Curriculum on Social Entrepreneurship

EPIC
entrepreneurial citizenship
4 Social Change

Entrepreneurial Citizenship for Social Change

Curriculum on Social Entrepreneurship

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Contents

Introduction

This curriculum is designed to enhance the social entrepreneurship skills of young people, equipping them with the necessary tools and resources to develop social entrepreneurship mindset and skills in the Western Balkans under the EPIC Erasmus+ project.

The expected learning outcomes for learners completing this training programme are:

- **Increased** awareness and understanding of social entrepreneurship among youth, stakeholders, and the general public.
- **Enhanced** skills and competencies of youth workers and young people in establishing and operating social enterprises.
- **Development** of viable social enterprises that address social challenges and provide employment opportunities in the Western Balkans.
- **Strengthened** collabouration between youth organisations, communities, and policy-makers to support the growth of the social entrepreneurship sector.

Each module in this curriculum builds on essential themes in social entrepreneurship, helping learners understand global trends, and creating sustainable solutions for community challenges. As a learner, you'll have access to a structured set of materials that support learning through objectives, topical analysis, practical activities, and assessment methods. Each module will contain: Learning objectives, topic and subtopic analysis, additional resources, as well as assessment activities.

Pre-Training Evaluation

Objective: To assess the initial knowledge, skills, and attitudes of participants regarding social entrepreneurship before they undergo the training programme.

Format: A combination of multiple-choice questions, short answers, and self-assessment scales.

Sections:

1. Knowledge of Social Entrepreneurship:

What is social entrepreneurship? (Multiple Choice)

a) A business model focused on maximizing profits
b) A model combining social objectives with entrepreneurial activities
c) A form of non-profit organization
d) None of the above

Describe a successful social enterprise you are familiar with. What makes it successful?

_____

_____

_____

2. Skills and Competencies:

Rate your proficiency in the following areas on a scale of 1-5 (1 being 'Not Proficient' and 5 being 'Highly Proficient'):

1. Leadership:

Not Proficient ① ② ③ ④ ⑤ Highly Proficient

2. Innovation:

Not Proficient ① ② ③ ④ ⑤ Highly Proficient

3. Problem-Solving:

Not Proficient ① ② ③ ④ ⑤ Highly Proficient

4. Communication:

Not Proficient ① ② ③ ④ ⑤ Highly Proficient

5. Networking

Not Proficient ① ② ③ ④ ⑤ Highly Proficient

Module 1: Introduction to Social Entrepreneurship – Current Trends and Applications

Lesson Objectives

- **Explain** what social entrepreneurship is and its main features.
- **Identify** current global and regional (Western Balkans) trends in social entrepreneurship.
- **Recognize** key characteristics of successful social enterprises.

Module 1: Introduction to Social Entrepreneurship - Current Trends and Applications

1.1 Overview of social entrepreneurship

Social entrepreneurship is a unique approach to addressing societal issues through entrepreneurial principles and sustainable business models. Unlike traditional businesses, which focus solely on profit generation, social enterprises strive to generate social value alongside economic returns. This module section will define social entrepreneurship, highlight its core features, and outline the common challenges and opportunities social entrepreneurs encounter.

According to Borstein and Davies (2010), social entrepreneurship is a process of building or transforming organisations to advance solutions to social problems, such as poverty, illness, illiteracy, environmental destruction, human rights abuses and corruption, to make life better for a great number of people.

Social entrepreneurship captures a lot of different company types. It includes socially responsible investors, corporate social responsibility, social innovators and others. These types of entities are not considered social enterprises unless they directly address social needs through their products or services or the numbers of disadvantaged people they employ.

In case of social enterprises, there exist certain conditions that make an organisation or a company qualified to be characterised as a social enterprise (European Commission, 2015):

- The organisation must engage in economic activity: this means that it must engage in a continuous activity of production and/ or exchange of goods and/or services;
- It must pursue an explicit and primary social aim: a social aim is one that benefits society;
- It must have limits on the distribution of profits and/or assets: the purpose of such limits is to prioritise the social aim over profit-making,
- It must be independent, i.e., organisational autonomy from the State and other traditional for-profit organisations; and,
- It must have inclusive governance, i.e., characterised by participatory and/ or democratic decision-making processes.

SOCIAL ENTERPRISE SPECTRUM
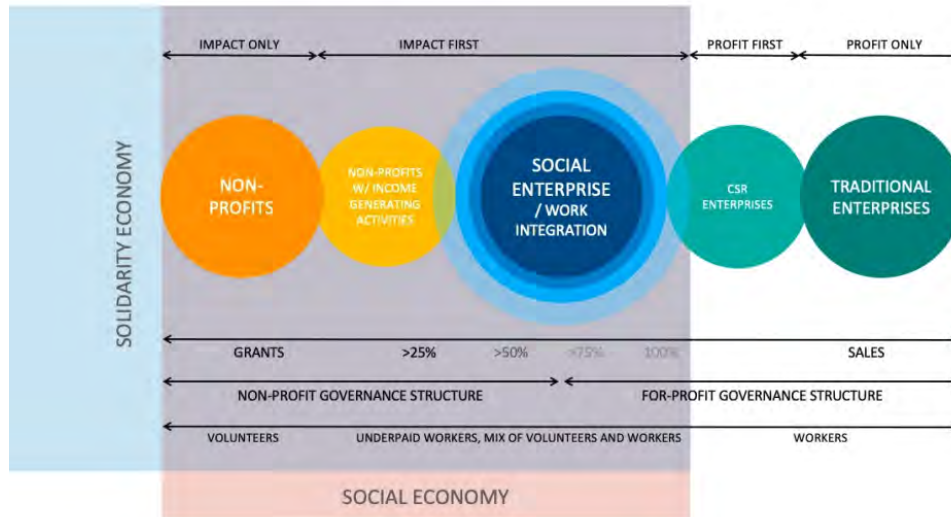
Figure 1. The social enterprise spectrum (YDEAS II Project, n.d.)

In this respect, a social enterprise can sell products and services, generate profit and deliver outcomes just like any other company and organisation. There are plenty of examples of social enterprises and the impact that they can have, which you will explore in this module.

The main core features of social enterprises are:

- **Mission-driven focus:** Social enterprises are grounded in a commitment to social goals. Whether addressing issues like poverty, education, or healthcare access, their primary objective is to create positive societal impact (Austin et al., 2006).
- **Sustainable business models:** Social entrepreneurs seek to ensure the long-term viability of their solutions. This focus on self-sustainability involves generating revenue streams to reinvest in social impact (Yunus et al., 2010).
- **Innovation and adaptability:** Social enterprises often utilise creative approaches to solve problems, responding flexibly to the needs of their target populations (Bornstein, 2007).
- **Stakeholder engagement:** Successful social enterprises maintain strong relationships with stakeholders, from beneficiaries and funders to local communities. This engagement builds trust, credibility, and local support for their initiatives (Gonin et al., 2013).

Therefore, social enterprise is not a legal entity; it is rather a term describing a business that trades primarily for a social and/or environmental purpose, or for the good of the community, or specific groups within the community.

1.2 Current trends in social enterprises globally and regionally

The field of social entrepreneurship is rapidly evolving worldwide, influenced by trends such as technology-driven solutions, impact investing, and cross-sector partnerships, local needs, government policies, and resource availability. In the Western Balkans, social enterprises often respond to unique socio-economic conditions, emphasising areas like youth employment, environmental sustainability, and social inclusion. This section examines the trends that define social entrepreneurship worldwide and highlights how these developments apply in the Western Balkans, where the social sector faces unique challenges and opportunities.

Some key global trends in Social Entrepreneurship

1. Tech-driven solutions: Advances in technology have become a significant catalyst in the social entrepreneurship sector. Digital platforms enable social enterprises to scale their efforts, automate their processes, and engage with larger audiences across regions and demographics. Technology enhances operational efficiencies, especially for remote areas and underserved communities where traditional access to services may be limited (OECD, 2022). Some examples of this trend are:

- **E-learning and digital health:** Social enterprises have leveraged online platforms to deliver educational and healthcare solutions remotely, expanding access to learning and health services to marginalised populations. For example, platforms like HealthTech improve health literacy and support low-cost medical interventions.

- **Blockchain and transparency:** Blockchain technology offers transparency in supply chains, especially for sectors like fair trade and sustainable goods, where consumers increasingly demand ethical practices.

- **AI for social impact:** Artificial intelligence is applied in initiatives ranging from disaster response to predictive modeling for environmental conservation, allowing social enterprises to target interventions more accurately and efficiently.

2. Impact investment growth and alternative financing: Impact investing made with the intent to generate social and environmental impact along with a financial return—has gained momentum. This trend is driven by the rising interest of private investors, foundations, and corporations to support sustainable enterprises that address social needs (Global Impact Investing Network, 2020).

- **Microfinance Institutions (MFIs):** MFIs offer financial services to low-income individuals who lack access to traditional banking. Pioneered by initiatives like Grameen Bank, MFIs empower small entrepreneurs to build sustainable livelihoods.

- **Social Impact Bonds (SIBs):** These are financial instruments in which private investors fund a social project upfront, and government or foundations repay them based on the project's outcomes. This model is commonly applied in public health, criminal justice, and education.

- **Crowdfunding for social causes:** Platforms like Kickstarter and GoFundMe have enabled social entrepreneurs to access direct funding from the public, broadening the reach of social causes and democratizing the financing process.

3. Cross-sector partnerships and collabourative models: Collabouration with governments, NGOs, and corporations allows social enterprises to expand their reach and resources. Public-private partnerships are particularly prominent in areas like health, education, and environmental initiatives (McKinsey & Company, 2021).

- **Public-Private Partnerships (PPP):** Governments and social enterprises collabourate to deliver public services, such as clean energy projects or community health programs. PPPs have been instrumental in regions like Sub-Saharan Africa for infrastructure and resource accessibility.

- **Corporate Social Responsibility (CSR) initiatives:** Corporations are increasingly aligning their business strategies with social impact, often partnering with social enterprises to fulfill CSR mandates and create shared value.

- **Nonprofit and community-based collabourations**: Community organisations, charities, and nonprofits are key partners in implementing social enterprise initiatives, particularly in regions with under-resourced local governments (McKinsey & Company, 2021).

Figure 2. The nine building blocks which provide the conditions for the social economy to thrive at international, national and local level (OECD, 2022).

Distinct **regional trends i**dentified specifically in the area of the Western Balkans are (European Commission, n.d.; YDEAS II Project, n.d.):

1. **Youth employment and skill development:** In the Western Balkans, youth unemployment remains a significant challenge, with social enterprises actively working to address it through training and capacity-building initiatives. Youth-focused enterprises provide vocational training, internships, and educational programs to enhance employability and develop practical skills.

    - **Skill-building workshops:** Initiatives offer hands-on learning opportunities for youth, including coding bootcamps, entrepreneurship workshops, and digital literacy courses.
    - **Mentorship programs:** Social enterprises partner with experienced professionals to guide young people in career development and business acumen, promoting local economic stability and reducing emigration rates.

2. **Social inclusion and empowerment of marginalised groups:** Social enterprises in the Western Balkans have responded to the needs of marginalised communities, including ethnic minorities, women, and rural populations, by promoting inclusion and self-sufficiency.

    - **Accessible education programs:** Many enterprises focus on providing basic literacy, language training, and job skills to marginalised groups who lack formal education.
    - **Women-led social enterprises:** Women in the region are increasingly establishing social enterprises, particularly in areas such as crafts, tourism, and small-scale agriculture, which offer sustainable livelihoods and foster community engagement.

3. **Environmental sustainability and green initiatives:** Sustainable agriculture, waste reduction, and renewable energy are at the forefront of social enterprises in the Western Balkans. These initiatives not only address environmental concerns but also create employment opportunities in rural areas.

    - **Eco-tourism and local farming:** Social enterprises in eco-tourism engage local communities in sustainable tourism projects that preserve the environment while creating income streams.
    - **Renewable energy projects:** Small-scale energy cooperatives and renewable energy initiatives are becoming more common, supported by regional policies favouring sustainability.

Take a moment and think how are global trends in social entrepreneurship relevant to the Western Balkans. You can also use these type of questions to ask participants in your training session to brainstorm ways they might incorporate these trends in their own community initiatives.
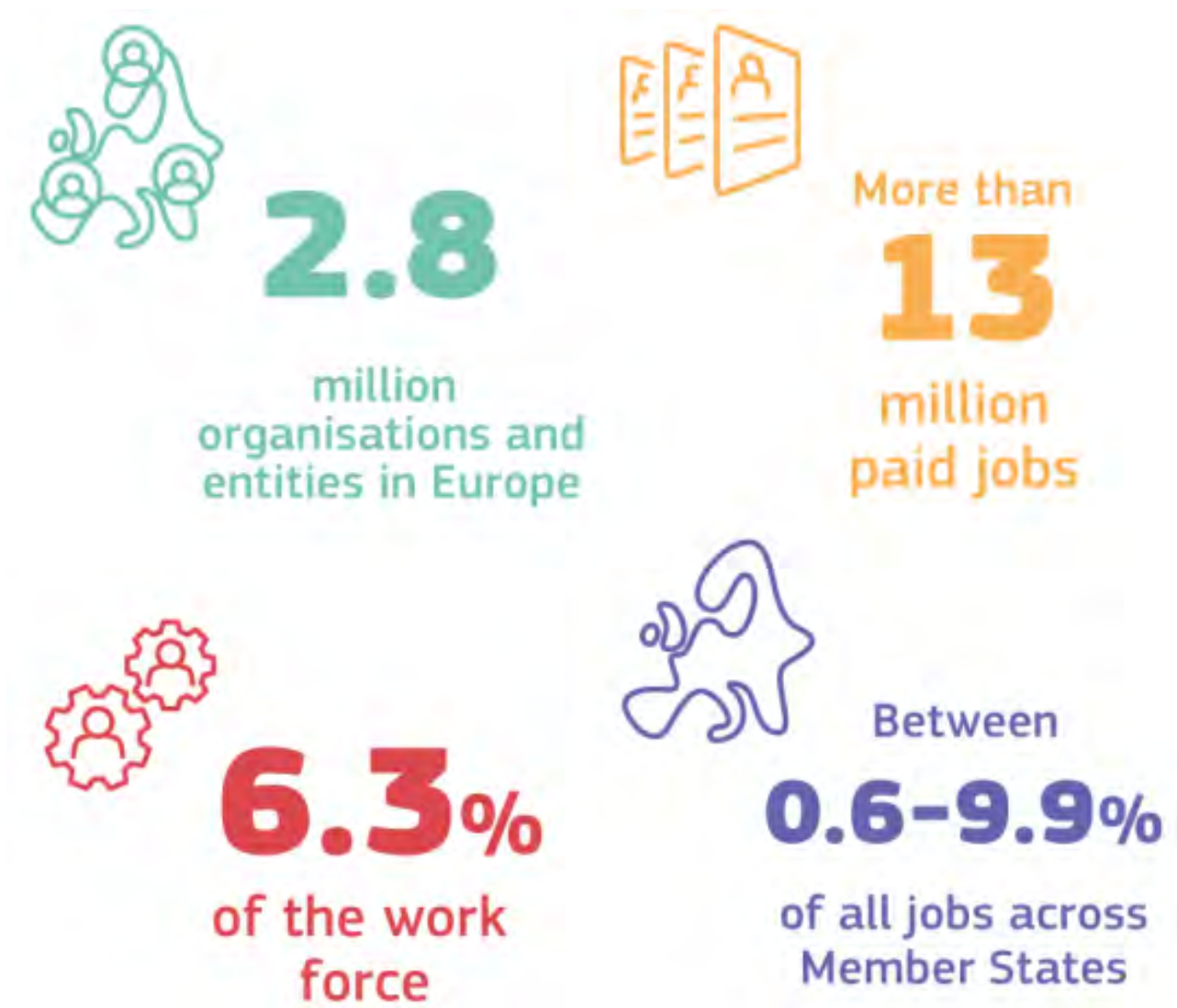
Figure 3. Key figures about social economy in Europe (European Commission, n.d.).

1.3 Case studies of successful social enterprises

Now, let's take some time to analyse two successful social enterprises in the Western Balkans in order to get insights into how different missions, strategies, and structures can develop social impact. Each case study below showcases the innovation, adaptability, and impact-driven focus that define social enterprises.

Case Study 1: Smart Kolektiv (Serbia)

Smart Kolektiv, a pioneering social enterprise in Serbia, supports social entrepreneurship and fosters corporate social responsibility (CSR) among businesses. Its mission focuses on empowering communities by addressing socio-economic issues, such as youth unemployment, social inclusion, and sustainability, which are particularly relevant in post-transition Serbia. Smart Kolektiv initiated the first investment fund for social enterprises in the country.

Strategic Approach

Smart Kolektiv operates by creating partnerships with local businesses, non-governmental organisations, and community leaders. It provides vital training, funding, and resources for social enterprises, particularly those led by or benefiting vulnerable groups. The organisation's flagship programs include youth employment initiatives, entrepreneurship training, and support for social enterprises in sectors such as tourism, sustainable agriculture, and environmental services.

- **Corporate Social Responsibility (CSR) partnerships:** Smart Kolektiv collabourates with businesses to help integrate CSR practices into their core strategies. This allows companies to support the communities in which they operate, driving social change while aligning with business objectives.

- **Social entrepreneurship support:** Through training programs, networking events, and grant opportunities, Smart Kolektiv supports local social entrepreneurs, equipping them with skills to create self-sustaining enterprises.

Key Success Factors

Smart Kolektiv's impact-driven model has seen success due to its adaptability and the depth of its partnerships. By addressing specific local challenges, it ensures that support is practical and impactful. The collabourative approach not only promotes local development but also fosters a stronger CSR culture among Serbian businesses, encouraging a shift toward more socially responsible business practices.

Figure 4 Smart Kolektiv

Discover more about Smart Kolektiv: www.smartkolektiv.org/en/social-inovations-development/

Case Study 2: Mozaik Foundation (Bosnia and Herzegovina)

The Mozaik Foundation aims to build a culture of social entrepreneurship and create opportunities for youth empowerment in Bosnia and Herzegovina. In a country with a high youth unemployment rate and limited economic opportunities, Mozaik's mission to foster youth-led social businesses has made a considerable impact. The foundation focuses on supporting youth social entrepreneurship, providing holistic support to young people who have entrepreneurial ideas.

Strategic Approach

Mozaik Foundation has developed a unique investment and mentorship platform that empowers young people to launch social enterprises with seed funding and continuous support. The foundation runs the Lonac platform, an innovative online community where youth can access resources, share ideas, and connect with mentors.

- **Youth entrepreneurship investment fund:** Mozaik provides seed funding to young social entrepreneurs, allowing them to pilot their ventures. Successful projects are eligible for additional funding rounds, promoting sustainable development.

- **Education and mentorship:** The foundation offers workshops, mentorship, and guidance from experienced professionals. The emphasis is on empowering young people to lead social initiatives that address pressing issues such as environmental sustainability, mental health, and community welfare.

Key Success Factors

Mozaik Foundation's ability to attract and engage youth is a key strength, contributing to its success in building a vibrant social entrepreneurship ecosystem in Bosnia and Herzegovina. Its online platform, Lonac, enhances accessibility, providing a critical infrastructure for collabouration. By combining financial support with mentorship, Mozaik has established a sustainable model that fosters resilience and adaptability among young entrepreneurs.
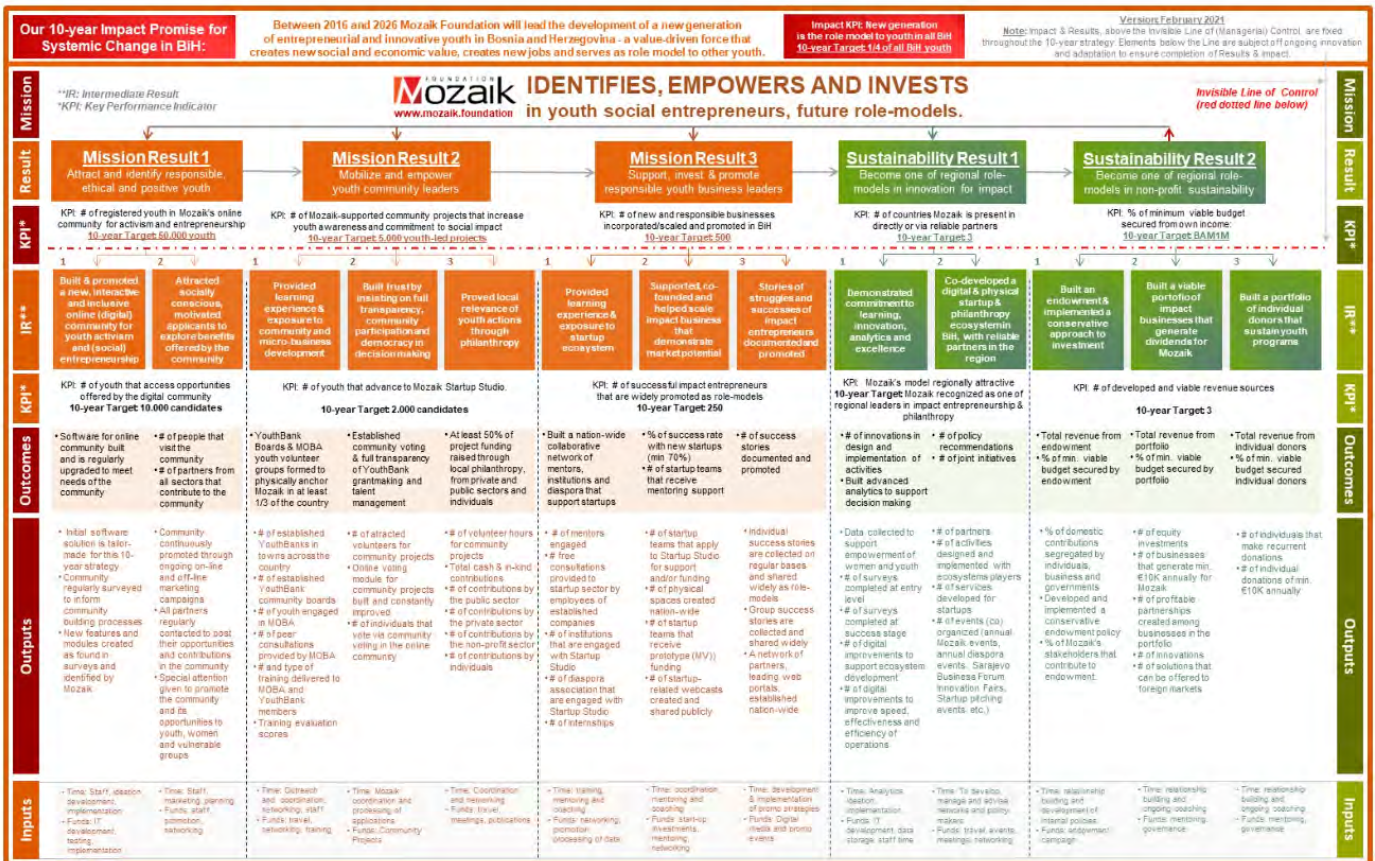
Figure 5 Mozaik Foundation

Discover more about Mozaik Foundation: www.mozaik.ba

Additional Resources

Reading 1: The Rise of Social Entrepreneurship and Impact Startups (Reading time: 8 minutes)

Source: AI Contentfy

Link: https://aicontentfy.com/en/blog/rise-of-social-entrepreneurship-and-impact-startups

Overview: This article explores the growing trend of social entrepreneurship and impact startups globally. It discusses the motivations behind these ventures, their societal contributions, and the challenges they face in establishing sustainable business models. The reading highlights how social entrepreneurs innovate to address social issues while generating economic value. Take 10 minutes to read the article and answer the questions below:

Question 1: What are some primary motivations that drive individuals to pursue social entrepreneurship, as discussed in the article?

a) Financial gains
b) A desire to create meaningful social impact
c) Corporate sponsorship opportunities
d) Trends in consumer behavior

Question 2: Which of the following challenges do social entrepreneurs often encounter when trying to achieve sustainable growth?

a) Limited access to traditional funding sources
b) Excessive public sector regulation
c) A lack of interest from potential customers
d) Strong support from local communities

Reading 2: Social enterprises in the European Union (Reading time: 10 minutes)

Source: European Commission

Link: https://single-market-economy.ec.europa.eu/sectors/proximity-and-social-economy/social-economy-eu/social-enterprises_en

Question 1: Which statement best describes the role of social enterprises in the European economy?

a) They primarily operate in competitive markets with no social objectives.
b) They often face resistance from traditional business models.
c) They rely solely on donations and grants for sustainability.
d) They are recognised for addressing social issues while generating economic activity.

Question 2: What type of support does the European Union provide to promote social enterprises?

a) Regulatory frameworks that limit their operations
b) Tax incentives exclusively for large corporations
c) Comprehensive funding programs aimed at enhancing their impact
d) Mandatory participation in public sector contracts

Video 1: What is Social Entrepreneurship? (2 minutes)

Source: CEDRA Split

Link: https://www.youtube.com/watch?v=aTo0qtdVMpM

Question 1: What realization does Mervin have about social entrepreneurship after Marge reveals the concept to him?

a) It allows for greater personal wealth accumulation.
b) Profits should be reinvested to improve community well-being.
c) Social entrepreneurship is solely focused on environmental goals.
d) It primarily benefits large corporations.

Question 2: According to the video, how do social entrepreneurs measure their success?

a) By the amount of profit generated each quarter.
b) By their ability to expand their market reach.
c) By the positive social and ecological impact they create.
d) By the number of products sold.

Assessment Activities

1.T/F

Social entrepreneurs solely focus on the social and environmental impacts of their actions without considering maximising financial profits.

2.Fill in the blanks

Complete the following sentences using the appropriate terms from the list below:

social impact, innovation, community, sustainable, entrepreneurship, stakeholders, profit, circular economy, environmental challenges, youth

Social entrepreneurship is defined as a type of (a)_____ that seeks to address social issues while generating economic value for the (b)_____.

Successful social enterprises not only focus on (c)_____ generation but also prioritise (d)_____ and the needs of their (e)_____.

In the Western Balkans, the rise of social enterprises aims to tackle various (f)_____ and provide opportunities for (g)_____ to engage in meaningful work.

Correct Answers

Text 1: 1/b, 2/a. Text 2: 1/d, 2/c. Video 1: 1/b, 2/c. T/F: False. (Social entrepreneurs aim to balance economic goals with positive social and ecological impacts). Fill in the blanks: (a) entrepreneurship (b) community (c) profit (d) social impact (e) stakeholders (f) social and environmental challenges (g) youth

Module 2:
The EntreComp Framework

- **Familiarise** with the Entrecomp framework understanding its aim and structure
- **Encourage** to adoption of the Entrecomp framework to apply to social entrepreneurship
- **Empowering** young people through fostering entrepreneurial competencies and skills

Module 2: The EntreComp Framework

2.1 Understanding the European Entrepreneurship Competence Framework

The European Commission has developed EntreComp: the European Entrepreneurship Competence Framework as a reference framework to explain what is meant by an entrepreneurial mindset.

EntreComp offers a comprehensive description of the knowledge, skills and attitudes that people need to be entrepreneurial and create financial, cultural or social value for others.

EntreComp is a free, flexible reference framework that can be adapted to support development and understanding of entrepreneurial competence in any setting.

Since its launch in 2016, EntreComp has been used in both policy and practice across multiple sectors to support active citizenship, innovation, employability, and learning through entrepreneurial thinking and action.

EntreComp basics

EntreComp identifies the competencies that make someone entrepreneurial. These may include civil society, companies, education, youth work, communities, start-ups, and individuals.

The EntreComp wheel offers an overview of the different yet interconnected competencies. These competencies are designed to help you think about the entrepreneurial skills and attitudes that your work involves. They can be used as a guide when designing a new activity and/or a model for you to use or adapt for learning and assessment.

At its very simplest level, EntreComp is made up of 3 competence areas: Ideas & Opportunities, Resources, and Into Action.

Ideas & opportunities is about looking for the ways you can create values for others by creating your vision, using your creativity, and spotting opportunities while making sure these ideas are ethical and sustainable.

Resources are about the resources you have inside yourself, how to mobilise them while understanding your skills, strengths, and capabilities as well as knowing where you can find other resources elsewhere.

Into action is about taking the initiative, doing it, and learning from experiences, while along the way understanding risks, because nothing is straightforward.

Each area contains 5 competencies, and together these make up the 15 competencies that individuals use to discover and act upon opportunities and ideas. Each competence is explained further into 60 thematic threads and 442 learning outcomes.

Each competence thread has associated learning outcomes mapped across 8 progression levels, from foundation to intermediate, advanced, and expert levels. Mapping progression is important when considering a learner's development over time, the different starting points of learners, or creating a coherent entrepreneurship skills pathway.

2.2 Applying the framework to social entrepreneurship

EntreComp defines entrepreneurship as a transversal capability, which applies to all spheres of life from nurturing development to labour sharing in society to (re) entering the job request as a hand or as a tone-employed person, and to starting up activities (artistic, social or marketable). It builds upon a broad description of entrepreneurship that hinges on the creation of artistic, social, or profitable value. It therefore embraces different types of entrepreneurship, including social entrepreneurship.

Why do social entrepreneurs have to use Entrecomp Framework?

- **Accessible** – the visuals are attractive, and the language used is understandable, helping to engage and generate interest.

- **Practical** – it is easy to put into practice, at different levels – for awareness raising and high-level information e.g., the 3 areas and 15 competencies work well for individuals thinking about their own levels of entrepreneurship competence; and the detailed threads and learning outcomes are useful tools for training practitioners and professionals.

- **Flexible** – the framework can be applied to and is relevant in different situations and to different target groups

EntreComp Framework is an excellent resource to support social entrepreneurs in developing their entrepreneurial competencies. It could be taken as a reference de facto by any initiative that aims to foster entrepreneurial learning and stimulate interest in the entrepreneurial culture. Moreover, EntreComp could inspire social entrepreneurs to map their competencies and assess their level of competence.

According to this, social entrepreneurs working with this framework should follow some simple steps:

- **To choose** competencies that they want to improve, taking into account the table of entrepreneurial competence mastery levels. From level 1 – BASIC to level 8 – EXPERT there are some parameters to measure progress which could suggest:
  - autonomy;
  - effective and sustainable thinking;
  - ability to move from theory to practice.

- **To analyze** the thematic priorities of each competence and choose which ones are most useful for their social entrepreneurship development

- **To find** existing content, Open Educational Resources, or join the EntreComp Community to deepen more on the topic and be part of a broader community sharing the same interest

When someone is starting out with a social entrepreneurial mindset, EntreComp skills can help them shape a clear idea of the value they want to bring to the world. These skills guide them in exploring different ways to reach their goals and understanding how their choices will make a difference. Being able to think creatively and see many possible solutions to a problem is just as important as being able to narrow down, prioritise, and focus on the best options.

How to apply Entrecomp to social entrepreneurship?

- Use EntreComp's **"Ideas and Opportunities"** competence area to guide your vision of social value. Identify the specific problem you want to solve and ensure that your solutions align with this purpose.

- **Explore Creativity and Vision:** Focus on understanding the needs of the communities and think strategically. Define problems and be innovative in finding solutions.

- **Foster Ethical and Responsible Thinking:** Make sure your actions benefit the local communities and do not harm them.

- Social ventures often have limited resources, so the **"Resources"** competence area is crucial. EntreComp guides social entrepreneurs in this direction

- **Focus on financial and economic literacy:** Understanding taxation, economic and financial concepts, and finding funds are important to develop social initiatives.

- **Evaluate mobilising resources and others:** Getting support, getting inspired and inspiring others, and effective communication are often required while creating a social venture.

- The **"Into Action"** competence area emphasises bringing ideas to life with a focus on creating impact in communities.

- **Working with others** is a key competence to achieve impact. Except diversity and collabouration with different stakeholders. Promote empathy, active listening, and open communication.

- **Planning and managing:** Make sure to set clear goals, plan budget carefully, monitor the progress, and adjust plans based on community feedback.

By adapting the EntreComp framework based on a socially driven approach, social entrepreneurship could be built to enhance meaningful changes.

2.3 Developing entrepreneurial skills and competencies for young people

EntreComp has the potential to support the development of entrepreneurial competence for all and can be tailored and targeted to support different skill levels, needs and goals.

Knowledge of this framework is useful and necessary to understand the needs of today's changing and constantly evolving labour market, which has led the World Economic Forum to establish what will be the most demanded skills by 2025, and likewise, to establish the basis for training young people in the acquisition and development of these skills.

Young people have to gain knowledge of contexts and opportunities, approaches to planning and management, ethical principles, and self-awareness. It includes the skills of creativity (imagination, critical reflection, problem-solving), communication, mobilising resources (people and things), and coping with uncertainty, ambiguity, and risk. An entrepreneurial mindset also includes the attitudes of self-efficacy, motivation, perseverance, and valuing the ideas of others.

Developing entrepreneurial competencies and skills enables youth to build a strong foundation for future success.

Based on Entrecomp, these are the competencies and skills that may empower young people to become successful and achieve their goals.

Ideas and Opportunities Competence Area:

Competence	Hint	Description
Spotting opportunities	Use your imagination and abilities to identify opportunities for creating value	• Identify and seize opportunities to create value by exploring the social, cultural, and economic landscape • Identify needs and challenges that need to be met • Establish new connections and bring together scattered elements of the landscape to create opportunities to create value
Creativity	Develop creative and purposeful ideas	• Develop several ideas and opportunities to create value including better solutions to existing and new challenges • Explore and experiment with innovative approaches • Combine knowledge and resources to achieve valuable effects
Vision	Work towards your vision of the future	• Imagine the future • Develop a vision to turn ideas into action • Visualise future scenarios to help guide effort and action
Valuing Ideas	Make the most of ideas and opportunities	• Judge what value is in social, cultural, and economic terms • Recognise the potential an idea has for creating value and identify suitable ways of making the most out of it
Ethical and sustainable thinking	Assess the consequences and impact of ideas, opportunities, and actions	• Assess the consequences of ideas that bring value and the effect of entrepreneurial action on the target community, the market, society, and the environment • Reflect on how sustainable long-term social, cultural, and economic goals are, and the course of action chosen • Act responsibly

Table 1 Ideas and Opportunities Competence Area

Resources Competence Area:

Competence	Hint	Description
Self-awareness & self-efficacy	Believe in yourself and keep developing	• Reflect on your needs, aspirations, and wants in the short, medium, and long term • Identify and assess your individual and group strengths and weaknesses • Believe in your ability to influence the course of events, despite uncertainty, setbacks, and temporary failures
Motivation & perseverance	Stay focused and don't give up	• Be determined to turn ideas into action and satisfy your need to achieve • Be prepared to be patient and keep trying to achieve your long-term individual or group aims • Be resilient under pressure, adversity, and temporary failure
Mobilising resources	Gather and manage the resources you need	• Get and manage the material, non-material and digital resources needed to turn ideas into action • Make the most of limited resources • Get and manage the competencies needed at any stage, including technical, legal, tax, and digital competences
Financial & economic literacy	Develop financial and economic know-how	• Estimate the cost of turning an idea into a value-creating activity • Plan, put in place, and evaluate financial decisions over time • Manage financing to make sure your value-creating activity can last over the long term
Mobilising others	Inspire, enthuse, and get others on board	• Inspire and enthuse relevant stakeholders • Get the support needed to achieve valuable outcomes • Demonstrate effective communication, persuasion, negotiation, and leadership

Table 2 Resources Competence Area

Into Action Competence Area:

Competence	Hint	Description
Taking the initiative	Go for it	• Initiate processes that create value • Take up challenges • Act and work independently to achieve goals, stick to intentions and carry out planned tasks
Planning & management	Prioritise, organise and follow up	• Set long-, medium- and short-term goals • Define priorities and action plans • Adapt to unforeseen changes
Coping with uncertainty, ambiguity & risk	Make decisions dealing with uncertainty, ambiguity, and risk	• Make decisions when the result of that decision is uncertain, when the information available is partial or ambiguous, or when there is a risk of unintended outcomes • Within the value-creating process, include structured ways of testing ideas and prototypes from the early stages, to reduce the risks of failing • Handle fast-moving situations promptly and flexibly
Working with others	Team up, collabourate, and network	• Work together and cooperate with others to develop ideas and turn them into action • Network • Solve conflicts and face up to competition positively when necessary
Learning through experience	Learn by doing	• Use any initiative for value creation as a learning opportunity • Learn with others, including peers and mentors • Reflect and learn from both success and failure (your own and other people's)

Table 3 Into Action Competence Area:

Additional Resources

Reading 1 (Reading time:15 minutes):

EntreComp 360 project. (2021). Guide to the EntreComp in youth work and non-formal learning. Extract, pages 5-9. Retrieved from

https://dare-network.eu/guide-entrecomp-in-youth-work-and-non-formal-learning/

- Why use Entrecomp Framework in a non-formal learning context?

  _____
  _____

- Why is important and useful competence-centred learning?

  _____
  _____

Reading 2 (Reading time:15 minutes):

I-LINC project. (2017). EntreLearn: Entrepreneurial learning toolkit for teachers. Extract, pages: 3,17,30. Retrieved from https://school-education.ec.europa.eu/en/teach/teaching-materials/entrelearn-entrepreneurial-learning-toolkit-teachers

- Why develop competence areas from an early age in schools?

  _____
  _____

- How young people are empowered through competence learning?

  _____
  _____

Video 1 (2 minutes long)

https://audiovisual.ec.europa.eu/en/video/I-163141?lg=EN

- What is an entrepreneurial mindset?

  _____
  _____

- How do we define entrepreneurship as a competence?

  _____
  _____

Assessment Activities

1. Self-Assessment of Your Knowledge of Entrecomp Framework

- Go through each category and determine your current level of knowledge using a 1 to 10 scale where 1 represents "novice" and 10 is expert.

- Fill in your template with your rankings for each category. Then, shade in the area in each pie segment.

- The circumference of the shaded area is your Wheel of Self-Assessment.

- Once you see how satisfied you are with your knowledge in each category, determine two or three steps you can take to help improve in each category.

WHEEL OF SELF ASSESSMENT
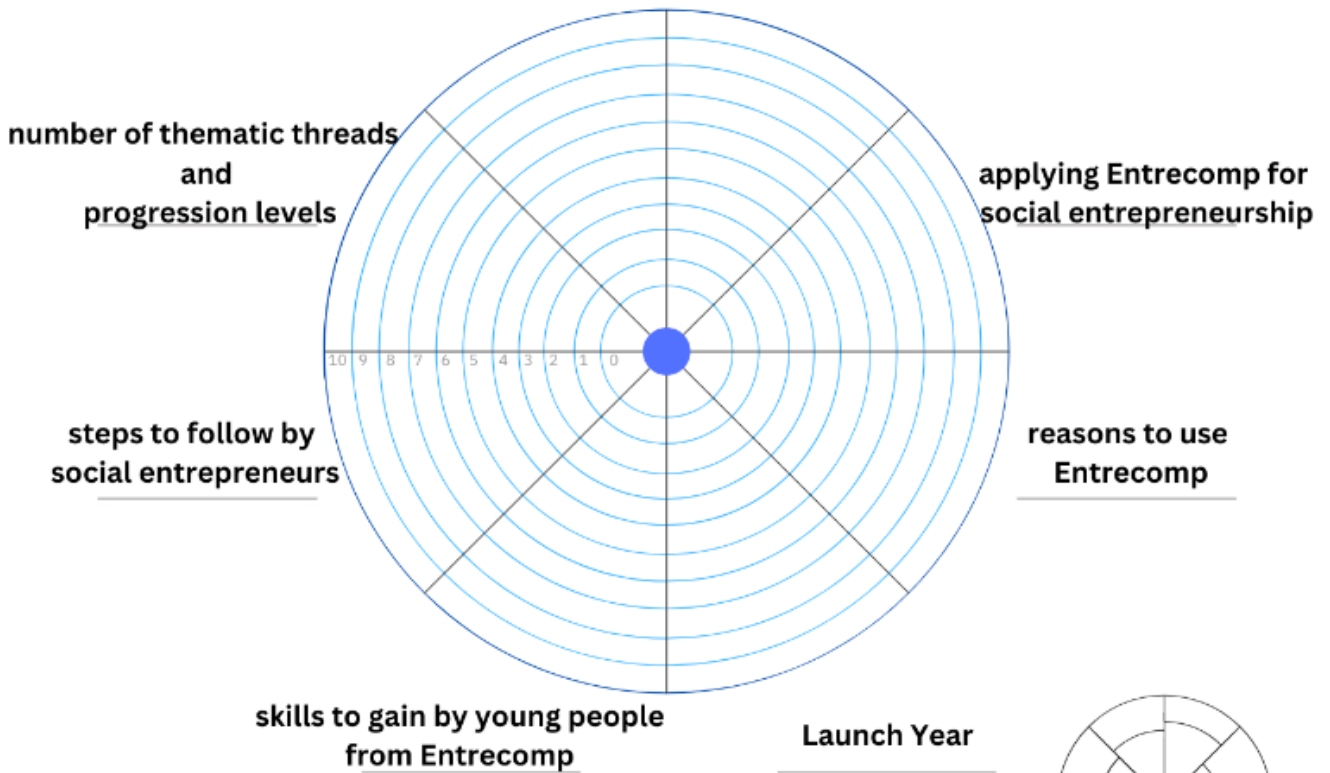
Figure 2 Wheel of Self Assessment
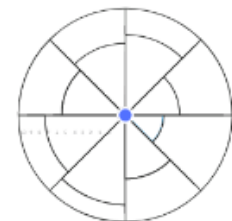
Module 3:
Linking Social Work/Initiatives and Entrepreneurship

Lesson Objectives

- **Understand** the fundamental values of social work and how they integrate with entrepreneurial activities.
- **Evaluate** real-world examples of social enterprises, identifying how they integrate social work values in their business models.
- **Critically assess** the benefits and challenges of combining social work principles with entrepreneurship.

Module 3: Linking Social Work/Initiatives and Entrepreneurship

3.1 Integration of social work principles with entrepreneurial activities

To start, it should be highlighted that social work principles are closely linked with entrepreneurial activities. Indeed social enterprises promote a holistic approach to solve social problems, by giving the emphasis on social values and the creation of a positive social impact instead of prioritising profit. It is to be mentioned that the concept of social entrepreneurship may not be as new as we think, since a lot of social enterprises throughout Europe have their roots in the tradition of associations, mutual aid societies, and voluntary engagement that preceded the creation of the contemporary state bodies (European Commission, 2020). This concept was revitalised in response to welfare state crises, social and cultural mass movements of the late 1960s, and, more recently, ecological concerns and the rise of responsible consumption patterns. Also, the global economic and financial crisis of 2007 served as a catalyst for the emergence of social entrepreneurship efforts, advancing these businesses into new markets that local communities find appealing.

As it was mentioned in previous modules, the basis of a social enterprise is a specific social mission that is in line with the fundamental principles of social work. Indeed, by prioritising social values, these ventures take up unmet social and environmental demands that are frequently ignored by mainstream industries. As the goal of social work as a profession is to improve marginalised groups' quality of life and social well-being (European Commission, 2020), social workers' dedication to social justice, empowerment, and advocacy makes them a perfect fit with social businesses' goals. Specifically, their drive to address social issues and support community growth makes them important forces in the field of social entrepreneurship (Germak & Singh, 2009).

It should be highlighted that social enterprises are fundamentally based on a number of social work values, including advocacy, empowerment, inclusion, and participation. In fact, social workers place a strong emphasis on community and individual empowerment, which is consistent with social businesses' aim of uplifting marginalised groups. On that note, social enterprises prioritise empowerment in order to accommodate vulnerable people, including the unemployed, the disabled, and marginalised communities (Dominelli, 2004).

Another common point of reference is the democratic governance mechanisms. These mechanisms that are present in many social businesses are likewise based on the participatory decision-making principle in social work. Social companies frequently use inclusive decision-making procedures in which all relevant parties actively participate in developing organisational plans and policies, including beneficiaries and employees. This reflects the dedication of social work to guaranteeing that the voices of the marginalised are acknowledged and included in the decision-making processes that impact their lives (European Commission, 2020). Transparency and accountability are also essential components of social work and social enterprise governance.

Lastly, the ideals of social enterprises are closely matched with the ethical framework that regulates social work. In fact, social businesses function within the wider framework of the social and solidarity economy, which places a higher priority on the well-being of the group as a whole than the maximum of individual profits (European Commission, 2020). Solidarity, equality, and sustainability are among the ideals that support this economy and are essential to social work practice. In order to ensure that entrepreneurial endeavours do not encourage exploitation but rather dignity, empowerment, and long-term societal gain, social workers bring an ethical commitment to meeting the needs of the most disadvantaged (Germak & Singh, 2009). Furthermore, the operational "ethos" of social enterprises, which highlights the need for transparent impact measurement and reporting, is in line with the demands for transparency and accountability made in social work practice.
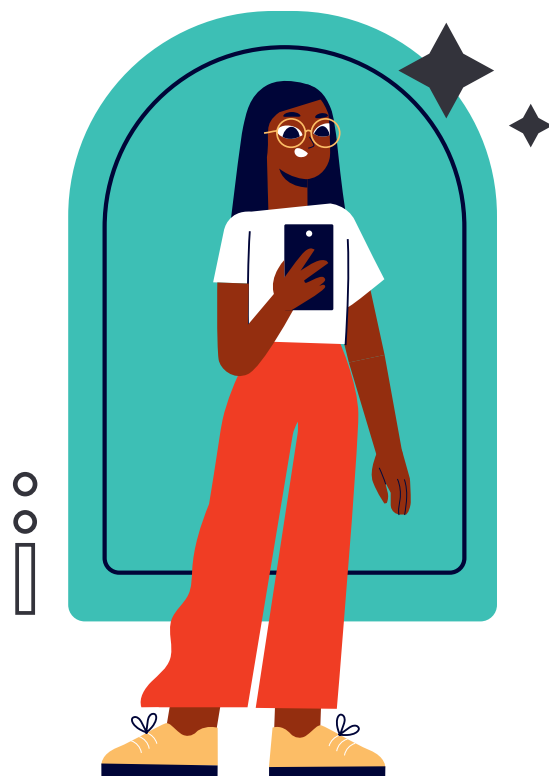
3.2 Examples of initiatives that combine social work and entrepreneurship

Below you can find great examples where social enterprises in Greece are putting theory into practice by combining social work with entrepreneurship. All the organisations below show-case innovative ways of dealing with a problem or societal challenge, while keeping a sustainable business model.

On one hand, GoodFairy revolutionises the world of traditional insurance by allowing its customers to contribute to nonprofit organisations through vehicle insurance in a manner that is both non-invasive yet sustained and has enormous positive repercussions on the community. On the other hand, School Synergy Snacks produces quality, locally sourced products, allowing individuals with intellectual disabilities to maintain productive employment and social integration. Similarly, Black Light, a social cooperative founded by blind people, develops B2B educational services that build bridges between sighted and non-sighted individuals, fostering greater accessibility and creating jobs for people with disabilities through collaborations with major brands. More specifically:

GoodFairy is an innovative, social enterprise in the Greek insurance market, that combines effectively entrepreneurship with a commitment to social responsibility. It operates through an innovative business model, which allows its customers to support nonprofit organisations of their choice if they insure their vehicles through them.. For example, every time someone buys car insurance from GoodFairy, the company will donate part of that premium to one of many charities or social causes that the customer has indicated- without adding any increased cost to the customer. Since the donation is made each time the insurance policy is renewed, it provides a steady, ongoing source of income for the supported organisations.

Examples of organisations the customers may support are organisations for youth, children, the environment and more. It should be highlighted that it is the very first social enterprise to operate in the insurance sector in Greece and has been featured in leading business incubation and acceleration programs for their pioneering role in matching up profit-oriented insurance services with the mission of supporting the social economy.

Find out more **here**

School Synergy Snacks is a pioneering social cooperative enterprise. It aims to empower particular vulnerable groups, such as people with intellectual disabilities and developmental disorders. It was founded in 2019, and operates under the vision of professional rehabilitation and maximum independence for young people with special needs.

The core of School Synergy Snacks combines social work with entrepreneurship, while elabourating on job creation and integration into society. Their mission is not only to do business but also to create a world where disabled persons would have an equal opportunity for employment, be integrated into society, and tear down barriers, promoting inclusivity.

They invest in quality products, help local producers in business, and therefore participate in community development. Their products are based on Greek recipes with a "social twist"–where every traditional flavour is blended with "a dose of social responsibility". What the company does has greater implications than the products themselves. They give people with intellectual disabilities the chance to learn new skills, gain confidence, and become productive members of their communities by providing them with a meaningful job.

Find out more **here**

Black Light
The blind side of view

Black Light is a social cooperative business founded in 2017 by blind people with experience in creating interactive events and customer service. Its main purpose is to design and implement B2B educational services that create bridges between sighted and non-sighted people. In this way, they bring businesses closer to a customer segment whose habits they often seem to be unaware of. At the same time, through their trainings and the tailor-made actions they design, they create jobs for people with disabilities. Their services are offered both in person and online and they have collabourated with big brands in order to ameliorate the accessibility of their services.

Find out more **here**

3.3 Benefits and challenges of this integration

There are numerous benefits but also a number of challenges that emerge due to the integration of social work principles into entrepreneurial activities. Let's discuss some of them more specifically.

Benefits

The core advantage offered by the integration of social work into entrepreneurial endeavours is that it gives the under-represented and vulnerable population a voice. Firstly, a basic benefit is that it promotes training, bridging the gap in employment. Such activity is the 'School Synergy Snacks,' as mentioned earlier, which gives space for work to adults with intellectual disabilities and helps them to help themselves as well as society. Also, a social enterprise ventures into social issues with the aim of providing sustainable and long-term solutions as opposed to quick-fixes.

Furthermore, in most of the cases the businesses are able to sustain themselves particularly through economic activities which mitigates the level of dependence on donors or other enabling agencies. Such a way of working allows them to continue their activities, that is, to work towards social change, even in periods when the economy is going down (Defourny & Nyssens, 2013). The example of GoodFairy, for instance, generates ongoing income for charities and social causes through insurance renewals, creating a reliable financial stream for non-profit organisations. It should also be highlighted that the democratic governance arrangements are practised in many contemporary social enterprises, where multi-stakeholders, are involved in the decision-making process are a reflection of the social work's participatory and client-focus strategy. Lastly, social businesses may also give a contribution both from a social aspect and an economic aspect, that is job creation, enhancing community well-being, solving social problems, but also, making profit for the same so that it will be reinvested (Dacin, & Tracey, 2011).

Challenges

A number of social enterprises face such difficulties at balancing their social and economic missions. Where other businesses are always striving to maximise their profits, such organisations are faced with the reality of socially engaging those profits and still make enough money for their business operation (Smith et al., 2013). For example social enterprises may find it hard to compete with other mainstream firms that value profit over impact. Another challenge is that the financial projections of the social enterprises may be optimistic, but that does not negate the fact that they will still need support whether it is from donors or the government to kickstart their operations.

Social investors are increasingly reluctant to invest in ventures led by purely social entrepreneurs, as these investors often have to wait longer to see tangible financial returns. Still, there is a gap in unanimously accepting such ventures as the implications of social enterprises in such investments are yet to be comprehended.

It should also be highlighted that traditionally, business success is determined by the numbers, reports and financial statements. The issue of profitability and social changes insists on the use of multiple evaluation tools which are not only rigorous but also expensive which can be a major challenge for newly formed social enterprises (Arena, Azzone, & Bengo, 2015). Another issue is that social enterprises can be found in a difficult situation, where most regulatory frameworks do not cater for their specific needs. This is because social enterprise is a relatively new phenomena and not all countries have enacted specific laws supporting it. This situation often brings about difficulties with taxing, access to financial resources and even the incorporation of the business status (Kerlin, 2010, p. 425).

Additional Resources

Reading 1 (Reading time:5 minutes):

BBC News. (2018, June 24). Social enterprises: Giving back to the community. BBC News, available at: https://www.bbc.com/news/uk-northern-ireland-44547269

Question 1: What is the primary goal of social enterprises like Madlug, and how do they use their business model to benefit others?

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Question 2: What inspired David Johnston to start Outside In, and how does the 'Wear one, Share one' model contribute to helping people experiencing homelessness?

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Reading 2 (Reading time: 10 minutes):

Extract from Chapter 16 "El Hueco: A local incubator, Spain". OECD/European Union. (2017). Boosting social enterprise development: Good practice compendium. OECD Publishing. https://doi.org/10.1787/9789264268500-en

Question 1: How can new social entrepreneurs utilise the SEIP program to develop and scale their projects, specifically in rural areas?

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Question 2: What were some of the initial challenges El Hueco faced in establishing itself as a hub for social entrepreneurship, and how did it overcome them?

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Video 1 (8 minutes long):

Cory Ames (2023, September 20), 7 Inspiring Examples of Social Entrepreneurship in Action (2024) [Video]. Youtube. https://www.youtube.com/watch?v=TNpkvp5uHwo

Question 1: Why does Cory (the narrator) refer to Gia as a "Conscious Engineer"?

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Question 2: According to the video, who are the entrepreneurs that introduced a product that was previously unavailable in the market and what necessity did this product cover?

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Assessment Activities

Case Study Analysis - Combining Social Work and Entrepreneurship

The objective of this activity is to analyse and present how social work principles are integrated into entrepreneurial initiatives. Learners will apply their understanding of social work values, entrepreneurial activities, and the impact of social enterprises on communities.

Instructions:

1. Find a Social Enterprise: Choose a real-life social enterprise that combines social work principles with entrepreneurial activities. This could be an organisation that focuses on empowering marginalised groups, addresses social or environmental challenges, or promotes social justice through business.

2. Analyse the Case Study: In your analysis, address the following points. Here are also some questions to help you define the points better.

• Mission and Vision: What is the primary social issue the enterprise addresses, and how does it align with social work principles?

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• Business Model: How does the enterprise sustain itself financially while fulfilling its social mission?

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• Target Groups and Social Impact: Who are the beneficiaries of the enterprise's activities?

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• Governance and Decision-Making: How does the enterprise involve stakeholders in decision-making? Does it reflect the participatory approaches common in social work?

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• Challenges and Opportunities (SWOT Analysis Approach): Identify key challenges the enterprise faces in balancing social impact and profitability. What opportunities exist for further growth or impact?

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3. Presentation: Prepare a 5-slide PowerPoint presentation summarising your findings for a max. 10-minute presentation. Each slide should address one of the key questions outlined above.

Module 4: Social Entrepreneurship Skills

- **Understanding** the difference between a traditional and social entrepreneur
- **Understanding** essential skills for social entrepreneurs
- **Recognizing** the role of social and emotional intelligence in social entrepreneurship
- **Understanding** how social entrepreneurs as game changers can lead transformative efforts through innovation and problem-solving to create a meaningful impact
- **Recognizing** different types of social venture narratives in developing a communication and networking strategy

Module 4: Social Entrepreneurship Skills

4.1 Essential skills for social entrepreneurs

Social entrepreneurship shares many elements of an entrepreneurship with one significant difference and that is seeking an opportunity for social change, which formulates its core mission (Vázquez-Maguirre & Portales, 2014)

And who exactly is then a social entrepreneur? If we acknowledge that social entrepreneurship is focused on driving positive social change, and a social enterprise as an organisation that engages in commercial activities to achieve a social goal, then a social entrepreneur can be defined as the individual whose mission is social change (Borzaga et al., 2020).

In defining "skill," Tether et al. (2005, p. 5) describe it as "an ability or proficiency at a task that is normally acquired through education, training, and/or experience." However, when considering the essential skills a social entrepreneur needs to effectively manage a social enterprise, it is important to look beyond formal education, training, and experience. The complexity and diversity of the social problems they aim to address require a more holistic approach. Success in this field depends not only on technical knowledge but also on the entrepreneur's ability to engage with a wide range of stakeholders and resources, each with unique needs. Therefore, developing social entrepreneurship skills also necessitates practical, real-world experience, where these competencies are refined through active problem-solving and interaction with the community (Sannikova et al., 2023)

Given its social mission, a social enterprise must constantly seek public value, remain vigilant for new opportunities, provide innovative solutions, and be bold in its efforts. At the same time, it must maintain strong accountability (Al Issa et al., 2024). Simply possessing a set of relevant skills is not enough for success. Entrepreneurs must also demonstrate a profound sense of social purpose, which is often seen through a high level of social and emotional intelligence.

While social entrepreneurship transcends the simple acquisition of skills, it is essential to recognise that these skills provide the foundation upon which social entrepreneurs can grow and thrive. A deep commitment to social causes, combined with a clear sense of purpose, is critical, but skills—whether technical, financial, or interpersonal—serve as the tools that enable entrepreneurs to navigate the challenges they encounter.

Skills can generally be categorised into soft (cognitive) and hard (technical) skills. In the realm of social entrepreneurship, Lehner and Kansikas (2011), advocate for a transdisciplinary approach. They argue that, in addition to technical and financial education, the development of soft skills is essential for fostering innovative social entrepreneurship competencies (Lehner & Kansikas, 2011). While technical skills are often incorporated into formal education programs, training in soft skills specific to social entrepreneurship is much less common.

Despite extensive research on identifying the unique skills of a social entrepreneur, no single approach has been universally agreed upon. Unlike traditional entrepreneurs, social entrepreneurs are deeply influenced by their social environment, and addressing a social problem is central to their mission. This makes it challenging to define a precise set of competencies (Sannikova et al., 2023).

But, at the heart of every social enterprise lies a commitment to corporate social responsibility, where social benefits take precedence over profit. This responsibility extends beyond the enterprise itself, encompassing the well-being of employees, their skills, and the environment (Sannikova et al., 2023). It is this social corporate responsibility that distinguishes social entrepreneurship from traditional business models. Social entrepreneurs, often seen as change-makers rather than profit-seekers, recognise the importance of profit in realising their vision but are fundamentally driven by a desire to address social problems.

Therefore, one of the most critical steps in identifying someone as a social entrepreneur is understanding the motivation behind their endeavour. Once this self-identification is achieved, the development of the necessary skills can begin. However, even then, mastering these skills alone does not automatically qualify one as a social entrepreneur.

The inherent challenges of addressing societal issues mean that the environment and society play a significant role in shaping social innovation leaders. Innovative skills are thus crucial to finding business-oriented solutions across various fields (Sannikova et al., 2023).

As leaders of social innovation, social entrepreneurs are committed to solving complex social issues. They understand that leading a determined, service-oriented team is essential to their mission. In their pursuit of change, social entrepreneurs not only strive for personal growth but also seek to empower their teams.

Ultimately, as agents of change, their skill in identifying social problems and finding appropriate solutions aligns with their mission to create a better future.

4.2 Leadership, innovation, and problem-solving

The core skills of leadership, innovation, and problem-solving are shared by both traditional and social entrepreneurs. However, while both may apply these skills effectively, a social entrepreneur's context and approach differ significantly. This distinction highlights the importance of examining these skills through the lens of social and emotional intelligence.

While emotional intelligence involves recognizing and managing one's own emotions, social intelligence centres on understanding group psychology rather than individual psychology. It focuses on the dynamics within relationships that individuals build with others and is closely tied to the ability to understand and communicate effectively within groups, organisations, or communities (Goleman, 2020).

Therefore, the concept of social intelligence is important in understanding how to effectively lead and manage people. Social intelligence enhances the individual ability to understand and cooperate with others.

In addition, effective leadership for a social entrepreneur hinges on their ability to inspire and motivate others. Within the framework of social intelligence, this motivation often stems from a genuine desire to help and serve others. For a social entrepreneur, heightened motivation is essential, as it drives their purpose and defines their leadership approach.

Social entrepreneurs stand out as change agents, leading transformational efforts through innovative methods to address critical societal challenges (A. Rahim et al., 2018). Unlike traditional entrepreneurs, they must ensure that their work has a lasting and meaningful impact, as without it, the societal issues they aim to resolve would remain unaddressed.

A critical component of effective leadership is self-leadership, which involves self-awareness and self-regulation. As described by Goleman (2020), emotional intelligence consists of five key skills: self-awareness, self-regulation, motivation, empathy, and social skills. For a social entrepreneur, these skills are especially critical, as managing both one's emotions and the emotions of others must be done within complex social contexts. Therefore, motivation in social entrepreneurship is almost always paired with a deep commitment to their cause (Marecki, 2014).

To lead effectively, a social entrepreneur must demonstrate not only motivation, commitment, and perseverance but also the ability to innovate and cultivate these qualities within their team members. This specific cluster of skills belongs to emotional intelligence (Guritno et al., 2019).

However, not all leaders inherently possess high social and emotional intelligence. This deficit can hinder their ability to assess situations accurately, leading to a wrong identification of the core issue and ultimately the pursuit of solutions to the wrong problems (Mitroff & Silvers, 2010). For social entrepreneurs, this skill is indispensable; without it, the risk of overlooking the true dimensions of societal challenges increases, making lasting, impactful change all the more elusive.

As effective leaders, social entrepreneurs must possess skills for innovation, which could be defined as any ability, proficiency, competency or attribute that leads to a successful business (Zehir, 2021). The literature describes a wide variety of innovation skills, but in a socially relevant context, innovation can be defined as a combination of imagination, creativity, critical thinking, and problem-solving.

But in the context of social entrepreneurship, social innovation's main purpose is to transform and provide social benefit (Zehir, 2021).

To better understand the difference between innovation in an entrepreneurial setting and in social entrepreneurship, it can be best described through the motivation behind such innovation. In traditional enterprises innovation is the key to secure the greater presence on the market and reduce the profit of the competitors, while unlike entrepreneurial innovation, social innovation is more driven to problem solving, and involves a greater number of actors in allying in finding a sustainable solution (Portales, 2019) .

Building on these insights, entrepreneurial leadership is recognised as a unique style, defined by a leader's ability to create a compelling entrepreneurial vision and motivates others to generate value by seizing opportunities and advantages, within a framework of innovation, proactiveness, and risk-taking (Covin & Slevin, 2017).

Due to the nature of social entrepreneurship by which it tends to look for sustainable or ultimately permanent solutions, if a social entrepreneur is faced with a dilemma of choosing between problem-solving and charity or philanthropy, a social entrepreneur will always choose solving a complex, most pressing social problem (Portales, 2019).

Problem-solving represents the skill of recognizing issues and devising practical solutions. This skill goes beyond mere analysis. It involves understanding emotions and the ways they influence decision-making. Problem-solving is a nuanced process that requires us to approach solutions from multiple perspectives. When faced with difficult decisions, it's essential to consider the broader impact on others involved.

In socially complex contexts, not all solutions will be universally applicable. Thus, integrating the viewpoints and experiences of others can help a social entrepreneur formulate the most viable solution (M. Rahim, 2003).

Therefore, to design a solution that meets the needs of all stakeholders, it is crucial for a social entrepreneur to possess strong communication skills, fostering open dialogue, clarifying misunderstandings, and inclusively engaging all stakeholders in the problem-solving process (Portales, 2019). This will be further explored in the following chapter.

4.3 Communication and networking strategies

How do social entrepreneurs and their unique skill sets shape communication strategy? As change-makers, social entrepreneurs are invaluable for their creativity and drive for social innovation, channelling original ideas that aim to resolve societal issues far beyond individual needs. They embody many traits of traditional entrepreneurs—such as perseverance and commitment—with an added emphasis on creating a long-lasting, measurable impact. Moreover, social entrepreneurs inspire trust as their mission, deeply rooted in addressing social challenges, is widely perceived as beneficial to society (Sen, 2007)

All these aspects lead us toward a unique communication strategy for social entrepreneurs, where they convey their mission as transformative leaders. Is it then reasonable to conclude that social entrepreneurs must develop a tailored communication approach to reach a broader audience?

Given the unique structure of a social enterprise, social entrepreneurs must engage diverse resources (Clough et al., 2019), involving various stakeholders from different sectors—such as organisations, industries, and government. This makes their communication strategies notably complex, as social entrepreneurs must address the needs of beneficiaries, investors, government representatives, employees, and volunteers alike.

In shaping their communication strategies, social entrepreneurs must thoughtfully design their narratives. As (P. T. Roundy, 2022; Zamantılı Nayır & Shinnar, 2020) suggests these narratives serve as a way to communicate the essence of a social venture, embedding a storyline that fosters sense-making and sense-giving.

In essence, communication in social entrepreneurship highlights who social entrepreneurs are, their motivation for founding the enterprise, and the reasons stakeholders should support their mission (Zamantili Nayır & Shinnar, 2020). Social entrepreneurs must therefore craft unique narratives that centre on the social issue they aim to address, actively engaging all relevant stakeholders in the decision-making process.

Roundy (2014) created a content-based typology to categorise the types of narratives used by social ventures. Social entrepreneurs share three main narrative types with stakeholders: personal narratives, which highlight the entrepreneur's experiences, qualities, life-changing events, and the story behind the venture's founding; social good narratives, which emphasise the social issues the venture aims to address; and business narratives, which provide details on the venture's offerings, customer value, revenue model, and the "business case" for securing financial support and resources (P. Roundy, 2014). These narratives, along with their thematic elements, characters, and events, form the foundation of social entrepreneurs' communication strategies, helping them attract essential resources.

In contrast to traditional entrepreneurship, where communication strategies often centre on the enterprise rather than the entrepreneur, social entrepreneurship benefits from a focus on the social entrepreneur's socially oriented traits, rather than purely business-focused attributes (Waldner, 2020). Research indicates that social ventures gain more attention when narratives highlight the entrepreneur's commitment to social impact.

A social entrepreneur's personal connection to a social issue provides a strong foundation for crafting effective social venture narratives. However, even a compelling narrative alone cannot achieve desired results without a well-established network of stakeholders to share it with. Here, social and emotional intelligence are essential, as engaging diverse stakeholders requires the skill to understand their needs and the capacity to relate meaningfully to them.

Some social entrepreneurs may choose to adjust their narratives to resonate with different stakeholder groups—a practice Roundy (2014) refers to as "narrative tailoring." For instance, when pitching to potential investors, social entrepreneurs might emphasise the business-oriented aspects of their strategy. Conversely, when engaging with local government officials for support, the focus would likely shift to the social issue being addressed and the community benefits of the proposed solution.

Thus, it is crucial for a social entrepreneur to recognise not only their own emotions but also those of their stakeholders. Studies consistently show that communication strategies incorporating emotional narratives are more likely to capture stakeholder attention, an approach known as "emotion-invoking" communication (P. T. Roundy, 2022)

In conclusion, communication and networking strategies are essential to every social enterprise. To develop an effective approach, a social entrepreneur must possess skills in both communication and networking. In the realm of social ventures, these skills are unique, as they heavily depend on a keen ability to understand emotions and to identify the most suitable ways to engage a diverse range of stakeholders.

A single narrative is rarely sufficient; instead, a social entrepreneur must be prepared to adapt their messaging to meet the specific needs of each stakeholder group. Additionally, they must balance corporate social responsibility with corporate values, framing both within a relevant social context to maximise impact.

Additional Resources

Reading 1 (reading time: 20 minutes)

Social Enterprises and Their Ecosystems in Europe – Comparative Synthesis Report, pages 139-148 https://base.socioeco.org/docs/social_enterprises_and_their_ecosystems_in_europe._comparative_synthesis_report.pdf

- What are the opportunities for the development of social entreprises and their ecosystems?

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  _____

- What are some common challenges faced by social enterprises in Europe, and what problem-solving skills or adaptive strategies have been successful in overcoming these obstacles?

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Reading 2 (reading time 15 min)

Social Entrepreneur Networking: Strategies For Building Influential Connections
https://iseo.scot/2023/11/17/ways-networking-grows-your-social-enterprise/

- How can social entrepreneurs ensure their communication strategy aligns with their audience's values without compromising the authenticity of their mission?

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- Consider the potential conflicts that may arise between staying true to the mission and adjusting messaging for broader appeal. How might a social entrepreneur navigate these conflicts to maintain both trust and relevance?

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- What are the potential risks and benefits of forming partnerships with brands or individuals that have significant reach but may not fully align with a social enterprise's values?

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- Reflect on how these partnerships could impact the brand's reputation, community trust, and long-term sustainability. How might a social entrepreneur assess and manage these risks effectively?

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Video 1 (21 minutes):

https://www.youtube.com/watch?v=z7FjchnVszc

In the podcast interview "Founding Social Entrepreneurship" with Bill Drayton, he outlines the essential skills required for social entrepreneurs to drive systemic change. Drayton, who founded Ashoka, emphasises three main skills necessary for impactful social entrepreneurship:

- Cognitive Empathy and Ethics
- Adaptability and Collabourative Leadership
- Changemaking Ability

1) Explore how Drayton's emphasis on cognitive empathy challenges traditional business leadership models, and what examples he gives to show its effectiveness in social entrepreneurship?

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2) Why does Drayton consider adaptability a critical skill for social entrepreneurs, and how does this contribute to building resilient "teams of teams?

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3) In what ways does Drayton's concept of "changemaking" go beyond individual impact, and what skills does he believe are necessary to cultivate this in others?

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Assessment Activities

Case Study

Example of a successful social enterprise: Ecosia is a Berlin-based social enterprise with an innovative approach to addressing environmental issues: it operates a search engine that uses ad revenue to fund global tree-planting projects. Founded in 2009 by Christian Kroll, Ecosia has distinguished itself by reinvesting 80% of its profits into reforestation, aiming to combat deforestation and promote biodiversity. With over 150 million trees planted in more than 35 countries, Ecosia exemplifies how social entrepreneurship can harness everyday digital activities to drive environmental impact. This case offers a unique perspective on the skills required in social entrepreneurship, including leadership, innovation, problem-solving, communication, and networking.

ECOSIA
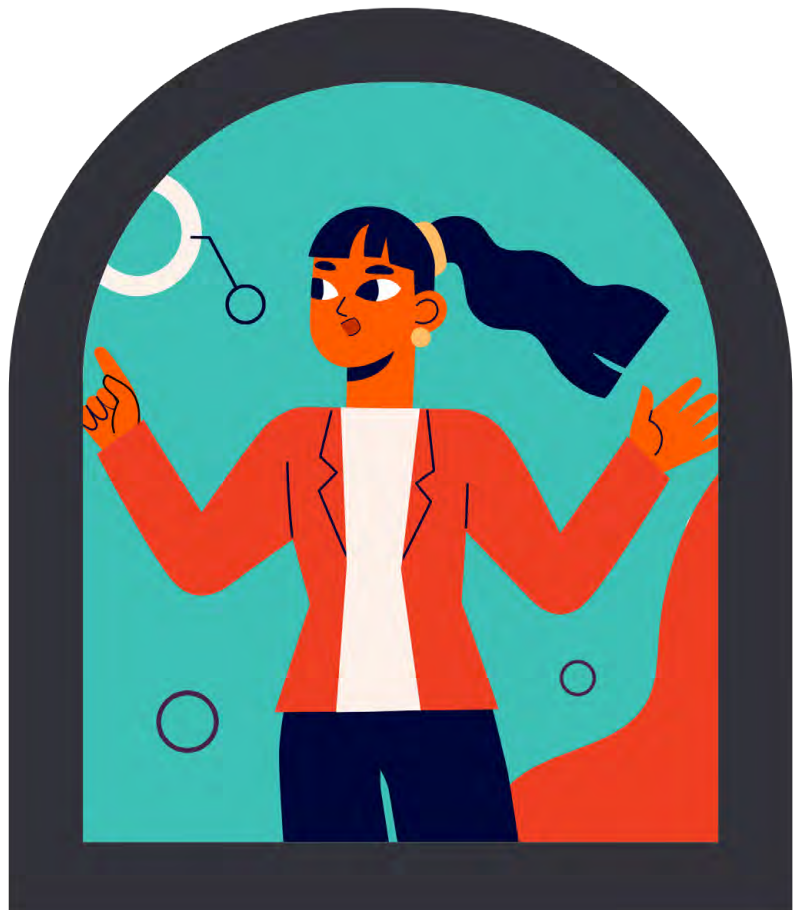
Find another successful social enterprise example, such as Ecosia, research and analyse the following:

- What specific leadership qualities and actions are exhibited as essential for a social entrepreneur, and how have they enabled the achievement of their mission?

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- What is innovative about their social enterprise, and how is it different from a traditional entrepreneurial idea? How does that idea help them to maximise their social and environmental impact?

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- Explore what environmental and market-related challenges were faced. How has the organisation adapted its strategies to overcome these challenges, and what problem-solving approaches are evident in its business decisions?

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- Investigate their communication strategies, such as its use of transparency reports and social media. How do these strategies build trust with users and stakeholders, and what lessons in effective communication can social entrepreneurs learn?

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- Review collabourations with NGOs and other organisations to carry out their mission. What role do partnerships play in expanding their impact, and how can building a strong network benefit social entrepreneurs aiming to address complex global issues?

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Module 5
Social Business Model and Planning for Social Innovation

Lesson Objectives

- **Describe** core characteristics of social entrepreneurship and how social business models foster sustainable community impact.

- **Develop** and implement social innovation strategies that align organisational goals with community needs for positive change.

- **Measure** social impact and sustainability using outcome-based metrics and Social Return on Investment (SROI) to improve program effectiveness.

- **Engage** stakeholders effectively to build support, trust, and alignment around social initiatives.

- **Apply** social procurement principles to integrate social enterprises into supply chains, driving sustainable impact and competitive advantage.

Module 5: Social Business Model and Planning for Social Innovation

5.1 Creating a social business model

The Theory of the Business Model

The concept of the business model was introduced by Peter Drucker in 1994, highlighting that many business crises arise when a company's foundational assumptions—about the market, customers, competitors, and technology—no longer align with reality. During the 2002 dot-com crisis, Joan Magretta emphasised the importance of a sound business model, describing it as a narrative that addresses key questions: "Who is the customer?" and "What does the customer value?" Magretta (2002) also explained the value chain as two parts: one focusing on creation (designing, manufacturing) and the other on sales and delivery (marketing, trans-actions).

A business model is a framework defining how an organisation creates, delivers, and captures value, guiding both revenue generation and long-term strategy. It allows organisations to align activities, explore revenue models, and evaluate the viability of their operations. Start-ups use business models to test the viability of ideas, while established businesses use them to review and refine strategies.

The Business Model Canvas (BMC)

The Business Model Canvas (BMC) is a tool to visualise and assess business ideas across three areas: desirability, viability, and feasibility. Developed by Osterwalder and Pigneur, it divides focus between external factors (right side, customer and market) and internal fac-tors (left side, business operations) with the value proposition at the centre, representing cus-tomer-business exchange. The BMC includes nine building blocks: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure, offering a clear structure for defining and refining a busi-ness's approach.

Social Business Model Canvas (SBMC)

As social entrepreneurship has evolved, practitioners recognised that the traditional Business Model Canvas (BMC) focuses primarily on economic aspects, making it less suited for social impact-oriented organisations. In response, the Social Innovation Lab developed the Social Business Model Canvas (SBMC) in 2013.

This adapted model emphasises social impact alongside financial goals and includes three key additions:

1. **Dual Value Proposition:** The SBMC includes both financial and social value goals.
2. **Stakeholder Analysis:** The model distinguishes between beneficiaries (those impacted) and payers (those funding the impact).
3. **Dual Monitoring:** It requires evaluation of both profit and social impact.

The SBMC has twelve building blocks instead of nine, with new components: social impact mission, beneficiaries, and surplus.

- **Social Impact Mission:** Defines the enterprise's purpose in addressing a specific social issue, targeting tangible benefits and positive community changes.
- **Beneficiaries:** These are individuals or groups directly affected by the enterprise's mission, distinct from customers, who may or may not be able to pay for services. The SBMC often uses tools like the Empathy Map to profile beneficiaries.
- **Surplus:** Unlike traditional models, the SBMC encourages reinvesting profits to further the enterprise's social mission.

These elements allow social enterprises to effectively plan, communicate, and measure both economic and social value creation.

EntreComp basics

EntreComp identifies the competencies that make someone entrepreneurial. These may include civil society, companies, education, youth work, communities, start-ups, and individuals.

The EntreComp wheel offers an overview of the different yet interconnected competencies. These competencies are designed to help you think about the entrepreneurial skills and attitudes that your work involves. They can be used as a guide when designing a new activity and/or a model for you to use or adapt for learning and assessment.

5.2 Measuring social impact and sustainability

Understanding Social Impact and Sustainability

Social impact reflects an organisation's positive effect on community well-being, addressing critical issues like unemployment, environmental damage, or public health crises. Sustainability, on the other hand, focuses on creating long-term, resilient solutions that protect resources for future generations. For organisations committed to both social and environmental missions, measuring impact is essential—not only to confirm effectiveness but to guide continuous improvement and ensure alignment with sustainable practices.

Data-Driven Impact and Sustainability Measurement

Collecting and analysing data on social and environmental outcomes allows organisations to demonstrate tangible progress to stakeholders, improve strategies, and secure funding. Impact data goes beyond mere outputs (e.g., number of items distributed) to focus on outcomes (e.g., actual improvement in quality of life) and sustainability of those results over time. For instance, distributing mosquito nets (output) may not lead to a sustained reduction in malaria cases (outcome) unless they are consistently used and replenished as needed.

Stakeholder Engagement for Effective, Sustainable Measurement

Engaging with stakeholders is critical to measuring impact in a meaningful way. Directly involving those affected by an organisation's activities ensures that social and environmental efforts are relevant and long-lasting, fostering trust, support, and alignment. Effective stakeholder communication can prevent conflicts, resistance, and disengagement, establishing a foundation for impactful and sustainable change.

Social Return on Investment (SROI) for Social and Environmental Impact

SROI calculates the financial value of social and environmental outcomes, helping organisations demonstrate their returns on both social and sustainable investments. By analysing inputs (resources), outputs, outcomes, and impacts (changes directly attributable to activities), SROI allows organisations to quantify benefits for communities and the planet. This tool supports clear communication of results to stakeholders, guiding both social impact and sustainable development efforts.

A general formula used to calculate SROI is as follows:

$$SROI = \frac{SIV - IIA}{IIA \times 100\%}$$

Where: SIV=social impact value | IIA=initial investment amount

While the approach varies depending on the project that is being evaluated, there are four main elements that are needed to measure SROI:

- **Inputs**, or resources required for the activity (such as running costs, e.g. of an employment training programme)
- **Direct outputs** of the activity (e.g. the number of people trained by the programme)
- **Outcomes**, or the changes in people resulting from the activity (e.g. new jobs, improved income, improvement in people's quality of life)
- **Impact**, which is the outcome minus an estimate of what would have happened anyway without the activity (e.g. if 20 people got new jobs but five of them would have been hired anyway, the impact is based on the 15 people who got jobs directly as a result of the job training programme).

Additional Resources

Reading 1 (reading time: 5 minutes):

Cheriakova, A. (2013, October 29). Doing social business right – the need for social business models. The Broker. Retrieved from https://www.thebrokeronline.eu/article/doing-social-business-right/

- How does the Social Business Model Canvas (SBMC) support social enterprises in achieving both their financial and social goals, and what limitations might this model face in practice?

- What role do transparency and accountability play in the success of social enterprises, and how can businesses balance these with the need for competitive advantage?

Reading 2 (reading time: 5 minutes):

Zaidman, Y., Skogström Feldt, Å., & Bruysten, S. (2021, October 8). When corporations and social enterprises work together, they can change the world. World Economic Forum. Retrieved from https://www.weforum.org/agenda/2021/10/when-corporations-and-social-enterprises-work-together-they-can-change-the-world/

- How might a partnership between corporations and social enterprises accelerate global progress on sustainability goals, and what are examples of such collabourations that inspire this vision?

- In what ways can corporations leverage their resources to help social enterprises scale their impact, and what challenges might arise in aligning corporate and social goals?

Video (8 minutes long) - Overview of the Social Business Model Canvas.

https://www.youtube.com/watch?v=8aPGXqLZCS0

- How does the Social Business Model Canvas approach the concept of "value proposition," and why is it critical for social enterprises to define this clearly?

- What insights or examples from the video can help a social enterprise differentiate its social impact from purely commercial value in its business model?

Assessment Activities

Analysis of a case study of a social entrepreneur (e.g. present the case of an accomplished social entrepreneur and ask learners to reflect on what skills he/she needed to succeed)

Activity 1

Case Study Title: Community Shop Case Study	
Type of learning	Self-directed learning
Duration of Activity	30 minutes
Learning Outcome	To know how a social enterprise can solve a social problem
Aim of activity	There are several ways you can go about searching for social enterprise ideas. Seeing examples of social enterprise in action is one of these best ways to get inspired for what you might want to create!
Introduction	Company Shop Group is the UK's leading redistributor of surplus food and household products. With a heritage spanning five decades, they are at the forefront of the sustainability agenda, changing mindsets and educating across the industry. Where others see waste, they see opportunity. The social enterprise Community Shop enables major retailers, manufacturers, food service providers and logistics providers to capitalise on a surplus stock that would otherwise have gone to waste. The Company members enjoy a unique way of shopping, offering them surplus products from well-known brands at amazing prices, helping stretched budgets go further. The Community Shop provides members with vital access to deeply discounted food, as well as life-changing learning and development programmes; building stronger individuals and more confident communities, to overcome barriers in their lives. They are a 'good business doing good'; creating positive commercial, social and environmental impact. They have been doing it for over 50 years, and they are determined now as ever before to help the industry rethink waste and unlock the potential from surplus.

Case Study Title: Community Shop Case Study	
Challenge	In commerce, a supply chain is a system of organisations, people, activities, information, and resources involved in supplying a product or service to a consumer. Supply chain activities involve the manufacturing, distribution and retail of the finished product to the end customer. Supply chain waste is a major contributor to the global food waste problem. According to the United Nations Food and Agriculture Organisation (FAO), supply chains cause 40% of food waste in North America. Yet, unfortunately, too few people realise that problems in the fresh food supply chain contribute to the waste experienced by retailers and consumers. All too often, the blame for the waste is placed on people that really can't do much to prevent it. The challenge is how to stop perfectly good products from going to waste.
Assignment	Visit the website of the Company Shop and watch the videos: https://www.companyshopgroup.co.uk/about-us
Key questions that you need to be able to answer	• How do the Company avoid good products from going to waste? • In which 2 ways do the Company manage surplus products? • Which are the 3 connected spaces of this social enterprise? • Identify three causes of supply chain waste

Module 6
Identifying Social Entrepreneurship Opportunities

Lesson Objectives

- **Identify** and analyse social needs and opportunities in a given context.
- **Conduct** market research and feasibility studies to inform social enterprise ideas.
- **Apply** SWOT and PESTEL analysis to evaluate social enterprise ideas.
- **Develop** and test social enterprise ideas using various frameworks and tools

Module 6: Identifying Social Entrepreneurship Opportunities

6.1 Techniques for identifying social needs and opportunities

6.1.1 Identifying social needs

Identifying social needs is crucial for promoting well-being within communities and guiding the allocation of resources effectively. Social needs refer to the requirements individuals and groups have for social interaction, community engagement, and support systems. Understanding these needs allows policymakers and social workers to develop interventions, programs, and policies that foster social inclusion and improve quality of life. Finally understanding of these needs by the future social entrepreneurs may lead to establishing a sustainable social enterprise .
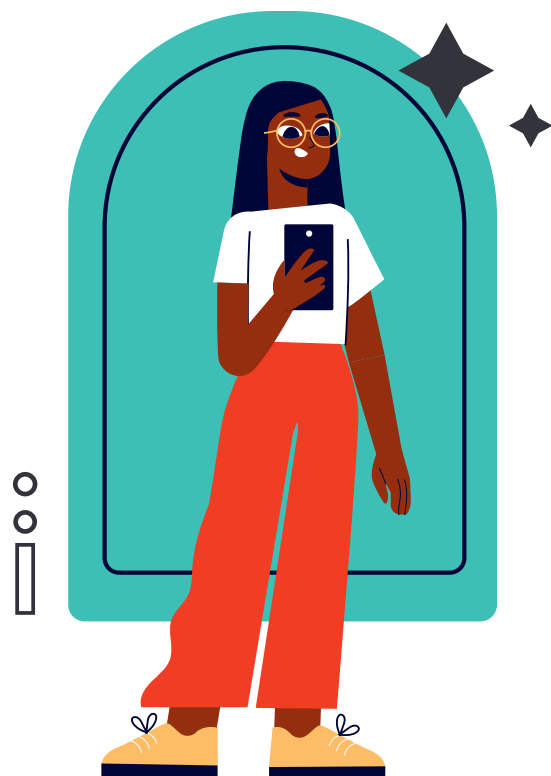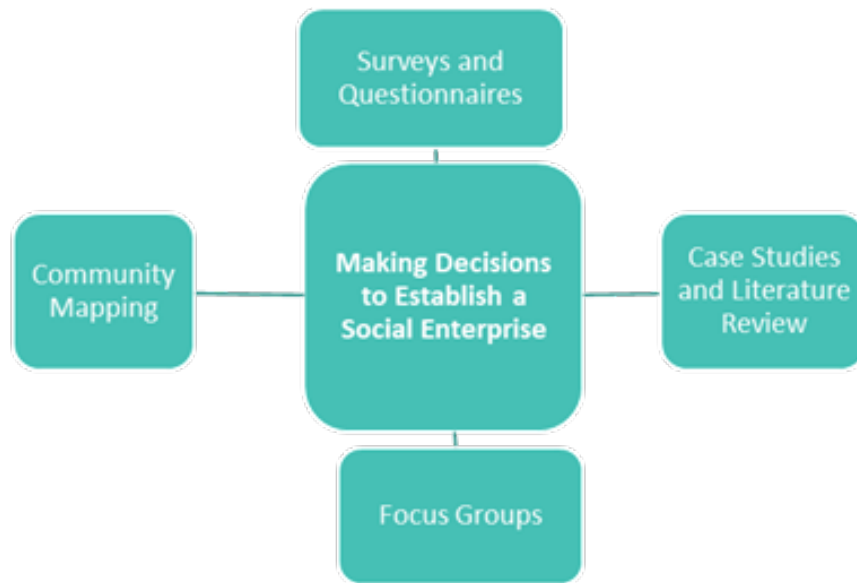
6.1.2 Methods for Identifying Social Needs

Figure 8 Methods for Identifying Social Needs

1. Surveys and Questionnaires

Surveys and questionnaires are commonly used tools to gather data about social needs from a large number of people. They can include various questions regarding health, education, housing, employment, and social connectivity to help uncover the pressing issues within a community. By designing targeted surveys that delve into specific areas of concern, social entrepreneurs can capture a wide spectrum of opinions and experiences. For instance, a survey could explore the barriers people face in accessing healthcare services, or it could assess the gaps in educational resources available to underserved populations. The quantitative data collected can provide valuable insights into the prevalence and urgency of particular social issues, guiding decision-makers on where to focus their efforts.

Additionally, open-ended questions in questionnaires allow respondents to articulate their thoughts and feelings, providing qualitative data that can highlight nuanced aspects of social needs—elements that might not be captured through fixed-response questions. This richer data can reveal underlying causes of social issues, enabling social entrepreneurs to craft solutions that are both innovative and deeply aligned with the community's needs.

2. Focus Groups

Focus Groups Focus groups are another method for gathering insights into social needs. By convening small groups of community members, social entrepreneurs can facilitate discussions that probe deeper into the challenges people face and the resources they desire. This qualitative approach allows participants to express their views in a collabourative environment, often generating new ideas and solutions that may not emerge through surveys alone.

Focus group discussions can be particularly valuable in understanding the social dynamics at play in a community. They can uncover not just individual experiences but also collective sentiments and community norms that inform social issues. Utilising this method enables social entrepreneurs to develop a narrative around the social needs they seek to address, which can be pivotal in building a compelling case for support and investment.

3. Community Mapping

Community Mapping is a participatory approach to identifying social needs by visualising resources, services, and areas of concern in a specific geographic area. By engaging community members in mapping exercises, social entrepreneurs can gain firsthand insights into the geographical distribution of resources and identify areas that are underserved or facing significant challenges.

This method can illuminate patterns that surveys or focus groups may not reveal, such as the correlation between geographic location and access to essential services. By physically charting out resources and needs, social entrepreneurs can prioritise interventions and allocate resources more effectively. Community mapping also fosters a sense of ownership and collabouration among residents, contributing to the overall engagement and empowerment of the community.

4. Case Studies and Literature Review

Analysing existing case studies and conducting a literature review can provide a broader context for the social needs identified through direct community engagement. By reviewing successful social enterprises both locally and globally, social entrepreneurs can glean insights into best practices, potential pitfalls, and innovative approaches to similar issues.

This method allows entrepreneurs to identify trends and patterns in social need responses, informing their strategy and operational model. Understanding the existing landscape can also prevent duplication of efforts and encourage collabouration across organisations. By learning from others' experiences, social entrepreneurs can make informed decisions about the viability of their potential enterprise and the social impact it aims to achieve.

Making Decisions to Establish a Social Enterprise The methods outlined above are crucial not just for identifying social needs but also for guiding the decision-making process in establishing a social enterprise. A thorough understanding of community needs lays the foundation for a sustainable business model that can effectively address those needs. By employing a combination of surveys, focus groups, community mapping, and literature review, social entrepreneurs can develop a comprehensive view of their target population.

This knowledge enables them to articulate a clear mission and vision for their enterprise, addressing specific issues that resonate with stakeholders. Additionally, it helps in identifying potential partnerships, funding opportunities, and organisational structures that align with the community's needs.

Ultimately, the decision to establish a social enterprise should be rooted in a genuine understanding of the social context in which it operates. When entrepreneurs make decisions informed by direct community input, they are more likely to create impactful, relevant solutions that drive real change. By continuously reassessing needs through community feedback and evolving conditions, social enterprises can remain adaptive and effective long-term, reinforcing the impact of their initiatives and ensuring their ongoing relevance in an ever-changing social landscape.

6.1.3 SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis will help you understand your company's position in the market. It will identify your company's internal strengths and weaknesses and external opportunities and threats in the current business environment. If updated regularly a SWOT analysis can form the foundation of your competitive marketing strategy and contribute to future growth plans. The most effective way for a company to conduct a SWOT analysis is to list key strengths, weaknesses, opportunities and threats in a table as outlined below.

	Strengths	Weaknesses
Internal	Capabilities, resources or attributes that provide a competitive advantage	Capabilities, resources or attributes that need improvement
	Examples: production capacity, industry experience, financial resources, unique ingredients or packaging	Examples: lack of resources, limited experience, no marketing plan, no food safety or traceability program
	Opportunities	**Threats**
External	Circumstances that if capitalised on could have a positive impact on the business	Circumstances that do or could have a negative impact on the business
	Examples: favorable market trends, new technology, government policy changes, potential partnerships	Examples: regulatory changes; new trends, access to ingredients, exchange rate fluctuations

Table 4 SWOT Analysis 6.1.4 PESTEL Analysis

6.1.4 PESTEL Analysis

Just as with commercial business, social entrepreneurs and social enterprises need to be aware of changes that are going on around them in the macro-environment. PESTEL stands for political, economic, social, technological, environmental, and legal contexts in which your social enterprise is operating.

Are there any recent or future planned changes on the political landscape that might impact how your social enterprise behaves?

Are there technological changes that you can take advantage of, or perhaps put you (or your beneficiaries) at a disadvantage that you have to be aware of?

Carrying out a macro-environmental/PESTEL analysis allows you to carry out a 360-degree view of your environment and see any barriers or opportunities ahead in the short, medium, and long term. Below is the figurative approach to PESTEL analyses:

POLITICAL	ECOMOMIC	SOCIAL	TECHOLOGICAL	ENVIRONMENTAL	LEGAL
P	E	S	T	E	L
Fiscal Policy	GDP	Demographic/ Migration	Access to internet and mobile connections	Environmental policies	Salaries
Government Activity	Employment rate	Lifestyle	Availability of machinery	Recycling	Rights
Conflict/ Help	Migration	Religion	Availability of trained employes to work with machinery	Waste management	Labour laws
Taxes	Exchange rate	Level of Education	New technology coming up	Natural disasters/ climate change	Regulations

Table 5 PESTEL Analysis

The primary purpose of conducting a PESTEL analysis is to gain insights into the external factors that can shape an organisation's strategic direction. This analysis allows businesses to:

Anticipate Change: By examining external factors, organisations can proactively identify potential changes and trends in their operating environment, helping them stay ahead of the curve.

Identify Opportunities: PESTEL analysis uncovers opportunities that businesses can leverage to their advantage, such as emerging markets, technological advancements, or shifting consumer preferences.

Manage Risks: It helps organisations recognise potential threats and risks, such as regulatory changes, economic downturns, or environmental issues, allowing for risk mitigation strategies.

Strategic Planning: PESTEL analysis informs the development of strategic plans, enabling organisations to align their goals with the external environment and create robust strategies.

Informed Decision-Making: It provides a foundation for data-driven decision-making, ensuring that choices are grounded in a comprehensive understanding of the business landscape.

Figure 9 PESTEL Analysis

Conclusion

Together, SWOT and PESTEL analysis empower social enterprises to strategically navigate the complexities of their operating environment. By leveraging their strengths and opportunities while addressing weaknesses and threats, social enterprises can better position themselves to achieve their dual objectives of social impact and financial sustainability. These frameworks not only enable informed decision-making and strategic planning but also assist in communicating value propositions to stakeholders, fortifying the role of social enterprises as vital players in creating transformative social change. Regularly revisiting these analyses is essential for adapting to an ever-changing landscape, allowing social enterprises to remain resilient and effective in pursuing their missions.

6.2 Market research and feasibility studies

6.2.1 Market Research

Definition: Market research is the process of gathering, analyzing, and interpreting information about a market, including information about the target audience, competitors, and the industry as a whole. This is particularly important for social enterprises, as they often operate in overlapping sectors aimed at generating social impact while also sustaining financial viability.

Methods of Market Research:

Figure 10 Market Research

Surveys and Questionnaires: Directly gather data from potential customers or stakeholders using online tools (like Google Forms or SurveyMonkey) or in-person interviews.

Focus Groups: Conducting discussions with a small group of participants from the target market to gain insights into their perceptions, attitudes, and preferences regarding your social enterprise.

Field Trials or Pilot Testing: Launching a small version of the product or service to assess its performance in a real market environment.

Secondary Research: Utilise existing data from reports, academic journals, databases, and other credible sources to gather insights about market trends, demographics, and competitors.

Competitive Analysis: Identify direct and indirect competitors to understand their strengths, weaknesses, market position, and strategies.

6.2.2 Feasibility Studies

Definition: A feasibility study is an evaluation of the likelihood of a project's success, determining if the concept is viable and if resources are available for implementation. It often looks at the economic, legal, technical, and scheduling aspects of a project, particularly relevant for social enterprises that aim for both social impact and sustainability.

Methods of Feasibility Analysis:

Figure 11 Methods of Feasibility Analysis

Market Feasibility: Assess demand, target market characteristics, and competition. This can involve methods similar to those used in market research.

Technical Feasibility: Evaluate whether the required technology, systems, and resources to implement the project are available and feasible.

Economic Feasibility: Analyze cost-effectiveness by estimating both the initial investment and ongoing operational costs, as well as expected revenue, to determine if the project can achieve financial sustainability.

Legal Feasibility: Investigate legal requirements and regulations that apply to the business, including compliance with local, state, and federal laws.

Operational Feasibility: Assess whether your organisation has the internal capacity, human resources, and other operational capabilities to support the project.

Conclusion

Conducting thorough market research and feasibility studies is crucial for the success of social enterprises. These processes help identify market needs, assess competition, and validate the potential for economic viability alongside social impact. Using a combination of qualitative and quantitative methods can lead to better-informed decisions, directly contributing to the social mission's effectiveness and sustainability.

6.3 Developing and testing social enterprise ideas

The journey of creating a social enterprise starts with a unique idea aimed at addressing a social, cultural, or environmental issue while also generating sustainable income. The development and testing of these ideas is a crucial step that helps determine their viability and potential impact. Here are key steps in this process:
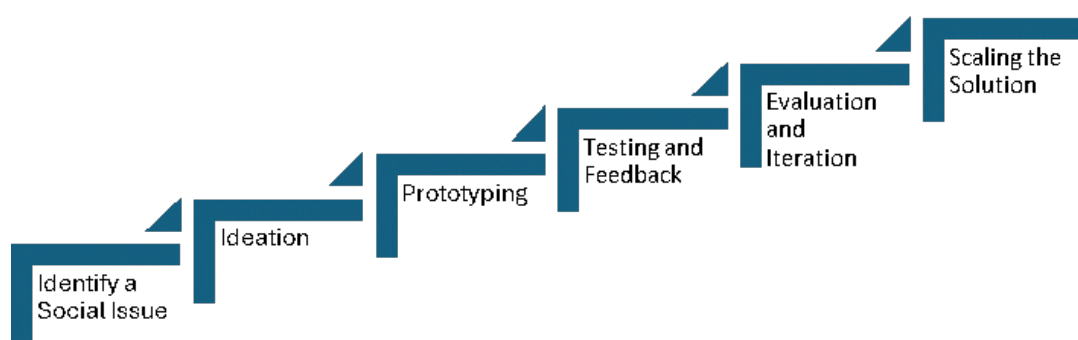

Figure 12 Key steps in developing a social entrepreneurship idea

1. Identifying a Social Issue

Begin by identifying a pressing social issue that resonates with you or your team. This could be related to poverty alleviation, education, health, environmental sustainability, or community development. Conduct thorough research to understand the root causes of the issue, the demographics most affected, and existing efforts to tackle it. Engaging in conversations with affected communities will provide insight into their needs and preferences, ensuring that your approach is both relevant and respectful.

2. Ideation

Once a social issue is identified, the next step is brainstorming potential solutions. This process should be inclusive, involving stakeholders, community members, and potential beneficiaries to cultivate a diverse array of ideas. Use techniques such as design thinking or the Business Model Canvas to structure the ideation process, focusing on innovative ways of delivering value to your target audience while ensuring social impact.

3. Prototyping

After selecting a promising idea, develop a prototype or a minimum viable product (MVP). This could be a pilot program, a product, or a service that embodies your concept on a small scale. Prototyping allows you to experiment with practical applications of your idea, helping you to visualise its operation and the resources required for implementation.

4. Testing and Feedback

With a prototype in hand, conduct testing in the field. This involves deploying your pilot solution in a real-world setting and gathering feedback from participants. Qualitative data can be collected through interviews, surveys, and focus groups, while quantitative data can be harvested through metrics relevant to your social impact objective. The goal here is to assess the effectiveness of your solution, uncover challenges, and identify areas for improvement.

5. Evaluation and Iteration

Evaluate the feedback received to understand what worked, what didn't, and why. This stage is crucial for refining and iterating your idea. Social enterprises often undergo multiple cycles of testing and modification before they find a model that is both effective in addressing the social issue and sustainable economically. Maintain an adaptive mindset throughout this process, recognizing that flexibility is key to responding to the insights gained.

6. Scaling the Solution

Once the prototype has undergone rigorous testing and is deemed effective, the next step is to devise a strategy for scaling the solution. This could involve securing additional funding, partnering with other organisations, or leveraging technology to expand reach. Scaling should be approached thoughtfully, ensuring that the social impact remains at the forefront and that the integrity of the solution is maintained as it grows.

Conclusion

Developing and testing social enterprise ideas is a multifaceted process that blends creativity, empathy, and strategic thinking. By understanding the social context, engaging stakeholders, and continually iterating from feedback, social entrepreneurs can create effective solutions that not only address pressing needs but also foster sustainable change within communities. The path may be complex, but the potential for positive impact makes it a worthy endeavour.

Additional Resources

Reading 1 (Reading time:10 minutes):

Kusa, R. (2021). Opportunities as a source of social entrepreneurship.
https://www.academia.edu/67044485/Opportunities_as_a_Source_of_Social_Entrepreneurship

- Question 1 - What is the fundamental difference of for-profit opportunities visa vi the "social profit"

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- Question 2 - what are different forms of securing funding for social enterprise beside the possible availability of public funds.

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Reading 2 (Reading time: 5 minute):

https://alacrityfoundation.co.uk/should-i-use-a-swot-or-pestle-analysis/

- Question 1 - What are the key takeaways from SWOT analysis

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- Question 2- What are the key takeaways from PESTLE analysis
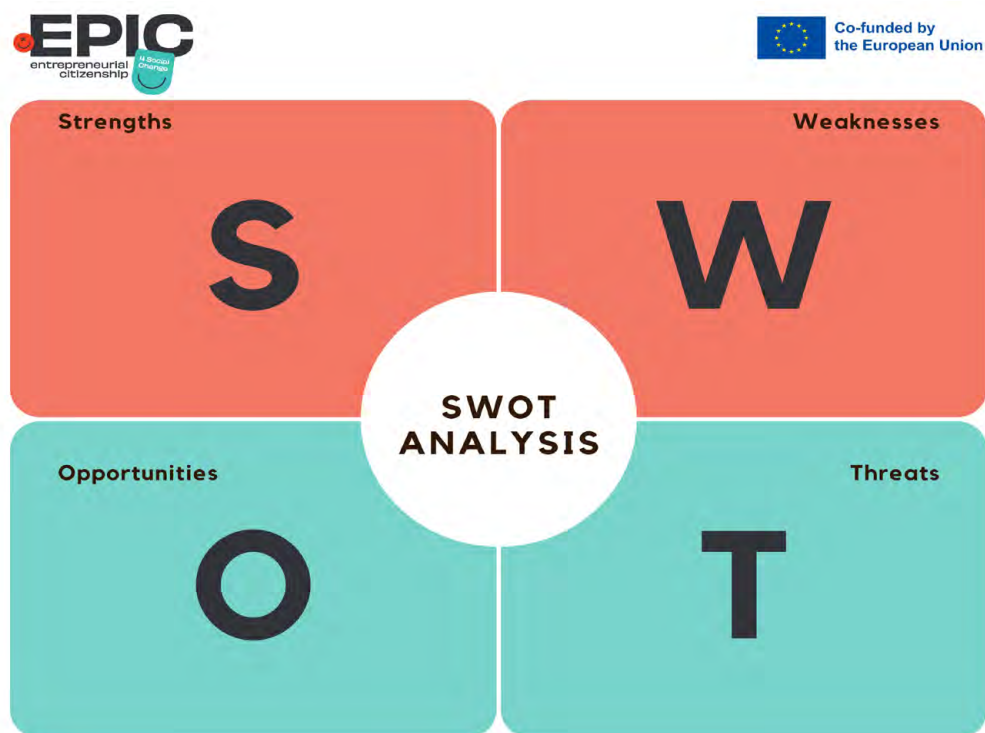
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Video 1 (2 minutes long)

Hear from Indian entrepreneur Yogita Agrawal, who co-founded SoaPen with two of her friends. They hope to tackle the issue of hand washing among children and reduce the risk of spreadable diseases https://www.youtube.com/watch?v=3ekVdaJOycs

- Question 1 - is her idea very simple, do you think that she has actually addressed a market gap?

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- Question 2 - what was the key factor in their success?
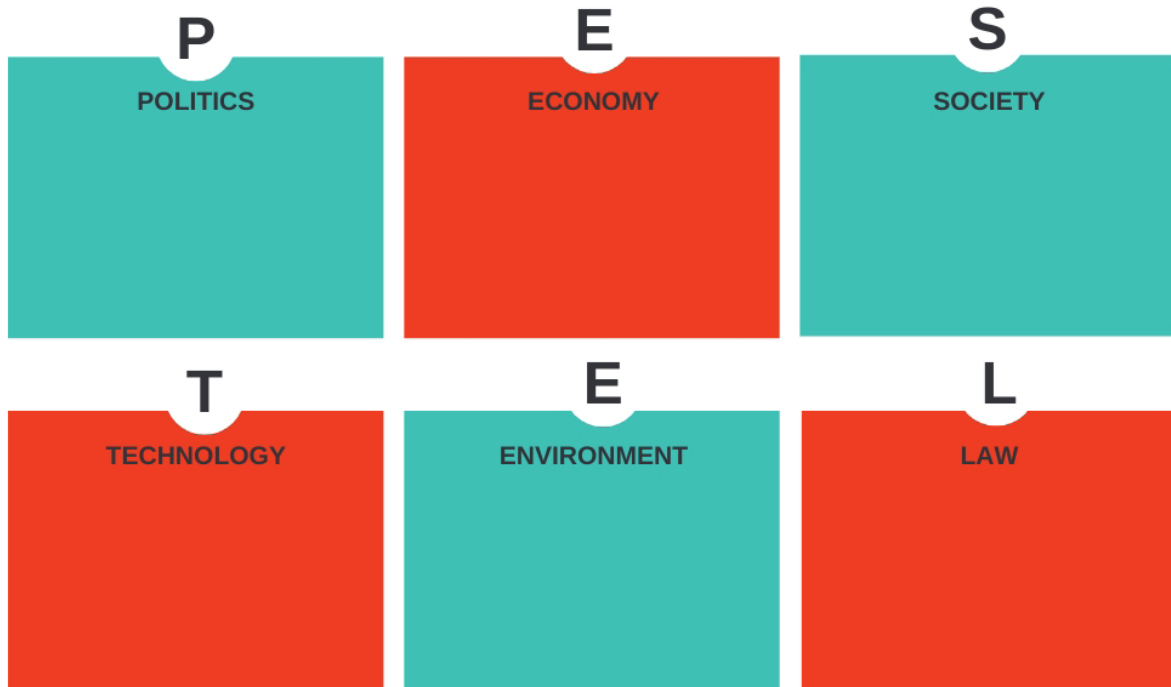
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4 Soci
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Assessment Tools

Identify a social enterprise opportunity and do a SWOT or PESTEL analysis on your community to find possible ideas for a social enterprise. Develop your analysis on the appropriate template (see below).

PESTEL Analysis

Co-funded by the European Union

P
POLITICS

E
ECONOMY

S
SOCIETY

T
TECHNOLOGY

E
ENVIRONMENT

L
LAW

Post-Training Evaluation

Objective: To evaluate the knowledge, skills, and attitudes of participants after completing the training programme and to measure the impact of the training.

Format: A combination of multiple-choice questions, short answers, and self-assessment scales, similar to the pre-training evaluation to allow for comparative analysis.

Sections:

1. Knowledge of Social Entrepreneurship:

What is social entrepreneurship? (Multiple Choice)

A) A business model focused on maximizing profits

B) A model that combines social objectives with entrepreneurial activities

C) A form of non-profit organisation

D) None of the above

Describe a successful social enterprise you are aware of. (Short Answer)

_____

_____

_____

2. Skills and Competencies: Rate your proficiency in the following areas on a scale of 1-5 (1 being 'Not Proficient' and 5 being 'Highly Proficient'):

Leadership:

Not Proficient — ① ② ③ ④ ⑤ — Highly Proficient

Innovation:

Not Proficient — ① ② ③ ④ ⑤ — Highly Proficient

Problem-Solving:

Not Proficient — ① ② ③ ④ ⑤ — Highly Proficient

Communication:

Not Proficient — ① ② ③ ④ ⑤ — Highly Proficient

Networking:

Not Proficient — ① ② ③ ④ ⑤ — Highly Proficient

3. Attitudes and Perceptions:

On a scale of 1-5, how important do you believe social entrepreneurship is in addressing social issues? (1 being 'Not Important' and 5 being 'Very Important')

Not Important   (1)   (2)   (3)   (4)   (5)   Very Important

What are your expectations from this training programme? (Short Answer)

_____

_____

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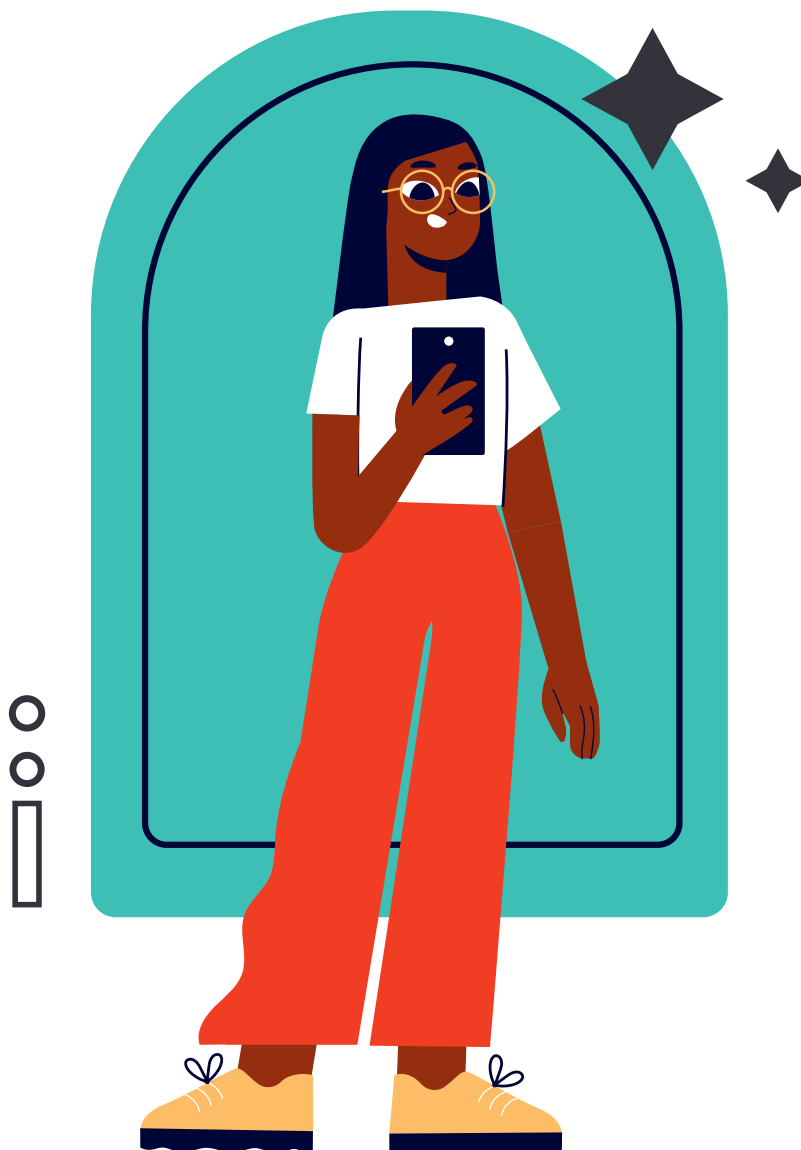
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