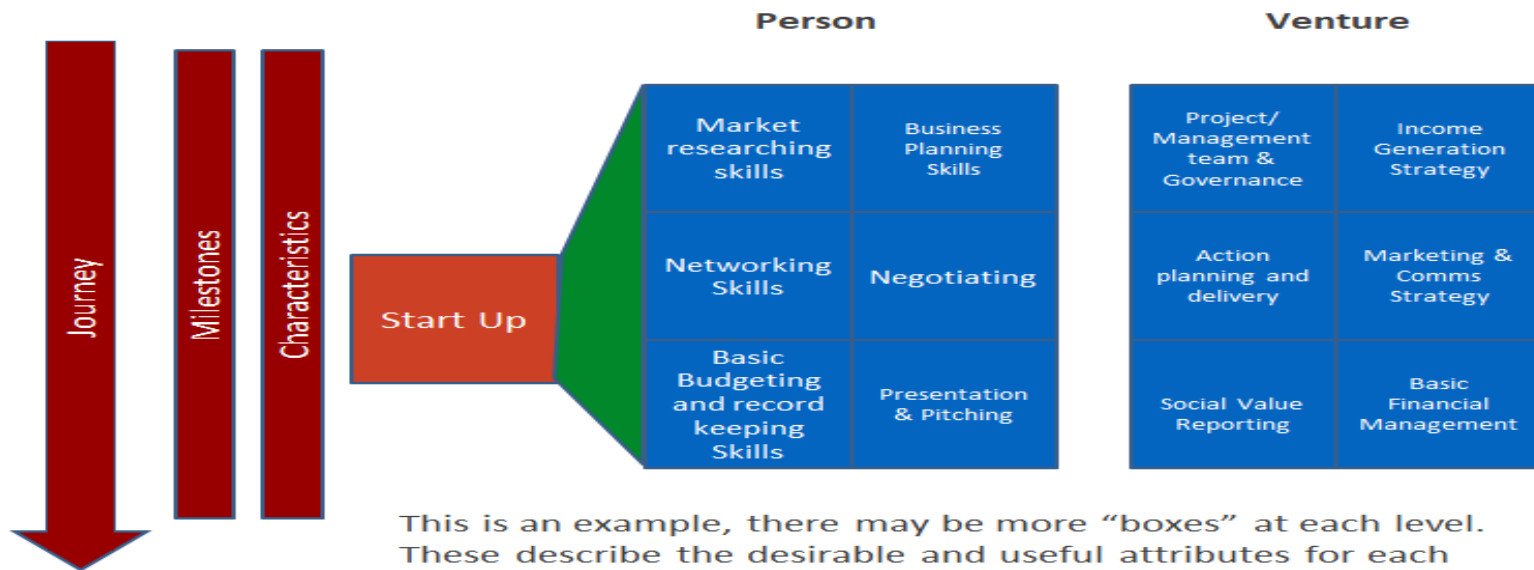
Introduction to running a business and application to their own idea:

- Problem definition / Value Proposition
- Business Model Canvas:
  - ✓ Customer identification
  - ✓ Market research
  - ✓ Basic financial model
  - ✓ Impact and sustainability
- Pitching
- Second Selection – down to 8 most promising teams



# Enable - Diagnostics & Action Planning

Framework – Example for “Start Up”



This is an example, there may be more “boxes” at each level. These describe the desirable and useful attributes for each entrepreneur.

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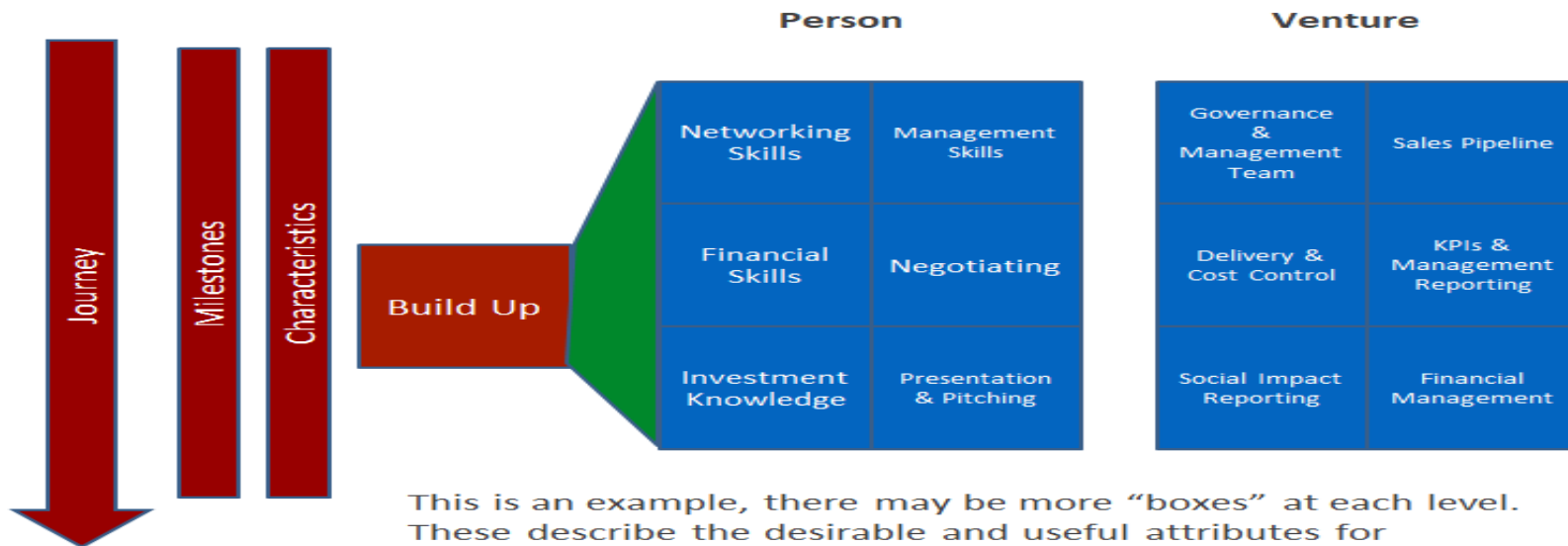


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# Enable - Diagnostics & Action Planning

Framework – Example for “Scale / Growth”



This is an example, there may be more “boxes” at each level. These describe the desirable and useful attributes for entrepreneur.

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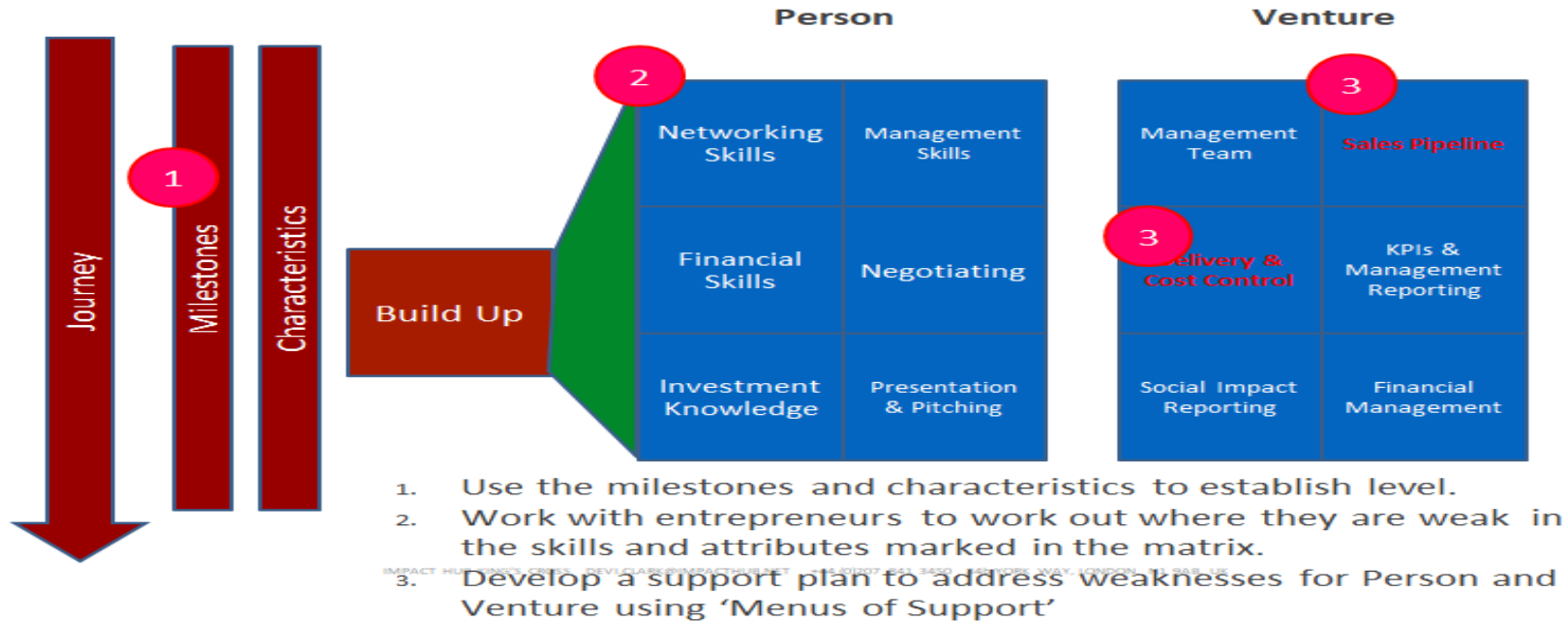


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# Enable - Diagnostics & Action Planning

Diagnosis – You can't be all things to all people...focus gets results



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# Example of a support programme and menu of support

## Stages of a Programme





# Enable: Example of a support programme and menu of support

## 8 Teams – 5 weekends and bespoke support



- Regular 1:1 check ins with IHKX team
- Each business matched with mentors with specific relevant experience
- More in depth training:
  - ✓ Organisational structures, team roles and legal issues
  - ✓ Market Research
  - ✓ In depth financial forecasting and pricing
  - ✓ Food specific issues (e.g. packaging and labelling)
  - ✓ Pitching and storytelling
  - ✓ Preparation for fundraising
  - ✓ Impact Measurement
- Piloting and testing the business
- Financial modelling
- Expert advice / consultancy based on specific needs (e.g. legal, finance)



# Enable: Example of a support programme and menu of support

## Stages of a Programme



# Enable: Example of a support programme and menu of support



## Finance Fair

10 Finance providers:

- Equity, Loan, Crowdfunding
- Early and late stage
- Specialist Social finance and mainstream
  
- 40 Social Entrepreneurs – 14 from Feeding the City plus other members and guests

Speed-dating approach – 15 minute appointments, enough to decide if there is a good match and follow up if there is.

Prepare appointments in advance, and then adjust on the day  
Collect info from SEs in advance about their business, stage, finance and investment goals to make this work.

You will need to cultivate your supporter networks to include a range of funding and finance routes for the social entrepreneurs you support.



# Enable: Example of a support programme and menu of support

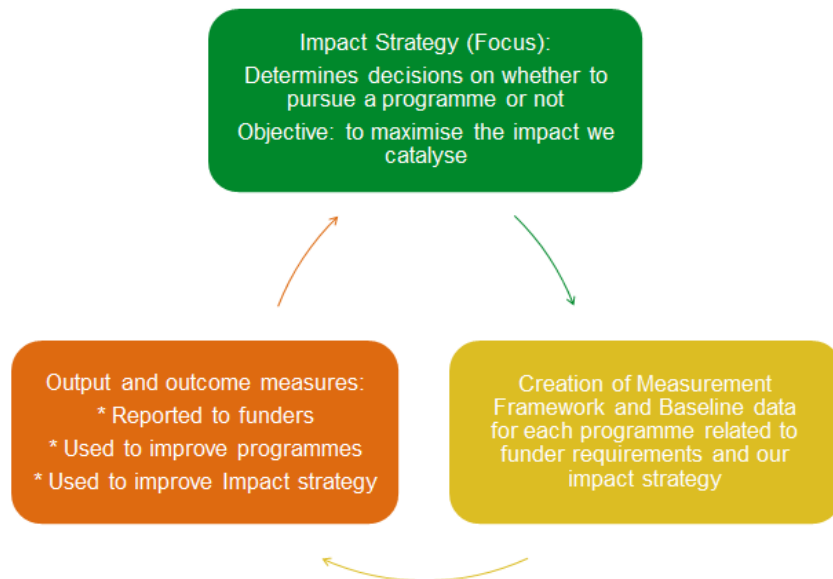
## Stages of a Programme



# Enable: Example of a support programme and menu of support



## Programmes Impact



# Enable - Feeding The City case study

## Proof Bakery

A Real Bread subscription scheme that employs disadvantaged people; such as refugee women, to make slow-proven, freshly-baked, all-natural bread. Their products are delivered weekly to community buildings for households across Coventry.



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## Exercise: Enabling effective support in your own context

- Make an assessment of the typical support needs of the entrepreneurs you work with in your own context
- Consider the support needs of entrepreneurs you work with at one of the journey stages and propose any additional options that would be needed for the menu of support in your context
- Devise a list of mentors and experts that you would want to engage to broaden your menu of support and offer to social entrepreneurs



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# Supporting Social Entrepreneurs

## Day Two

### *Support tools*

**Diagnostics ; Impact Logic Model ; Social Business Model Canvas**



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# Assessment / Selection - Exercise

Using the information from Day One assess and make recommendations for which Social Entrepreneurs to select for a more in depth Diagnostic as part of your support programme.

The Diagnostic looks at the Person and the social venture Idea:

There are six core assessment criteria areas:

- **Need** - is there a demonstrable need for the solution being proposed?
- **Demand** - is there is a clear demand for the solution being proposed?
- **Motivation & Skills** - the applicant is motivated and determined and has the potential to deliver
- **Feasibility** - the idea is realistic and achievable
- **Impact** - the proposed impact is clear and measurable
- **Sustainability** - the idea or enterprise has the ability to become sustainable

***Ideally, the assessment is done in person with the applicant - not only a desk based exercise where this is possible. A second best is a skype interview.***



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# Assessment / Selection - Exercise

Assessing applications for financial and non financial support from social entrepreneurs

- We have prepared *two* funding and support applications
- Half the group will assess one, the other half will assess a different one
- You will have 30 mins to complete the assessment
- We will then spend 30 mins on feedback, discussion and key learning from the exercise.



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# Measuring Social Impact

- **What is impact?**
- **Building a social impact strategy**
- **The Impact Logic Model**
- **Measuring Impact & Outcomes – Toolkit**



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# Measuring Impact

## Some typical examples of impact include:

### *Social and environmental Impact*

- The effect of an activity on the social fabric of the community or society and well-being of the individuals and families.

### *Organisational Impact*

- Delivering new products or services
- Enhancing user experience
- Increasing sales revenue
- Driving process efficiencies
- Improving staff and volunteer well being
- Engaging new suppliers

Creating social impact most often relies on also developing organisational impact.



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# Measuring Impact - some jargon explained

- Inputs - the systems, processes and activities that you do as part of running a programme
- Outputs - are the results from the venture that can be measured relatively objectively
- Outcomes - are the ultimate changes that one is trying to make in the world, but are usually costly and difficult to measure
- Indicator - a 'measure' of what happened in your programme. There are two types:
  - Quantitative facts without distortion from personal feelings, prejudices, or interpretations presented with a specific value - objective- preferably numeric measured against a standard.
  - Qualitative values based on or influenced by personal feelings, tastes, or opinions and presented as any numeric or textual value that represents an interpretation of these elements.



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# Measuring Impact - some jargon explained

## Outcomes

**Outcomes asks:** How have the people you want to benefit been influenced or helped by your service or programme *in the short-term*.

**Outcomes establishes:** The immediate resources, benefits or assets that your users or beneficiaries gain from the programme or service.

### Key questions might include:

- What is different now? Do people make positive changes in their knowledge, attitudes and behaviours?
- How, if at all, do they think your programme or service has helped?
- Which aspects of the programme or service have helped which types of service users in which circumstances? And which have not?



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# Measuring Impact - some jargon explained

## Impact

### Collecting Impact data establishes:

The **long-term** difference achieved for individuals, families, communities.

### It Asks:

Have the outcomes achieved helped people to change their lives for the better?

Impact is the difference a social venture makes. Depending on the service's logic model / theory of change, this might be increased educational attainment, improved physical health, reduced crime, stronger communities, increased social mobility and so on.



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# Building a social impact strategy

- Have you set clear indicators to measure change?
- How are you progressing?
- How are you learning and changing?

MISSION

- What problem do you want to address? What is the context and evidence?
- What change do you want to make and for whom?
- Does your mission reflect the need?

EVIDENCING IMPACT & LEARNING

OUTCOMES

- What changes are you trying to achieve?
- Do your outcomes logically address the need?
- Are they realistic and achievable?

ACTIVITIES

- How do your activities reflect your mission and outcomes?
- Is there a clear 'impact chain' between your activities and outcomes?
- Have you involved beneficiaries in shaping your services?

*The process is iterative and must be embedded into programme design from the outset.*

- The aim is to know what works & does not
- To communicate results
- To improve impact through testing, learning and iterating service / programme design



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# Impact Logic Model

## What is an impact logic model?

- A visual representation of the key components of your program or project set out in a step by step logical fashion
- It allows someone who knows nothing about your work to see the ‘flow’ of your work and how it all fits together to create a sum greater than the parts
- It is a living guidance document , allowing project managers to plan, implement and critically assess/reflect upon the performance of a programme

## Why use it with social entrepreneurs

- It is a relatively simple tool that helps the entrepreneur understand what they do and its effects. It is a helpful bridge to more complex impact measurement.



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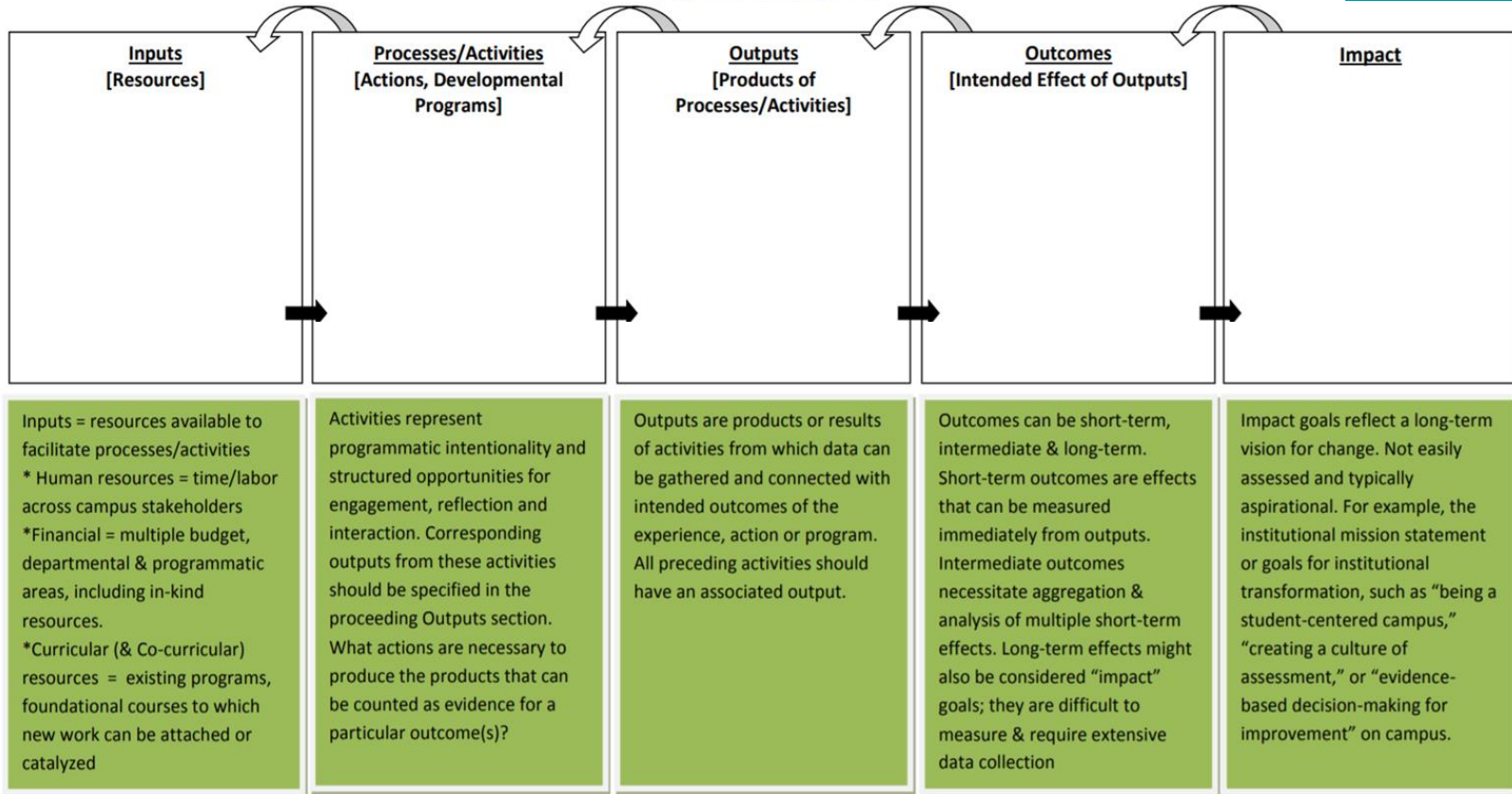


# Impact Logic Model - Making a start

<https://www.goodfinance.org.uk/impact-matrix>

PROBLEM STATEMENT

Logic Model Template



Assumptions

# Exercise - Creating an Impact Logic

Using the Impact Logic worksheet -

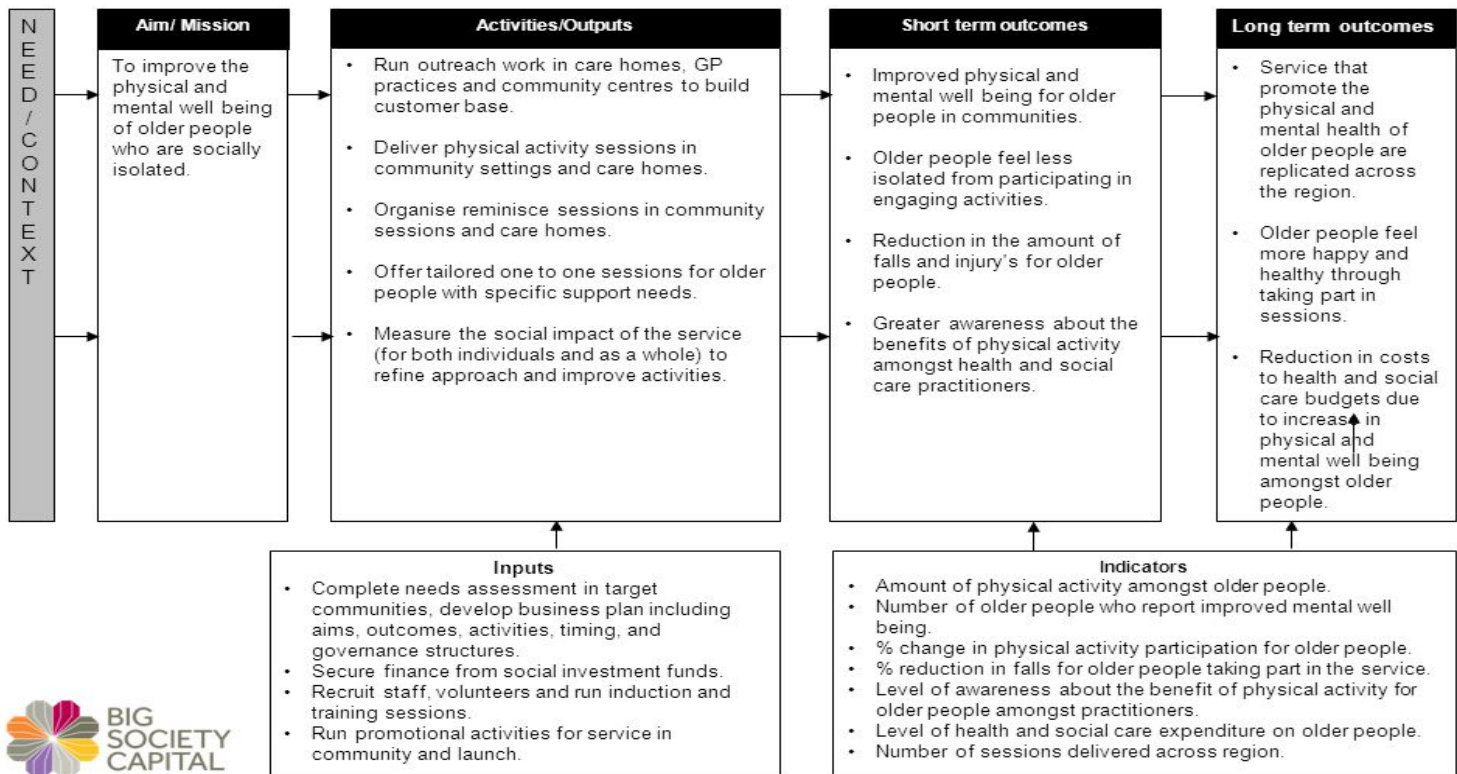
**Produce the Impact Logic for your organisation or a specific programme your organisation operates.**



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# Example logic model



Impact is often expressed through the use of metrics or indicators.

Outcomes are short term and impact longer term

metrics or indicators are the things that we want to measure

The data collected for measurement may be qualitative or quantitative

# Measuring Impact & Outcomes - Toolkit

The Outcomes Matrix is just one of many free tools to help organisations plan and measure their social impact. It includes outcomes and measures for nine outcome areas and 15 beneficiary groups.

It provides a useful starting point for you to consider the social impact that the social entrepreneurs you support are trying to deliver and how they could will measure it.

## **Toolkit:**

<https://www.goodfinance.org.uk/impact-matrix>

## **Guidance notes:**

[http://www.goodfinance.org.uk/sites/default/files/Outcomes%20Matrix%20Full%20Guidance\\_01.pdf](http://www.goodfinance.org.uk/sites/default/files/Outcomes%20Matrix%20Full%20Guidance_01.pdf)



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# Enabling social ventures to understand and develop business models

We we will look at two complementary tools:

- Lean business model canvas
- Social business model canvas



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# Lean Model Business Canvas

## What is the lean model business canvas?

A business plan on one page - helps you clarify your thoughts

Allows you to briefly and concisely describe your business model to a stranger , what you do and why

- Write brief, but specific sentences which are meaningful (10 words max)
- Tell the story to yourself , it should flow and make sense
- Prepare for each customer segment as problems, solutions, channels may be different



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# Lean Model Business Canvas

- *We will help these people (customer segments) to solve (problem) by providing them (solution).*
- *They will know about us through (channels) and they will be convinced to join us because (value proposition)*
- *We will charge them (revenue) and we believe this will cover our (costs).*
- *We will measure our performance by tracking (social impact).*



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# Lean Model Business Canvas

<https://www.youtube.com/watch?reload=9&v=2nW9lg-fenY>

Lean Business Model Canvas

Model Name:

<b>Problem</b> Top 3 problems	<b>Solution</b> Top 3 features	<b>Unique Value Proposition</b> Single, clear, compelling message that states why are you different and worth buying	<b>Unfair Advantage</b> Can't be easily copied or bought	<b>Customer Segments</b> Target customers
	<b>Key Metrics</b> Key activities you measure		<b>Channels</b> Paths to customers	
<b>Cost Structure</b> Customer acquisition costs Distribution costs Hosting People, etc		<b>Revenue Streams</b> Revenue model Lifetime value Revenue Gross margin		

<https://www.youtube.com/watch?reload=9&v=2nW9lg-fenY>



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# Social Business Model Canvas

The Social Business Model Canvas is a tool for creating a solid business model around your social enterprise. It's also a collaborative tool that helps you communicate different business models with your stakeholders and brainstorm new ones.

## Explore new areas



### Beneficiary Segments

Clearly identify who your beneficiary segments are -- even if they aren't paying you and there is no place for them in the regular business model canvas



### Social and Customer Value Proposition

Ensure that you have laid out a compelling rationale that will drive your customers to buy without forgetting about your impact on society



### Impact Measures

Develop clear thinking around what kind of social impact you're creating and how it could be measured



### Surplus

Plan and communicate what happens with profits and where you aim to reinvest them



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<p><b>Key Resources</b></p> <p><i>What resources will you need to run your activities? People, finance, access?</i></p>	<p><b>Key Activities</b></p>	<p><b>Type of Intervention</b> ②</p> <p><i>What is the format of your intervention? Is it a workshop? A service? A product?</i></p>	<p><b>Segments</b> ①</p> <p><b>Beneficiary</b> <i>Who benefits from your intervention?</i></p>	<p><b>Value Proposition</b> ③</p> <p><b>User Value Proposition</b></p> <p><b>Impact Measures</b></p>
<p><b>Partners + Key Stakeholders</b></p> <p><i>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</i></p>	<p><b>Channels</b> ⑥</p> <p><i>What programme and non-programme activities will your organisation be carrying out?</i></p>	<p><b>Customer</b> ④</p> <p><i>How are you reaching your users and customers?</i></p>	<p><b>Customer</b></p> <p><i>Who are the people or organisations who will pay to address this issue?</i></p>	<p><i>How will you show that you are creating social impact?</i></p> <p><b>Customer Value Proposition</b> ⑤</p> <p><i>What do your customers want to get out of this initiative?</i></p>
<p><b>Cost Structure</b></p> <p><i>What are your biggest expenditure areas? How do they change as you scale up?</i></p>	<p><b>Surplus</b></p> <p><i>Where do you plan to invest your profits?</i></p>	<p><b>Revenue</b></p> <p><a href="https://www.youtube.com/watch?v=4pcnRIPJvj8">https://www.youtube.com/watch?v=4pcnRIPJvj8</a></p> <p><i>Break down your revenue sources by %</i></p>		

# Exercise – Social Business Model Canvas

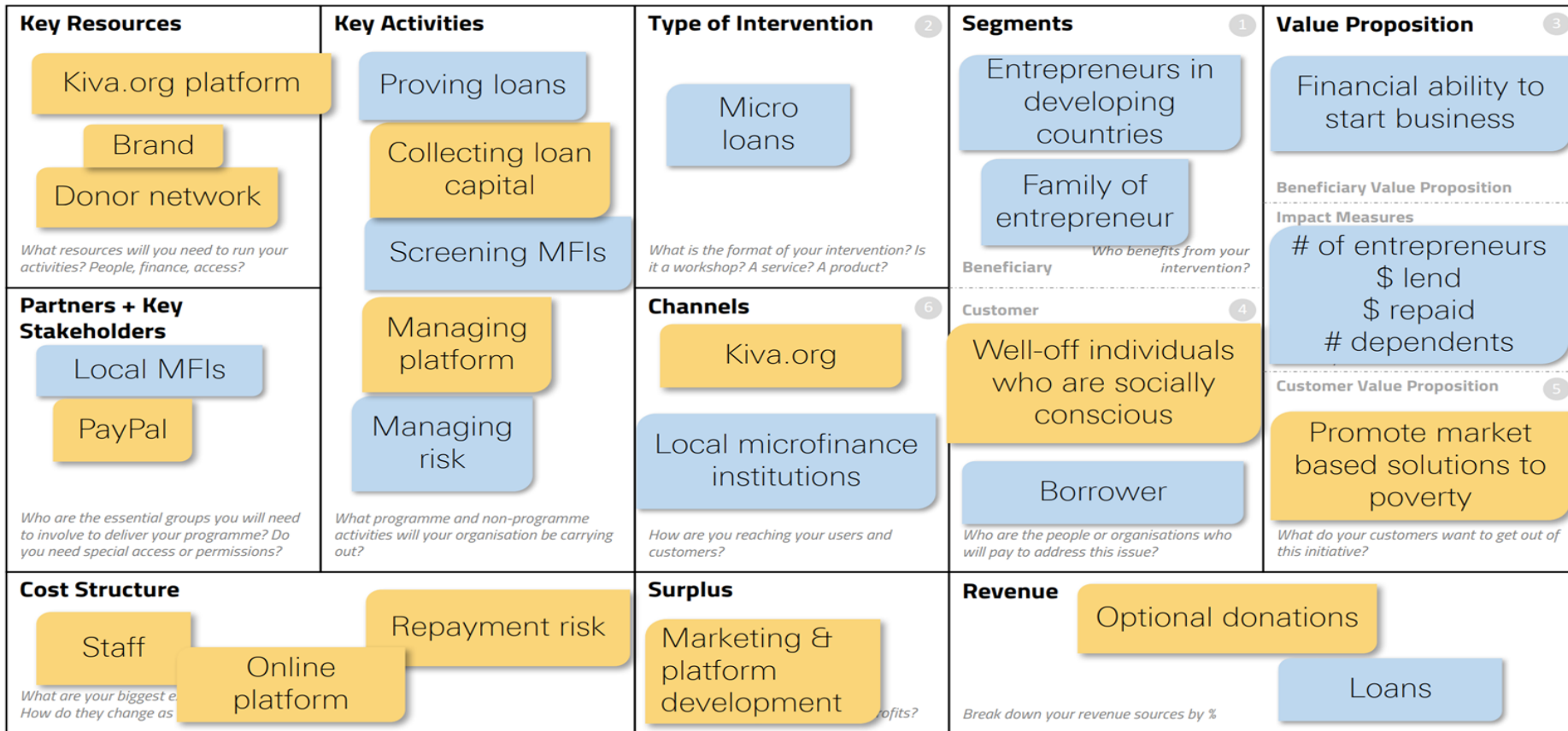
**Practice using the social business model canvas using the worksheet provided, either for your own organisation, or for an organisation or social venture that you are familiar with**

**We will share a completed one from Kiva.org after you have done the exercise**



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Inspired by The Business Model Canvas



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# Diagnostic Road Map - Exercise

## The 5 areas for diagnostic (5 'P's)

- **Person** - skills, strengths, areas of support
- **Proposition** - idea, need, opportunity, feasibility
- **People** - founder, team, challenges, stakeholders
- **Performance** - sales, impact, team, pipeline
- **Plan** - stage of development, strategic and development plans, skills and capacity

instructions for the exercise are in the next slide



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# Diagnostic Road Map - Exercise

Split into pairs, ideally with someone you have not worked with before

Use the Diagnostics Road Map Template to undertake an assessment of each others organisations - You have 30 minutes each

Each group will provide feedback and their reflections about using the 5P's approach



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# Supporting Social Entrepreneurs

## Day Three

Ecosystem Mapping; Demonstrating & Influencing – to get others to support your work

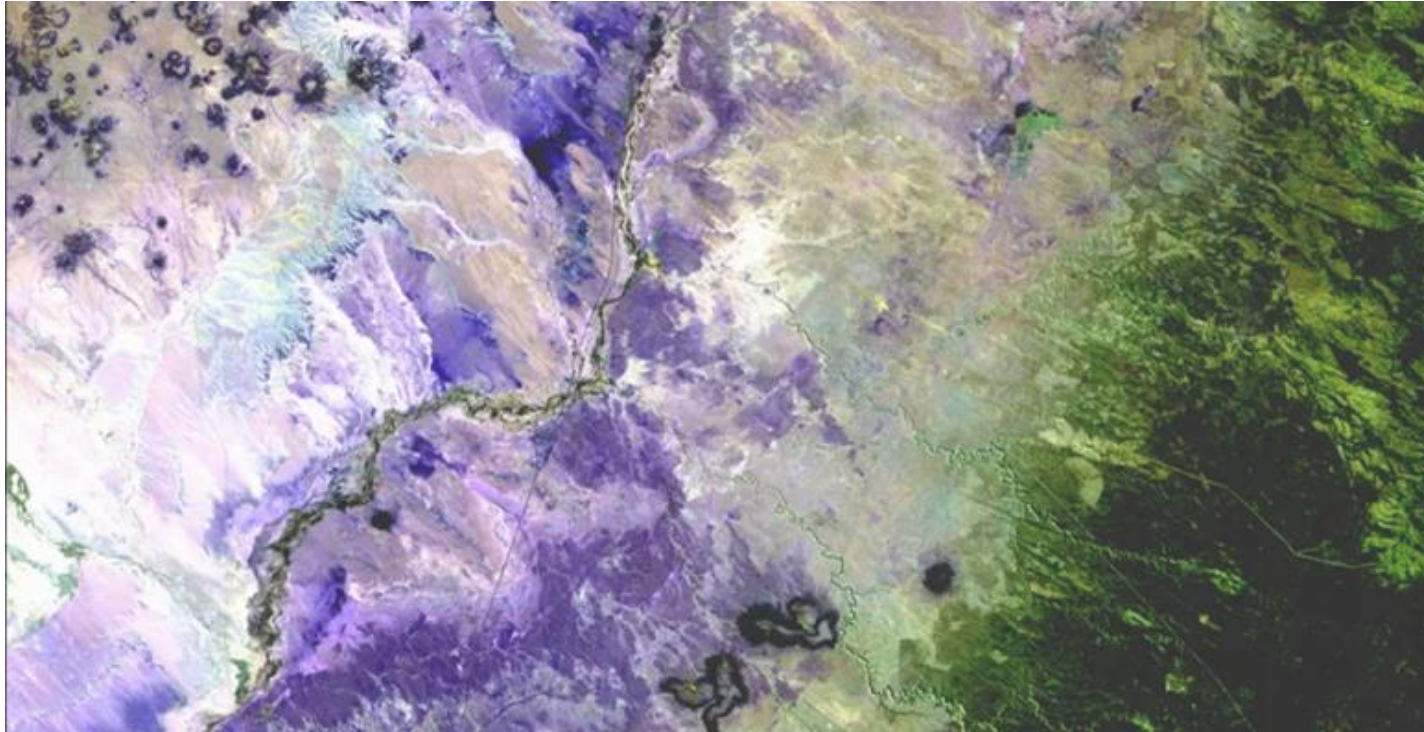


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# Creating a more fertile ground for social entrepreneurs to start up and thrive



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# Eco System Mapping - Support Infrastructure

Map out the Key Support Organisations offering support to potential or existing social entrepreneurs and enterprises in your locality, regionally and nationally. Include international supporters where relevant.

Using the ecosystem mapping template, categorise For *Each Journey Stage* under :

- *Sector*
- *Theme e.g. environment, youth etc*
- *Type of Support available (Financial, Capability or Both)*

The aim is to provide a shared resource and engagement plan for you to follow up either individually or together as a group.



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# Creating the fertile ground for social entrepreneurs in your country

What are the key issues; and what actions are needed to develop a more fertile support environment for social entrepreneurs and social enterprise?

## Deck of Cards Exercise:

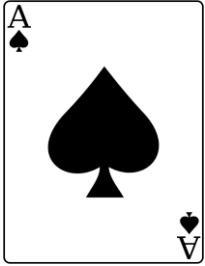
To build practical solutions to the challenges and opportunities for your organisation to enhance support for social entrepreneurs.



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# Deck Of Cards Worksheet



Most  
Important to  
Build Upon



Pain Points  
&  
Challenges



Stop Doing



Must Do  
Better  
Needs more  
work



Need  
maintenance  
or upgrading

## Engage - sharing success and getting others on board

Using the information you have produced from the Deck of Cards exercise:

### Developing an Action plan for:

- A. Developing your individual and organisational capacity and skills to support social entrepreneurs
- B. Making the case for social entrepreneurs and social enterprise in your country
- C. Demonstrating the impact of social entrepreneurs on society and economy
- D. Influencing others to help you support social entrepreneurs



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# Engage - sharing success and getting others on board

## Demonstrating and Influencing

*How can you demonstrate the results of your work and get others on board to help?*

- Build opportunities to engage stakeholders (funders, policy makers, corporates, media) in your programme design. For example in the design process, as judges, as mentors
- Always ensure you have a strong communications plan for each programme
- Use your programme evaluation and impact reporting as engagement tools
- Ask the social entrepreneurs you support to represent you at meetings, conferences etc
- Advocacy and policy development using your learning
- Polls to understand attitudes and needs, using these to highlight needs and new ideas
- Events for showcasing success
- Policy seminars and round tables
- Publication of case studies in sector and wider media
- Use social media extensively to promote your programmes and campaigns



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## Wrap up and closing reflections / evaluation

### Each person:

- Key takeaways
- One action you are committing to for your organisation
- One thing that you can collaborate on with someone here

### And if you want to:

- Any Questions
- Other reflections for the group
- Feedback for the facilitators and Impact Hub - there is a feedback form which we would appreciate you completing also.



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**Thank you!**  
**Please stay in touch**





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