What do we have in common!?

- In small groups, find five things that you all have in common with one another.

☑ Interests, passions, goals, aspirations, etc.

☒ Physical attributes, 'all human', 'in the same room', etc.

- Someone make a list of what your group discovers

- Each group shares their favourite discovery

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Past commitments & Expectations

Expectations:

- Going into detail regarding incubation programs and acceleration programs - knowledge, tools, methodologies
- What is specific to entrepreneurs requiring start-up support?
- Learning from best practices and IH experience
- Networking and peer learning
- Fundraising with different funders

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Objectives

- **Improve the understanding about social enterprise support programs**

- **Acquire skills, tools and methodologies to design SE support programs (focus on start-up)**

- **Inspire the participants with cases studies and models of start-up programs.**

- **Introducing the importance of impact measurement in support programs.**

- **Explore options on how to fundraise for your program.**

- **….?**

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Agenda Overview

Day One: What makes a successful SE start-up support program?
- **The entrepreneurial journey and its challenges**
- **SE Support programs (focus on incubation)**
- ***Design sprint*: design your own program! From *problem definition* to *ecosystem mapping***

Day Two: Live business clinics
- **Tools & methodologies for business assessment**
- **Live business clinic**
- **SE start-up support programs' cases**
- ***Design sprint*: finalise your program design**

Day three: Enhancing your support program, fundraising and making plans for the future
- **Program operations**
- **Fundraising strategies**
- ***Design sprint*: prepare your pitch!**
- **Pitching rounds**
- **Review of expectations & closing**

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Approach of the Workshop

Pill of content

Design Sprint

Validation and Exchange

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DAY 1: What makes a successful SE start-up support program?

Consortium Leader:

OXFAM

European Partners:

IMPACT HUB   euclid. NETWORK   diesis

Southern Mediterranean Partners:

enactus   TCSE TUNISIAN CENTER FOR SOCIAL ENTREPRENEURSHIP   P.A.R.C   JOHUD   SEKEM DEVELOPMENT FOUNDATION

Associated Partners:

bancaetica   Regione Toscana   REGIONE AUTÒNOMA DE SARDIGNA REGIONE AUTONOMA DELLA SARDEGNA   AIDDA FARE IMPRESA AL FEMMINILE Associazione Imprenditrici e Donne Dirigenti di Azienda
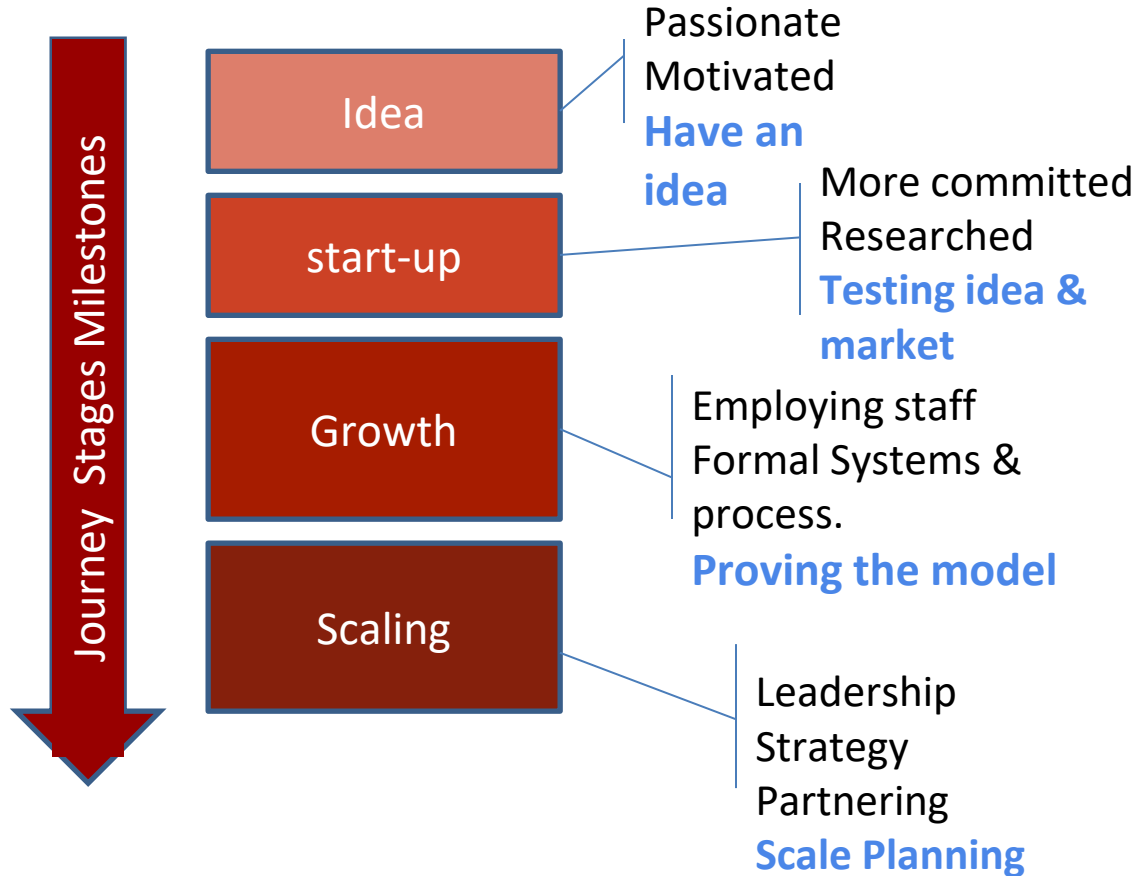
Working in groups

What challenges do entrepreneurs typically face?

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Overview of the entrepreneurial journey and the four stages

01 Finding the spark

02 The idea

03 Knowing the idea is a good one

04 Preparing to launch

05 Post launch and learning

06 Early growth

07 Growth and maturity

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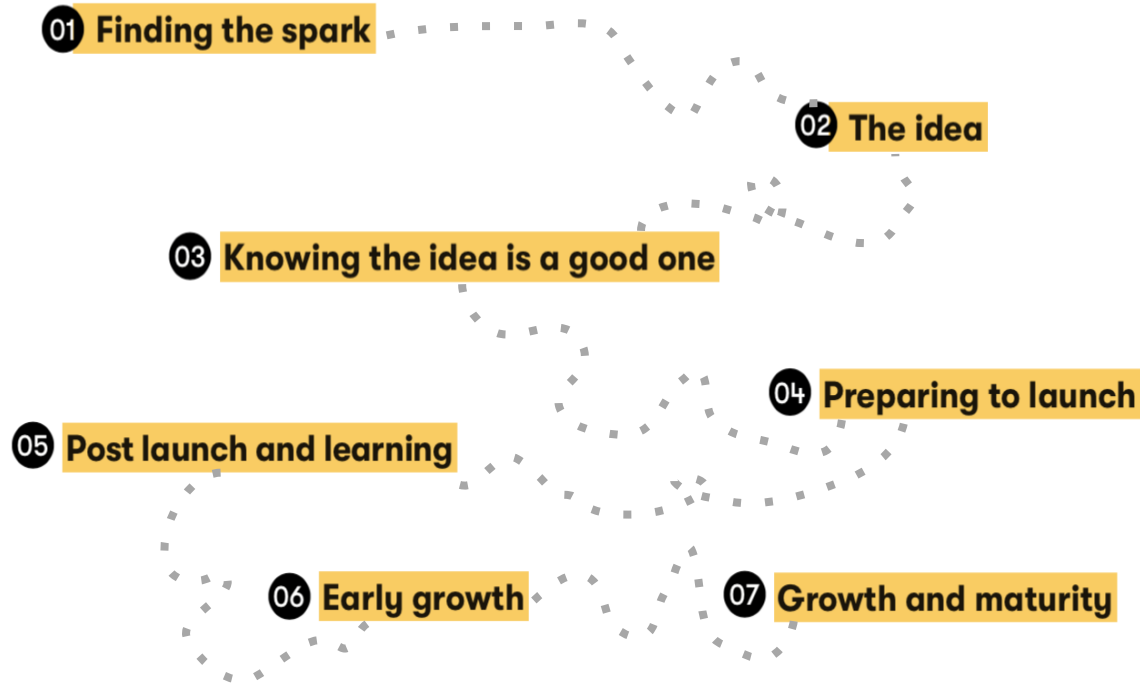
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Characteristics – how we generally talk about different stages of the journey

Journey Stages Milestones

Idea
- Passionate
- Motivated
- **Have an idea**

start-up
- More committed
- Researched
- **Testing idea & market**

Growth
- Employing staff
- Formal Systems & process.
- **Proving the model**

Scaling
- Leadership
- Strategy
- Partnering
- **Scale Planning**

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

Entrepreneurial Journey Milestones

	Person	**Social Venture**
Idea	No experience Little access to support	Basic pilot plan Connect to supporters & market
start-up	Learning the basics Building confidence & Skills, budgeting	Testing the models Validating social impact
Growth	Going Full Time, Running a team Managing the books	Developing / managing revenue & business model
Scaling	Becoming the leader Managing growth	Sales pipeline/contracts Management accounts Management team Reporting infrastructure

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.

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

Type of support depending on the stage of the entrepreneurship
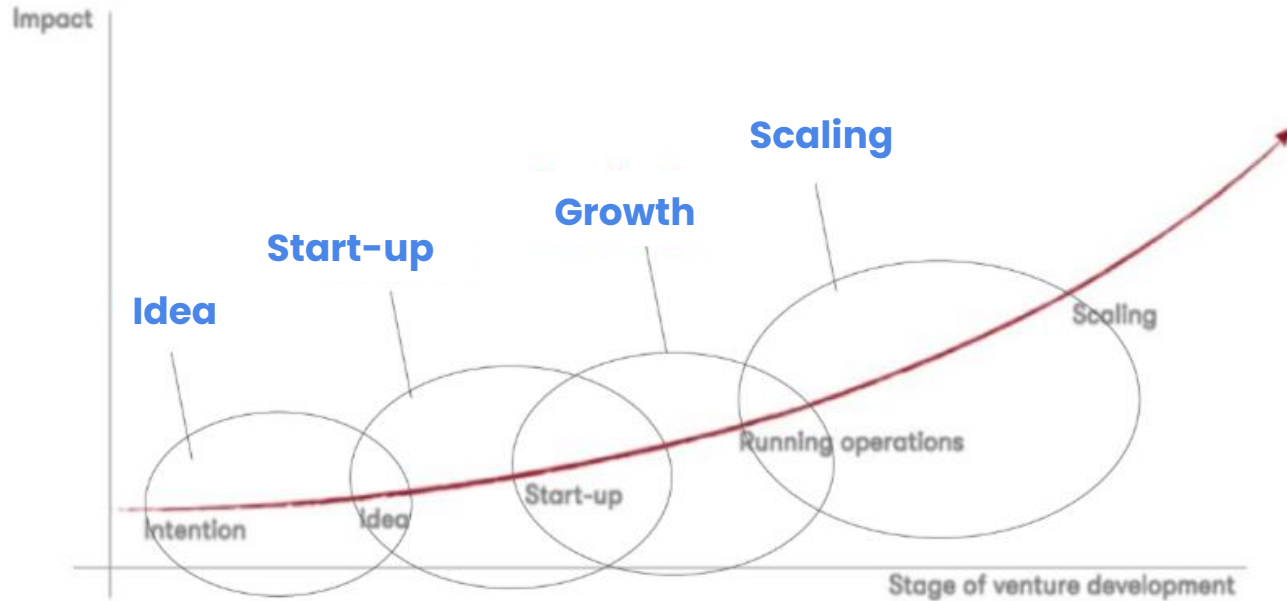
Working in groups

What do venture needs and challenges mean for your start-up support program?

15 Minutes

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SE start-up support program elements

1. **Knowledge and skills development**
Entrepreneurship and business skills
Specific skills: sales, marketing, finance, etc.

1. **Mentorship, advice and P2P support**
Mentors, workshops, clinics
Peer support
External and internal support

3. **Space**
Coworking space
Office space
Meeting rooms

4. **Networks access**
Networking events
Sharing knowledge and experiences

5. **Capital**
Investment vs Bursaries?

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LUNCH BREAK

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Working in groups

Design sprint: building your support start-up program

Meet the entrepreneurs

Baima

Problem: Bethlehem shops targeting pilgrims face constant disruption

Riyad

Problem: unequal access to healthy food for kids

Maali

Problem: educational tools & methods are outdated

Tamador

Problem: inappropriate medical waste damages the environment

Defining the problem

Before designing a support program for entrepreneurs, it is vital to **understand and define the problem you are trying to solve**. If you can clearly define the problem, it is far more likely that you will be able to develop a robust intervention for solving it.

This is crucial to avoid problems later on that could have been avoided by using good design processes. Having an initial understanding of the problem can also be useful for deciding upon your impact criteria and benchmarks that later **help you to measure and prove impact**. Interestingly, the entrepreneurs you are supporting have the same challenge.

General vs. Thematic support programs

Useful tools & methodologies

I want to clarify my priorities
by focusing on key critical issues

PROBLEM DEFINITION

What is the key issue you are trying to address and why is it important?	Who is it a problem for?	What social/cultural factors shape this problem?	What evidence do you have that this is worth the investment?	Can you think of this problem in a different way? Can you reframe it?

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PERSONA CANVAS or EMPATHY MAP

PERSONA CANVAS

DESIGN A BETTER BUSINESS

NEGATIVE TRENDS
Negative trends from the environment

POSITIVE TRENDS
Positive trends from the environment

HEADACHES
Professional and work related issues

NEED
What does this person really want?

OPPORTUNITIES
Professional and work related positive outcomes

FEARS
Personal issues

NAME _____

ROLE _____

HOPES
Personal goals and hopes

15 Minutes

STAKEHOLDERS & ECOSYSTEM MAP
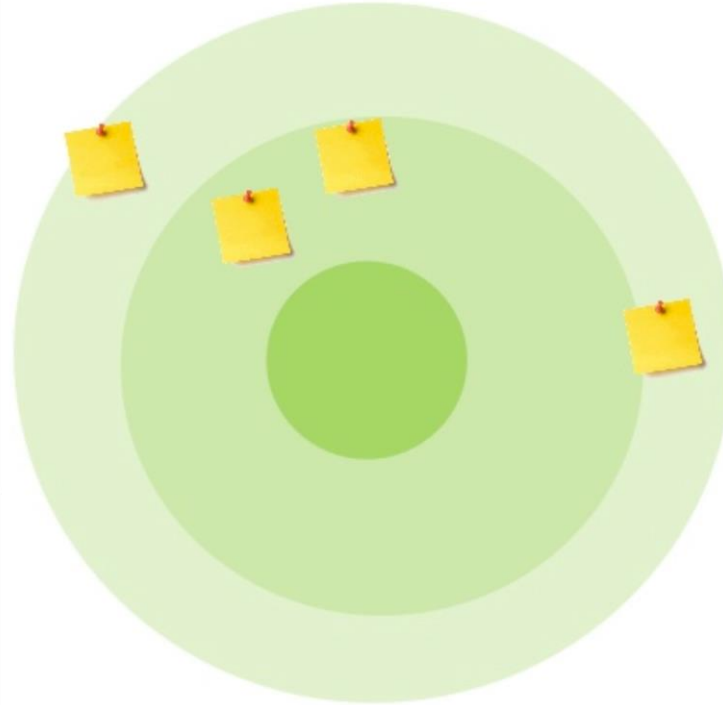
15 Minutes

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Value proposition

What is a Value Proposition?

A value proposition is a statement that answers the 'why' someone should do business with you. It should convince a potential customer why your service or product will be of more value to them than similar offerings from your competition. You know why your company is great, but do your potential customers know what sets your brand apart?

A business VP definition to an incubation VP definition ….

A value proposition is a statement that answers the 'why' someone should be part of a support program. It should convince a potential social entrepreneur/funder why your program will be of more value to them than similar offerings from your competition. You know why your program is great, but do your potential beneficiaries or funders know what sets your program apart?

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To design your Value Proposition we need to understand...

1. What is the challenge you would like to contribute to solve?

2. What is your target?

3. What are their main pains and gains of your SE? And Jobs to be Done?

4. What you can do and offer to solve them?
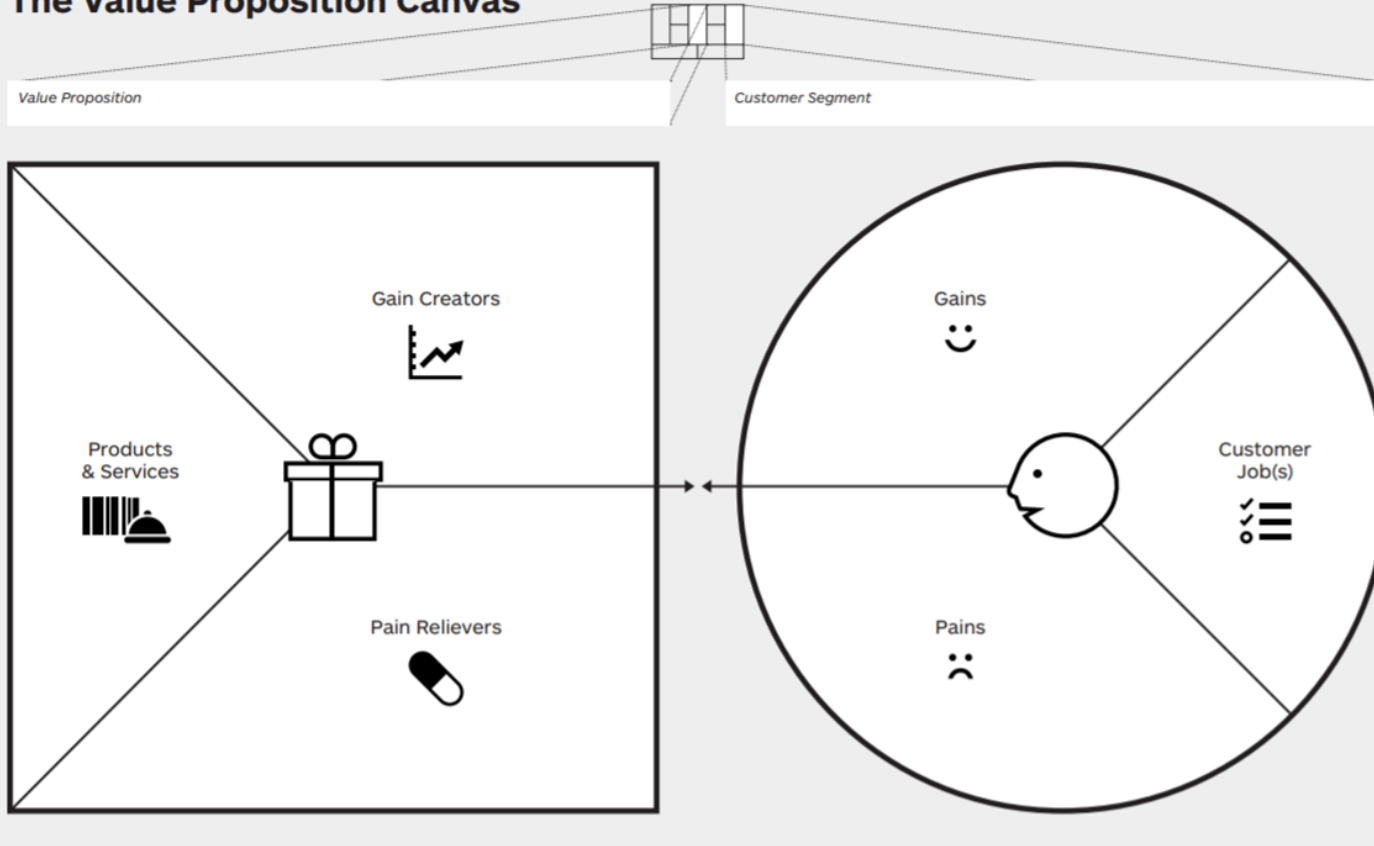
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Presentation, feedback and reflection

Recap of day one & what's next

Today we've learnt:

- Entrepreneurial journey and its challenges
- Different aspects of support programs for start-up stage
- Dove deeper into SE start-up support programs
  - problem definition
  - persona canvas
  - value proposition
  - ecosystem map

Next:

- Tools & methodologies for business assessment
- Interview with entrepreneurs
- SE Start-up support programs' cases
- Design sprint - Finalise your program design

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Thank you!
See you tomorrow

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Understanding the needs of entrepreneurs and their ventures

In order to deliver support that is high quality and relevant, you need to fully understand the challenges your ventures face. This is often referred to as diagnostics.

This enables you to...
- Explore the **strengths, weaknesses, opportunities and challenges** of the venture.
- Create goals, **development/action plans** and milestones with the venture.
- **Tailor your support package** based on the needs and goals of the venture.
- Capture **baseline information** about the venture and track progress against this as your support program is delivered and 'works its magic'.

You can understand needs through
- Assumptions driven by previous experience, data, insights, research etc...
- Application forms, recruitment events and assessment interviews
- An initial diagnostic conducted with the venture at the start of the program
- Creating an action plan / development plan / venture roadmap
- Progress reviews and reporting

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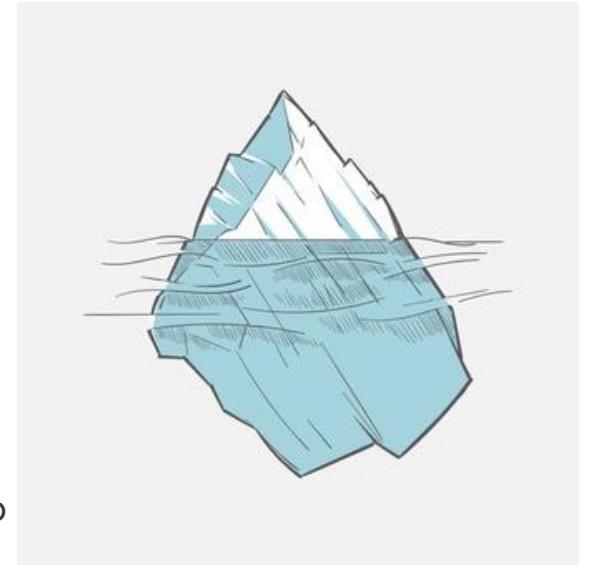Promoting social entrepreneurship in the Mediterranean Region

The assessment interview

This is an opportunity at the start of your program to understand the whole picture of each of your participating ventures. It is a key way to build trust and mutual understanding.

The assessment can be built around 5 Ps:

- **Person**: The entrepreneur's skills, strengths, experience, areas of personal support
- **Proposition**: What they intend to change and the feasibility of their idea
- **People**: The founder, team, challenges and stakeholders
- **Performance**: How they have done, and how they are doing
- **Plan**: The stage of development, future strategic and development plans

Asking open and probing questions to enable the venture to go deep into their current status.

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Meet the entrepreneurs!

Basima

HLHC

Riyad

Madarat
Center

Maali

Muffaker

Tamador

Alhayyat Co.

Activity: dive into the needs of our ventures

Facilitate a exploratory conversation with the entrepreneur...

- Summarise the idea or social venture: vision, aims, story so far
- Who are the primary beneficiaries?
- How do they describe the stage of their development?
- Are there examples of sales / income, partnerships, services being procured?
- Is business proven in terms of impact and financial sustainability?
- What is the capability and capacity of the Manager/team?
- What are the challenges and risks?
- What are the most important next steps?

...and consider how your support program might support them, their team and their venture.

30 minutes

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Impact Hub use cases

Typical map of a support program

Program Identification & Fundraising	→	Scouting / Outreach	→	Recruitment & Selection

Workshop Delivery	←	Cohort Building & 1:1 support	←	Diagnostic & Action Plan

Bespoke Mentoring & Consultancy	→	Access to Investment & finance	→	Program Measurement

Fellowship timeline

Idea development workshop

Pitch workshop

Finalists selection by jury panel

Business model

Impact Hub Fellow selection by jury panel

Leadership team
Legal entity
Prototype
Additional funding
1st customer

Final impact presentation

Ideation Phase
(All applicants)

Business Model Phase
(Finalists)

Prototype Phase
(Impact Hub Fellow(s))

IMPACT HUB
FELLOWSHIP BLUEPRINT

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FEEDING THE CITY PROGRAMME TIMELINE

IDEA DEVELOPMENT (DECEMBER - FEBRUARY)
SEEDING

START-UP (MAY - JULY)
SPROUTING / GROWING
MARCH - APRIL

ACCELERATION (AUGUST - NOVEMBER)
HARVESTING

From left: Photo (tomatoes) by Andres Carreno, Photo (sprouts) by CHU TAI on Unsplash
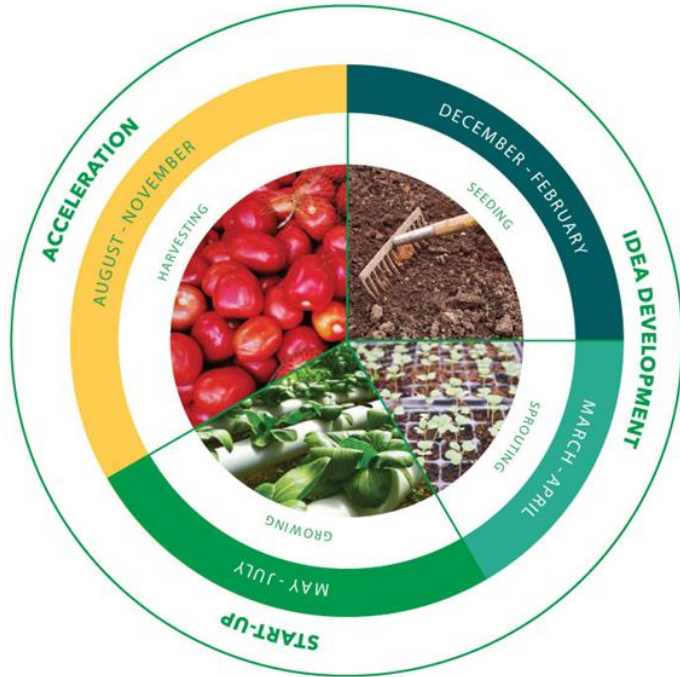
Seeding // Anyone!

• Come to an idea generating workshop in one of 7 cities across the UK (optional)

Sprouting // 14 selected teams

• Learn how to start a business at 2 weekend workshops in London and Glasgow
• We give your team £400 to develop your idea

Growing // 7 selected teams

• Work with food and business experts at 3 weekend events across the UK
• We give your team £1000 to start your business

Harvesting // 7 selected teams

• Receive personalised support from a top team of mentors and advisors
• Work with food and business experts at a 2 day workshop
• Pilot your business to test your idea
• Meet investors at a Finance Fair
• Pitch your business at a high-visibility final event!
• We give your team £1000 to build your business

12 MONTH PROGRAMME

STRUCTURE: Length and Intensity

The SE start-up support programmes timelines varied between 3 to 6 months, although it is agreed that 6 months at least is required for a healthy program.

- **3 months Condensed program:** good length to keep engagement but difficult for participants to implement their learnings

- **6 months – 3 months training, 3 months incubation** Difficult to maintain engagement during incubation period without direct hand holding, in comparison to training period

- **6 months – training spread out over course of whole program** : Allows participants to implement learnings and work with their one on one coaching through this but difficult to maintain commitment and participation for this length of time

- **12 months:** Ideal, but it can be difficult to maintain engagement and spreading the learning across this entire period can be challenging and needs to be well planned.

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Key Elements of a SE start-up support program

Possible Outcomes expected for the Entrepreneur

Leadership Skills:
Confidence in themselves as entrepreneurs/to run venture, Confidence in their business idea, Clear about next steps and how to get there Resilient to withstand challenges, Leadership & personal development

Business Skills:
Vision and mission, Problem definition, Customer persona definition Value proposition

Business model validation
Go to market strategy, Financial projections, Financial modelling & funding your start-up, Marketing and sales, Understanding the ecosystem, Customer acquisition ,Investment basic knowledge (they may not don't need it), Business statements, Legal options for incorporation, Pitching & storytelling skills

Impact Skills:
Impact measurement - intro to KPIs

Network:
Participants remain engaged with new networks
Participants remain engaged with your organization

Possible Outcomes expected for the Social Venture:

Performance: Venture launched, legally incorporated, trading, (increased) revenue

Model: Prototype/product/service validated (with customers/beneficiaries); proven concept; Know their market potential (FLEXIBILITY - VALIDATION CONTINUES)

Outputs:
Business model canvas/business plan incorporating IMPACT LOGIC
Budget & financial plan (including funding need)
Minimum viable product (mvp)/solution
Sales and marketing strategy
Pitchdeck / Pitch of your business

Impact: Basic Impact Logic in place; some impact on beneficiaries

Team: Founding team in place; may have paid staff

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Structuring the experience of SE in start-up stage

Selection Process

- Stages (Pre selection)
- Interviews
- Additional Information
- Jury
- Communications to all the applicants
- Agreement of Commitment

Diagnosis and Action Plan

- Cohort Kick off
- Diagnosis session
- Action Plan
- Onboarding
- Timeline of activities of the program

Package Services Support

- Mentoring process
- Coaching sessions
- Training
- Consultancy projects
- Peer to peer learning sessions
- Online contents and resources
- Access to events
- Access to community

Access to Funding and IM

- Seed capital (linked with outputs)
- Access to funding options (crowdfunding)
- Model of Impact
- Theory of Change or Logi Frame

Celebrating and Community

- Demo Day
- Pitching sessions
- Community sessions
- Alumni program

Administrative and Office Support

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Design Sprint: Outline your SE start-up support program

30 MINUTES
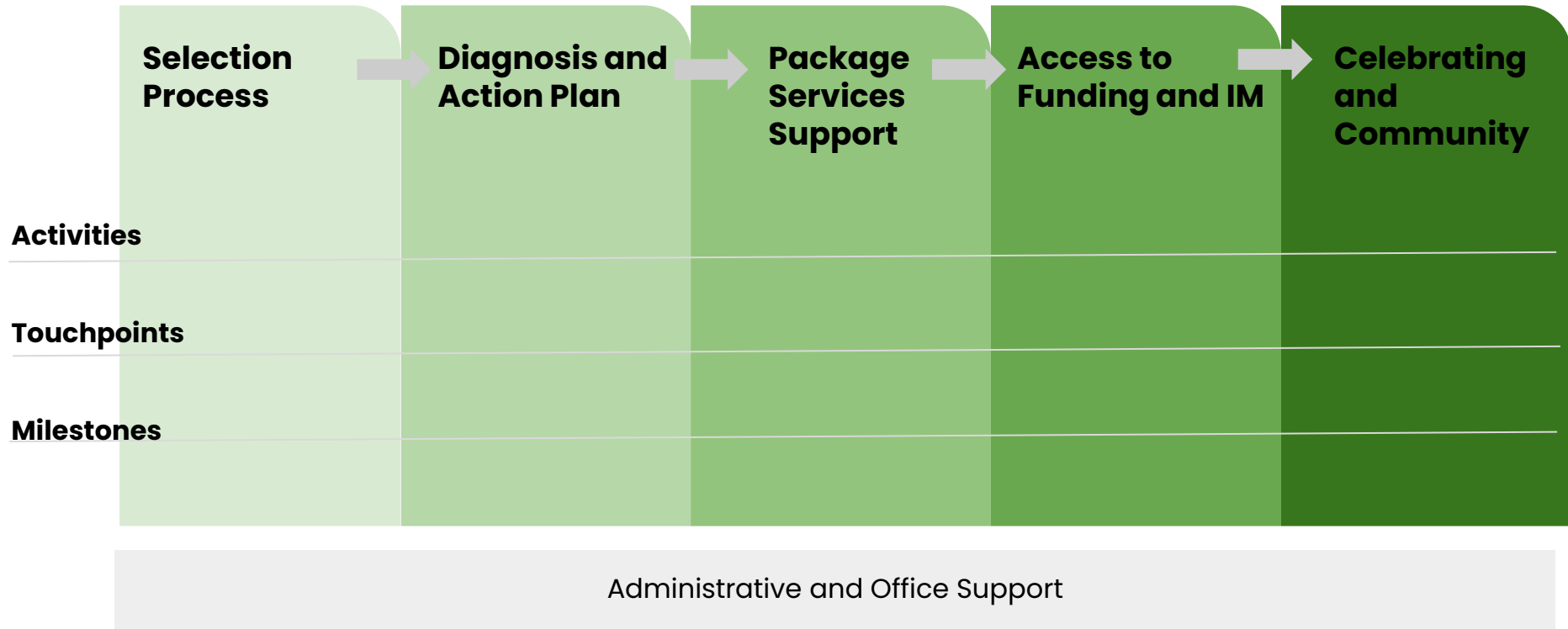
SE Start-up support program map: get feedback and adjust

30 minutes

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Wrap up of the day, what to expect tomorrow, meeting the Stort Hår Foundation (Karl, Johann and Inga, but not Sven, RIP)

Thoughts & questions

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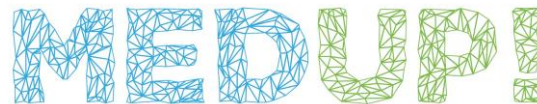
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DAY 3: Enhancing your incubation program, fundraising and making plans for the future

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Agenda

- **Program operations**

- **Fundraising strategies**

- *Design sprint*: finalize your programs and prepare your pitch!

- **Pitching rounds**

- **Review of expectations & closing**

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But first... How are you feeling?

1. share any reflections you have had coming out of yesterday's workshop

1. Write on post its any important questions you still have

10 minutes

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Operational Model of SE start-up program

Operational Model for a support program

A typical program budget should include the staffing, space, communications, administration and materials that your program needs to run effectively. You would also usually be able to add a proportion of the costs to go towards the running costs of the SESO as a whole. Exactly what is in your budget will, of course, depend on:

Length

Scope

Beneficiary Group

Value Funder

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Operational Model for a support program

In addition it is important to take into account the resources needed in 3 key moment of the processes:

PRE

The design of the program -> the adaptation to the partner -> the communication plan -> the impact measurement of the program

DURING

The execution of the scouting process -> the diagnosis -> the implementation of the support services -> memberships -> communications actions implementation

POST

Reporting -> Follow up with social entrepreneurs e.g. alumni community -> Program review

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Type of resources

KNOW HOW–METHODOLOGIES

- Hours of staff for designing content of the program, agenda of the events
- Hours of staff for adapting methodologies
- Online resources and tools fee (ZOOM, WEBEX)

HUMAN RESOURCES

- Hours of staff for project management
- Hours for trainers, coaches, mentors, facilitators
- Hours for fundraising development

COMMUNICATIONS

- Paid Social Media
- Press Releases
- Videos
- Hours of graphic designer
- Hours of marketing/comms staff
- PR
- Marketing Campaign
- Printing

SPACE & ADMINISTRATION

- Room booking
- Catering
- Materials
- Travel expenses
- Overheads
- Contingency

AWARDS

- Grants
- Seed capital
- Membership

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How to elaborate a BUDGET for your IP?

Beyond Divides Project Budget Model

Grant Number: 01000143-001
Project Title: Beyond Urban Rural Divide_Madrid
Period: 15.10.2018 - 28.02.2020

Type of costs	Unit	Type	Budget	Actual	Difference	Difference %	Comments
Staffing							
Facilitator - 1 day delivery , 1 day pre/post work	18.0	Days	€ 10,000.00	€ 8,080.00	€ 1,920.00	-19%	12 meetings + 2 hackdays + 1 fieldtrip day + 3 days of knowledge dissemination/peer exchange= 18 days per each impact Hub; average facilitation day rate = 430 EUR
Convening, Events and Meetings							
Co-hort Recruitment of 20 Participants	2.0	Days	€ 2,500.00	€ 2,560.00	€ (60.00)	2%	Calculation of lump sum (2500 EUR per location/4 Impact Hubs) is based on average costs for expert recruitment from beyond (un)employment program
Space rental for 15-20 people	8.0	Event	€ 2,300.00	€ -	€ 2,300.00	-100%	12 half day meetings + 2 full Hack days
Meeting Catering	12.0	Meeting	€ 900.00	€ 626.88	€ 273.12	-30%	Snacks and coffee for 12 meetings; 75 EUR per 1 session in each Impact Hub
Travel costs in Impact Hubs	12.0	Participants	€ 1,313.00	€ 320.12	€ 992.88	-76%	Travel costs for half of participants = 50 people/7 events, estimated travel costs per 1 person per trip = 15 EUR
International Travel Stipend			€ 500.00	€ -	€ 500.00	-100%	Travel Stipend for one Impact Hub team member or participant from each Impact Hub to travel to other participating Impact Hubs to learn and exchange knowledge and findings
Training			€ 400.00	€ 35.00	€ 365.00	-91%	Trainings on specific skills and capacity development or travel to another Impact Hub for peer learning and skill exchange
Public Event at end of each phase x 3	3.0	Event	€ 6,000.00	€ 699.00	€ 5,301.00	-88%	3 public evening events in each Impact Hub; the average costs for 1 event of 700 Euros (including space rent, catering, marketing, facilitation, logistics, photos, etc.)
Programe Design							
Programme Content Design Meeting (Impact Hubs)	2.0	Days	€ 860.00	€ 1,825.00	€ (965.00)	112%	2 days of one representative from each Impact Hub for the design workshop
Travel Costs for Design Meeting	1.0	Person	€ 500.00	€ 610.90	€ (110.90)	22%	Travel costs for 1 design meeting, average rate for 1 person = 500 EUR (accommodation & flight ticket)
Programme Content Design (Impact Hubs or external partner)	5.0	Days	€ 2,150.00	€ 960.00	€ 1,190.00	-55%	5 days for programme design (each Impact Hub (4)) and/or external partner
Programme Delivery and Reporting							
Harvest & Knowledge Sharing	3.0	Days	€ 750.00	€ 700.00	€ 50.00	-7%	3 man-days per each Impact Hub for Harvest of the learnings and results from the meetings to be shared publically through blog posts, photos, videos, drawings, etc.;
Local Partner (Programme Delivery)	1.0	Lump sum	€ -	€ -	€ -		each local partner 5000 EUR for program delivery and support of program design
Logistics Coordination / Admin	7.0		€ 3,600.00	€ 609.10	€ 2,990.90	-83%	half a day of logistics & coordination for each of the 12 session (= 6 day total) + 1 days for the hackdays & fieldtrip = 7 days in each Impact Hub; man-day rate as average of BUE as benchmark
Project Accounting	1.0	Lump sum	€ 750.00	€ -	€ 750.00	-100%	Assumed accounting costs (750 EUR per 1 Impact Hub)
Report Costs IHs	1.0	Lump sum	€ 750.00	€ 440.00	€ 310.00	-41%	Assumed reporting costs (750 EUR per 1 Impact Hub); average from BUE
Additional Reporting			€ 500.00	€ 340.00	€ 160.00	-32%	Extra allocation to help with reporting
Fundraising & In-kind support			€ -	€ -	€ -		
Contingency			€ 1,700.00	€ -	€ 1,700.00	-100%	
Grand Total			€ 35,473.00	€ 17,806.00	€ 17,667.00	-50%	

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Design Sprint:
Finalize your programme + what main resources do you need at each stage?

30 minutes

Share the learning
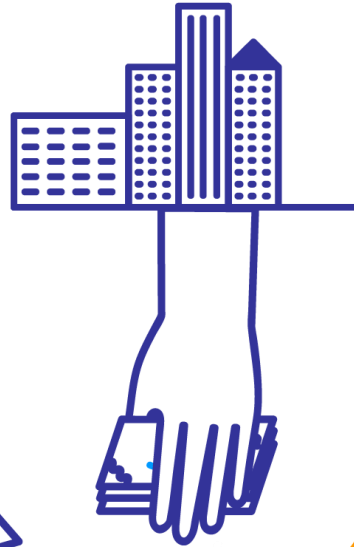

30 minutes

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BREAK

Fundraising strategies – incl. Mapping potential funders

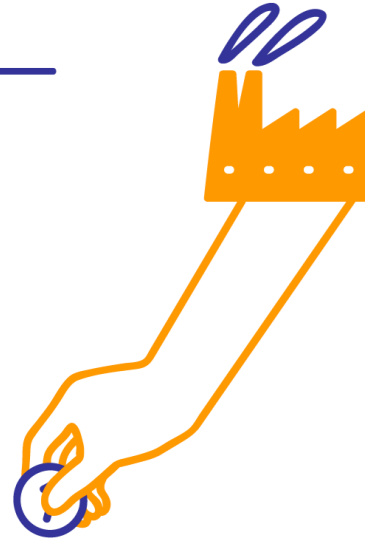Philanthropic donors

Public funders

Corporate sponsors

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Prepare your pitch

30 minutes

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IT'S TIME!

Meet the
Stort Hår
Foundation

(Karl, Johann and Inga,
but not Sven, RIP)

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Review expectations, key takeaways & feedback

WHAT DID I LEARN?

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Thank you!
See you next year!

A	B	C	D	E

1.1 In six months, where do you want your venture to be?

1.2 Highlight where you believe your business is in each category of the below table. Use Orange to highlight what is your current stage, and green where you want to b in 6 months. Only highlight one cell under each category (product, business model, execution and growth, mgt)

Product	Business Model	Market Growth	Management and Org
You have an initial idea of the product	You have a high level idea of your business model but it is not clear yet	You don't have any customers yet and your channels are not established	You have the founder(s) but need a team
You developed a prototype that you still need to validate	You have a defined business model but it has not been tested	You are starting to get some customers and revenues, but you are not covering your costs and your still need to improve your business model	You have a small teams with basic skills to run a business but need to make it stronger
You have evidence proving that your protytpe works and can be sold	You have a comprehensive/fully defined business model that has been tested	You have a stable and growing number of customers, your revenues cover your costs but you still need to grow to generate enough cash to scale	You have a small team witht the skills you need at the moment (marketing, operations, finance)
Your product has already been sold and has met or exceeded your expectations	Your business model is already implemented and working	You are profitable and generating cash, your business model works!	You have a team with a diverse set of skills and a clear organizational structure

1.3 What are your key priorities for the coming 6 months?

	KEY CRITERIA	General Description	Self assessment	Concept stage					Prototype			Market			Comments (coach)	Comments (venture)
				Concept ready to be validated					ation of key assump.			Business Maturity				
				no-clue	some clue	aware	clear	convin cing (on paper)	clear assum ptions	testing	tested (works)	entry	running	scaling		
1	Impact Model	- Depth and Reach of impact - Quantification of issue, cost, to whom?	What issue do you want to address? How big is this issue? What exactly to you want to change? What difference do you want to make? Do you have a clear model? Impact indicators, Theory of change, meassurement? Did you run the meassurement already?	0	1	2	3	4	5	6	7	8	9	10		
2	Value Proposition	- Description of solution, link to problem - Proof-of-Concept, Scalability	How do you want to make a difference? What is your solution? How does it translate into a business VP (product, service)?	0	1	2	3	4	5	6	7	8	9	10		
3	Competitive Analysis	- How is the issue currently solved, who else is in the space? - Unique Selling Proposition - Competitors, Substitutes, Analogues, Complements, Partners	Who are the other players in the field? Who else is trying to solve this problem? What are their solutions? How does your solution differentiate? Do you have a detailed competition analysis accross different features of your solution?	0	1	2	3	4	5	6	7	8	9	10		
4	Customers &Target Market	- Custmer, demographics, dynamics (trends...) - Market fundamentals (Willingness to pay, mkt size & growth)	Who are your customers? How much do you know about them? (identified, profiled, surveyed/interviewed) Are they enough? Do you have data about them?	0	1	2	3	4	5	6	7	8	9	10		
5	Revenue Model	- How do you make money? Who buys what from whom, why? - Traction / proof-of-concept (prototype, pilot)	How do you make money? Who buys what from whom, why?	0	1	2	3	4	5	6	7	8	9	10		
6	Go-To-Mark et Strategy	- How do you sell? Direct, through partners, which partners? - How do you market? Channels, methods, costs, validation?	How do you sell/ reach the customers? Direct, through partners, which partners? How do you market? Channels, methods, costs, validation? Do you have a clear strategy and a sales plan?	0	1	2	3	4	5	6	7	8	9	10		
7	Financial Plan	- three year high level Profit & Loss account, key metrics - highlight funding need, milestones, key operative metrics	What are the main costs of your business? What are the key revenue streams? What is the evolution of costs and revenues you imagine? When do you start generating revenues? How much funding do you need? How do you plan to finance your operations	0	1	2	3	4	5	6	7	8	9	10		
8	Investment Case	- total funding need, use of funds, structure, expected return - horizons (prototype, pilot, break,even,) current ownership	Are you clear about the amount of money you need and how you plan to use them? What kind of financing do you want? What conditions you would offer/accept from the investors?	0	1	2	3	4	5	6	7	8	9	10		
9	Timeline	- Outline of achievements to date (milestones, endorsements) - next steps (milestones, funding timeline), Call to Action	Do you have a clear plan for your business? Milestones? Achievables?	0	1	2	3	4	5	6	7	8	9	10		
10	Team & Advisors	- Key team members, co-founders (experience, track record) - important advisors, key hires in sight, incl potential candidates	Do you have a team? Do you have the right and enough capacity (experience, track record) to carry on your operations? Do you have advisors, mentors, coaches to support you in moving the business forward?	0	1	2	3	4	5	6	7	8	9	10		

Deliverables

List the key documents that need to be submitted by venture by the end of the program

1
2
3
4
5

Milestone *List milestones that were agreed in diagnostic*	Completion date *When to the milestone should be achieved*	Indicators *How will you know the milestone is complete? What evidence/outputs/outcomes will there be?*	Recommended workshops *Workshop name, time, date, location, trainer, short description, required preparation, expected outputs*	Recommended experts *Who, when, subject, format, expected outputs, contact details*	Other recommendations *Other activities that should be completed to support reaching this milestone*
1					
2					
3					
4					
5					
6					

Additional resources

MEDUP!

Promoting social entrepreneurship in the Mediterranean Region