

# SUSTAINABLE IMPACT

A Tool Kit that guides you how to run a seminar on Social Entrepreneurship

YPbM TOOL KIT SERIES VOL.3

## Last But Not The Least

by Alper Gurlek

Since each volume of the YPbM Tool Kit series is addressing one of the three main themes of Youth Peace-builders Multipliers (YPbM) project, I am sad but proud at the same time to announce that this 3rd volume that you are reading now will be the final one. Following the first volume on "Shared Values: Human Rights, Culture of Peace and Democracy" and second on "European Citizenship" the 3rd volume of YPbM Tool Kit Series will talk about "Sustainable Impact".

In this issue, we are presenting you a manual with democratic methodologies that can be used when running a seminar on Social Entrepreneurship. Methods aim to raise awareness on the social consciousness, to build capacity for innovative/entrepreneurial approach to make a change and to develop basic business literacy to translate the ideas into business models.

It must be highlighted that the target group of this curriculum is beginners who are blank pages when it comes to social businesses or only familiar with them to some extent. This target group chosen intentionally to prove that Social Entrepreneurship is not a luxury hobby that only business people with million euros of capital in their bank accounts can play with. Not saying having a full wallet would not make things easier, just underlining it is not a prerequisite.

If you are ready, dive in our tool kit to discover how to motivate and empower ordinary young people about Social Entrepreneurship and Sustainable Impact.

## In This Issue:

---

**A Message from  
The YPbM Team**

1

---

**Growing Social  
Consciousness**

2

---

**Building an  
Entrepreneurial  
Approach**

3

---

**Great, I Have a  
Business Idea!  
Now What?**

4

---

# SNEAK PEEK INTO THE AGENDA

## STEP 1

### DAY 1

Social Entrepreneurship in Theory. Setting up the common ground by providing general knowledge, required terminology and glossary.

## STEP 2

### DAY 1

Social Entrepreneurship in Practice. Introducing the participants to real life social entrepreneurship examples with variety of scales, focuses and fields.

## STEP 3

### DAY 2

Let's get personal. Evaluate and position yourself in this brand new world. Discover your entrepreneurial focus by using Hedgehog Model.

## STEP 4

### DAY 2

Idea Development. Put your creative hat on and pour all your idea on a paper. Do not worry about the mess, in all chaos there is a cosmos.

## STEP 5

### DAY 2

Lets get professional by using "Business Model Canvas", a tool to describe, design, challenge, and pivot your business model.

## STEP 6

### DAY 3

The 'Oops!' Culture. Appreciating the failures, learning from them, failing again but failing better. Shortly: Failing Forward.

## STEP 7

### DAY 3

Now you are ready to go out and start failing. Create your prototype (or "minimum viable product" as we call it) and test it. Improve each time until you stop failing.

# STEP 1: SOCIAL ENTREPRENEURSHIP 101

## First Things First, What is Social Entrepreneurship?

The very first session of the seminar is basically aiming to create a common ground for everyone in order to build on it on the following days. Before starting, make sure that everyone knows the basic information about the workshop, have an idea what to expect and they are sure that they want to be a part of it.

To ensure that, we prepared an interactive presentation addressing the questions like:

- What is social entrepreneurship?
- How it is linked to personal and societal development?
- Why 4 main pillars of social entrepreneurship are compassion, motivation, organisation and society?
- How someone can get started?
- What is the spectrum of Social Businesses?
- How is social entrepreneurship different from activism?
- What is the relationship between social entrepreneurship and democracy?

You can find the thumbnails of some pages from the presentation below, and the whole presentation on this link:

<https://drive.google.com/open?id=1NY-CMp5zUgUC3pr3ehEGeneZ0kuj-rFT>

### WHAT IS SOCIAL ENTREPRENEURSHIP?

➤ Social entrepreneurship is a process by which citizens build or transform institutions to advance solutions to social problems, such as poverty, illness, illiteracy, environmental destruction, human rights abuses and corruption, in order to make life better for many. (David Born-stein)

➤ Social entrepreneurship is, at its most basic level, doing business for a social cause.

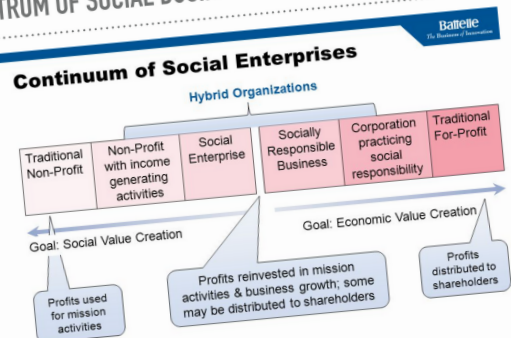


- **COMPASSION**  
Compassion is a deep awareness of and feeling for another's suffering, combined with an active, engaged desire to ease it. Compassion is about more than acknowledgment; it's about action.
- **MOTIVATION**  
Sure that you are trying to solve a problem but how is your personal and professional motivation overlaps with your motivation for bringing a change.
- **ORGANISATION**  
In most cases it takes a team for a social change
- **SOCIETY**  
You are not in a bubble, working with others is the whole idea.



- ### IF YOU ARE HERE, WE ASSUME
- You want to become a social entrepreneur, or at least want to know enough about it to make a decision.
  - You don't have a lot of experience running an organisation.
  - You want to look for ways to give your existing business a social entrepreneurial spirit.
  - You're committed to making a difference, and you're not attached to status quo.
  - You're curious. You want more about what you're getting into this.

## SPECTRUM OF SOCIAL BUSINESSES



Alter, 2006 <http://www.4enses.org/setypology>.

# STEP 2: SOCIAL ENTREPRENEURSHIP IN PRACTICE

## How Social Entrepreneurship Works in Real Life?

Now that everyone has an idea about what social entrepreneurship is in theory, it is time to discover some real life examples to visualise the knowledge. This stage requires your research on the examples of the most recent social enterprises from various fields. We suggest you to pick your examples from small sized companies founded with the motivation of addressing a social issue with a simple but effective solution. It would be better if the examples are from their own realities, maybe even the ones they already are familiar with but not aware the social aspects. It is suggested to avoid million-euro companies like Toms or Khan Academy at this stage in order not to set the goal too high and emotive the participants right at the beginning.

After introducing participants to various social enterprises from different sectors, learning more about one of them in detail would increase the engagement of the participants into the topic. Try to arrange an online meeting (or a study visit if there is enough time) with the founders of the company and give them a space to talk about their journey starting from the point that they realised and defined the social issue, grew motivation to address it as well as the challenges they faced on the way. Make sure you asked them to talk about their trials and failures. With the help of this session, participants will be able to use this space to ask their initial questions and doubts about the concept of the social entrepreneurship and its applications to the actual social entrepreneurs.

### Remember:

This step is all about inspiring the participants. They are expected to ask themselves:

"If this idea worked out, why would not mine? If s/he made it, why couldn't I?"

Check this infographic that present 5 social entrepreneurship examples that you can use: <https://drive.google.com/open?id=147PEfrI2gti3OsZUxyKRBPAAnLvMClvm>

Also take a look at the photo taken in above mentioned session during 2nd offline YPbM seminar where participants having an online meeting with founders of a social enterprise called Clap Global, based in Mumbai, India.



# STEP 3: LET'S GET PERSONAL

## **Required information is collected, ready to take off.**

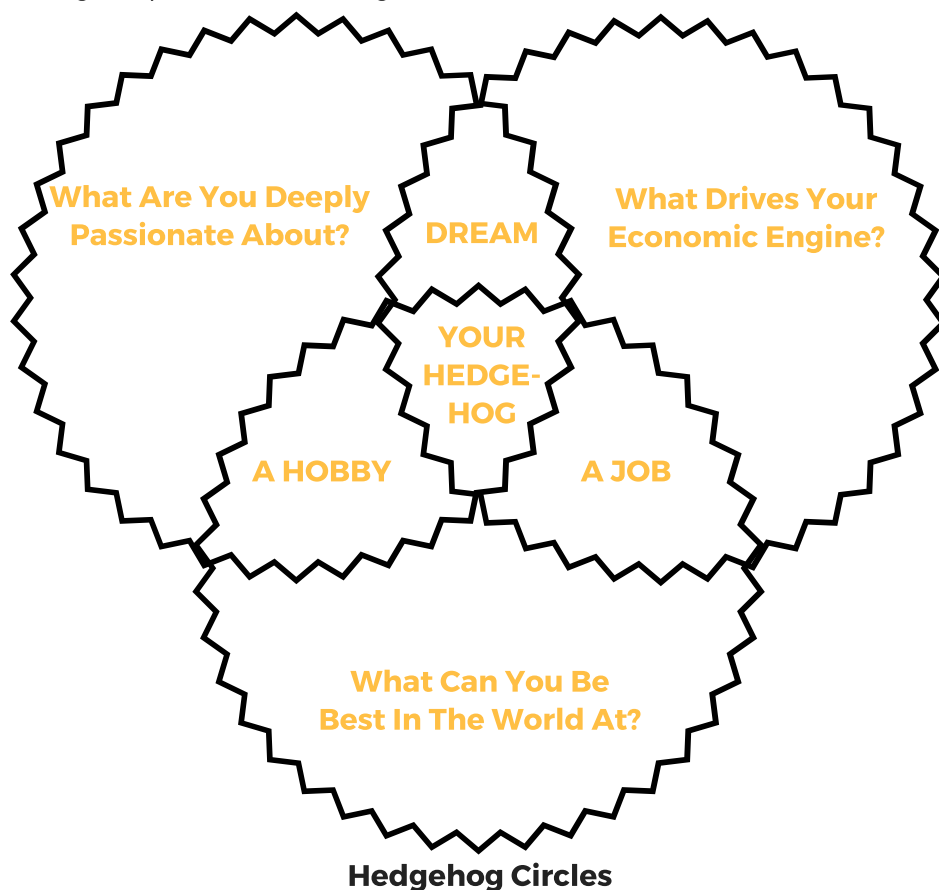
By the time participants reach the third phase, they will be gathering enough knowledge about social entrepreneurship to be able to evaluate their realities, personal qualifications, skills and interests as well as dreams, plans and expectations to position themselves in this brand new world.

In order to help them doing this, we are suggesting very simple yet effective tool:

### **The Hedgehog Model**

It is a simple, crystalline concept that flows from deep understanding about the intersection of the following three circles:

- 1) What you can be best in the world at? Being the best in the world isn't strictly necessary. You can be a relative expert at something and still do meaningful work. Cooking? Fishing? Kissing? Engineering? Rocket Science? They go in the first circle.
- 2) What drives your economic engine? Many of the skills you may have, like "chewing gum" or "procrastination" aren't very marketable. (Still, surprise me.) The key idea here is marketability. What will other people pay you for? What skill could earn you a sustainable income?
- 3) What you are deeply passionate about. The idea here is not to stimulate passion but to discover what makes you passionate. Be honest with yourself. What really excites you? What motivates you to get up in the morning?



When participants finish filling up their Hedgehog Circles, the image ends up having 3 regions which are intersection regions of each possible pairs.

The intersection between first and the second circles in the figure means that you are doing what you are deeply passionate about and somehow making money out of it, however you are not that good at it. So this scenario does not seem more than a "dream" since people eventually will prefer to receive the service from the ones who are good at providing it.

The intersection between the first and the third circles, suggesting you are doing what you are passionate about and you really can be an expert in that, however there is no economic gain out of this. Unfortunately, activities falls under this scenario will only be your hobbies.

The last intersection of two circles is the one between second and third. It suggests that you are doing something that you are great at and luckily there are people who are ready to pay for it. The issue here is lack of passion. If you will not hold on to what you are doing and hating the every second of it, then whats the point of doing it?

The Hedgehog hidden in this figure is the intersection of all three circles. It may sound like a utopia for some of you but we will shoot for the stars and try to get closer and closer.



This is how Jim Collins himself points the way to the Personal Hedgehog concept in Good to Great:

Suppose you were able to construct a work life that meets the following three tests: First, you are doing work for which you have a genetic or God-given talent, and perhaps you could become one of the best in the world at applying that talent. ("I feel that I was just born to be doing this.") Second, you are well paid for what you do. ("I get paid to do this? Am I dreaming?") Third, you are doing work you are passionate about and absolutely love to do, enjoying the actual process for its own sake. ("I look forward to getting up and throwing myself into my daily work, and I really believe in what I'm doing.") If you could drive toward the intersection of those three circles and translate that intersection into a simple, crystalline concept that guided your life choices, you'd have a Hedgehog Concept for yourself.

# STEP 4: IDEA DEVELOPMENT

## We're at the halfway!

This is the step where participants put their hedgehogs aside for an hour and think about the social issues that bothers them. Here you are encouraged to share the definition again to make sure everyone know what we mean by saying social issue..

This one can be used:

The definition of a social problem, also called a social issue, is an undesirable condition that people believe should be corrected. They are issues that affect large number of people negatively. It involves hindering people from enjoying their rights and freedoms.

Homelessness is an example of a social problem.

In order to guide participants on finding an issue to address, you can share this list that I collected from different sources:

### 10 Areas that Social Entrepreneurs Can Focus

Culture Clash: Solving Cultural Problems in Your Community

It's Not Easy Being Green: Tackling Environmental Problems Head-on

Providing the Comforts of Home: Food, Clothing, and Shelter

Heal Thyself: Tackling Health Problems

Movement of the People: Migration and Immigration

Ways of Living: Addressing Lifestyle Issues

Working for a Living: Helping Folks Find Work

Blessed Are the Peacemakers: Working for Peace and Reconciliation

Back to School: Education and Personal and Community Development

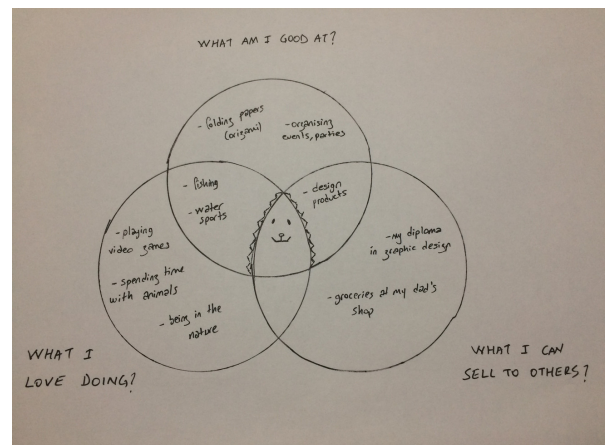
The Big City: Alleviating the Problems of Urban Life

When participants pick issues that they have compassion for, Hedgehogs comes back to the stage. It is time to formulate what we had so far by addressing the social issue by providing a service which ideally something that you are good at, you love doing and you can sell to the other people. Each participant is expected to fill the blanks in the formula below:

**I would like to offer this service/product:** .....

**To address this problem:**.....

**For this people:**.....



A Hedgehog Model from one of our participants

# STEP 5: BUSINESS MODEL CANVAS

## Let's talk about business, shall we?

Yes, it is time to talk about the business to test whether the formula the participants came up with on the previous workshop actually has a business value in the real life. This part is very important because it allows you to modify your formula by giving you a detailed insight about its feasibility.

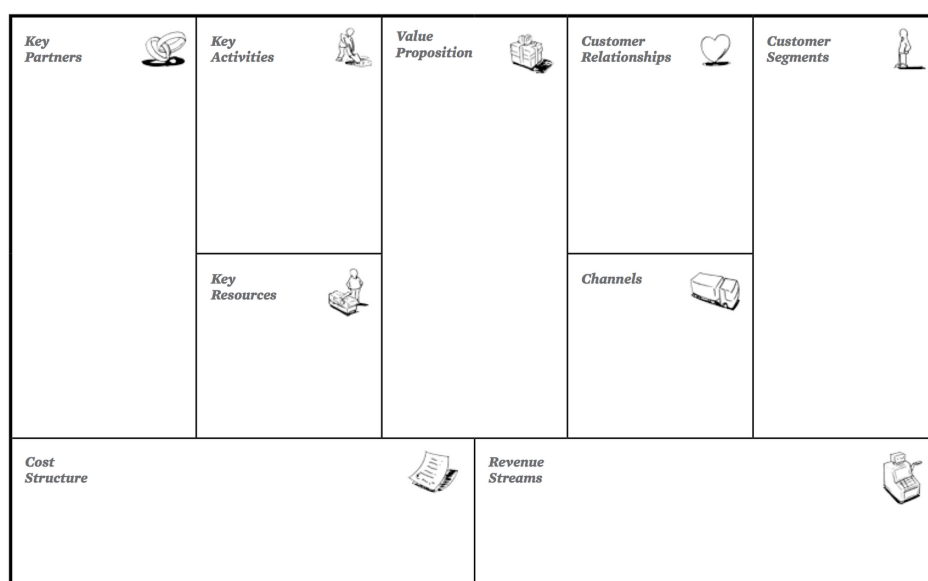
And to do this, we present another simple but effective tool:

### Business Model Canvas

The Business Model Canvas is a tool that gives you the structure of a business plan without the overhead and the improvisation of a 'back of the napkin' sketch without the complications.

The Canvas has nine elements:

- 1) Key Partners: What can the company not do so it can focus on its Key Activities?
- 2) Key Activities: What uniquely strategic things does the business do to deliver its proposition?
- 3) Key Resources: What unique strategic assets must the business have to compete?
- 4) Value Propositions: What's compelling about the proposition? Why do customers buy, use?
- 5) Customer Relationships: How do you interact with the customer through their 'journey'?
- 6) Channels: How are these propositions promoted, sold and delivered? Why? Is it working?
- 7) Customer Segments: Who are the customers? What do they think? See? Feel? Do?
- 8) Cost Structure: What are the business' major cost drivers? How are they linked to revenue?
- 9) Revenue Streams: How does the business earn revenue from the value propositions?



### HINT:

You can check this 2-minute video which describes how Business Model Canvas works:  
<https://strategyzer.com/canvas/business-model-canvas>



## Starting Out

In the beginning, the entire focus should be on problem testing. Participants may have been brainstorming for ages with an idea addressing a social issue, but if they can't comfortably say that the problem they're trying to solve has been validated then that's your focus.

That's why, the first 2 parts of the canvas that should concern them:

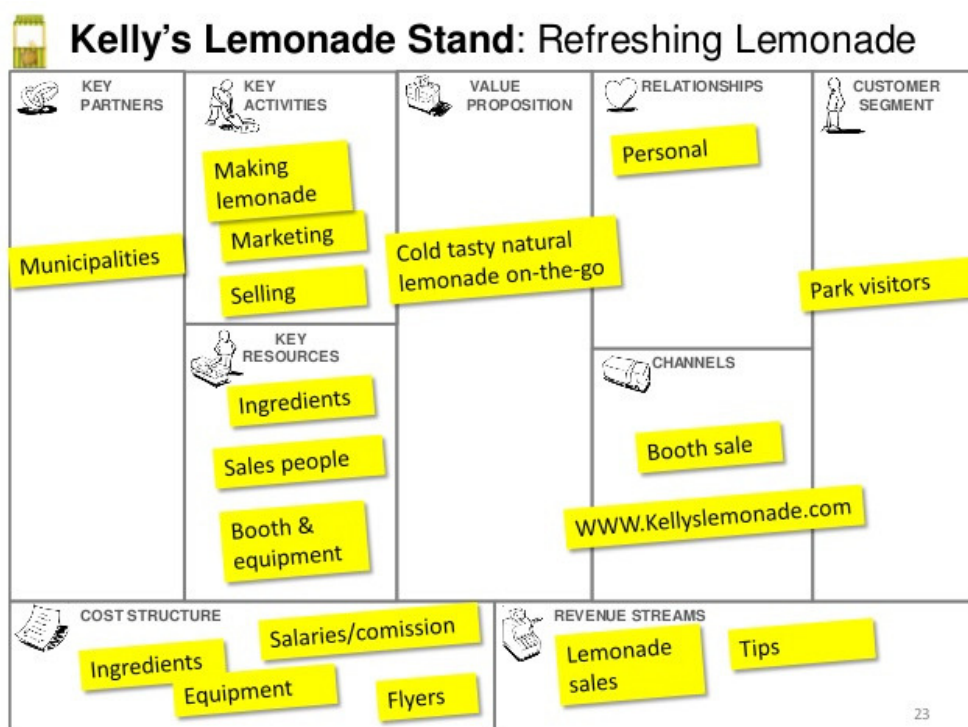
- 1) The Value Proposition: What are you offering/selling and what is special about your offer?
- 2) Key Activities: What actually you will be doing to deliver your proposition?
- 3) The Customer Segment: To whom are you offering your service/product?

After making sure filling up first two sections, it is time for

- 4) Channels: How/Where are you going to promote, sell and deliver your services?
- 5) Customer Relationships: How are you going to interact with customers?
- 6) Key Partners: With whom you can partner with to get rid of some of the activities?

After this point, the goal is to scale the business. So things like costs, pricing, sales and marketing, and customer relationships become really important.

- 7) Key Resources: What do you need to be in this business and how to acquire them?
- 8) Cost Structure: How does your resources and activities cost your company?
- 9) Revenue Streams: How are you making money? What are the income channels?



Business Model Canvas Example for a Lemonade Stall

### HINT:

You can check this 2-minute video which describes how Business Model Canvas works:  
<https://strategyzer.com/canvas/business-model-canvas>

# STEP 6: FAILING FORWARD

## Let's create an "Oops Culture"

Before finalising our seminar with testing our business ideas, one more step is needed to establish an "Oops Culture". Great innovations, just like great people, typically are not born, they are the results of trial and error. Failing is all we need for effective learning, growing mindset, and quality through experimentation. Participants should be aware of the fact that it is highly possible that they will fail when they go out and test their ideas. In order to achieve your goals in business, you should stop considering failure as a taboo that needs to be avoided but instead, talk about them to analyse, understand and learn from it.

You can find the presentation that team used in YPbM seminar as a tool at this stage of the workshop on this link:

<https://drive.google.com/open?id=1GvxsnqTebBbcqtXS541RgY23nPJBsIO>

However it must be also underlined that one of the great thing about others human beings is that we can also learn from others' mistakes. It is not necessarily needed to try putting your hand in the fire to learn that it will burn you. That is why second part of the presentation focuses on the "5 Famous Last Words of Failed Entrepreneurs." It will save you time, energy and money to learn from others' failures and try your best not to repeat them.

On the next page, you can find the second part of the presentation in a written form as a list.



Snapshots of Some Slides From Presentation

## 5 Famous Last Words of Failed Entrepreneurs

1) "After the Singzlers moved out, we thought it was the perfect opportunity to start a community restaurant..."

If an enterprise similar to yours in most of the ways is "failing," you may not want to start the same businesses as others who have failed, betting that since you're a nonprofit you can do it for "less." If they couldn't, it is highly possible that you won't.

2) "But there was such a NEED for an organic produce grocery..."

Most of social entrepreneurs coming from a nonprofit background are used to responding to social need, not market demand. Be sure you understand the difference. The fact that a neighbourhood may need quality organic produce is one thing; whether or not community residents can afford to pay for organic produce is another.

3) "Our goals were clear: Create meaningful employment; provide wages of \$10-an-hour; generate \$500,000 a year for our agency; engage in environmentally friendly commerce; offer personal growth opportunities to our employees; be a place for the neighbourhood kids to go after school..."

You are not going to end poverty in Africa over a night. Stay focused: Your first goal must be to identify a demand in the marketplace and provide the highest quality service or product at the most competitive price you can

4) "We have such a great cause, how could they NOT buy from us?"

In the surveys, the fact that ventures were operated by a nonprofit that employs formerly homeless people came in fourth, fifth or sixth as an issue of concern to consumers. They were primarily interested in quality and price.

5) "But we're a NONPROFIT! We're not supposed to make money!"

This one is my personal favourite. If you have the mind-set that sees money as evil, I invite you to think again! Money is valueless. It's what people do with money that counts. Your job is to get as much of it to both cover your costs and to give back to community.

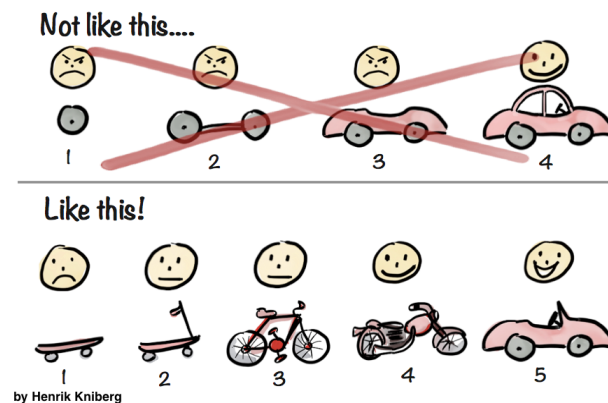
# STEP 7: TESTING THE IDEA

## Preparing "Minimum Viable Product" to Test the Idea

Hold on a minute more, we are almost there. In this last step, participants are expected to test their ideas to see if it is actually working. I can assure you that the answer that most of them will get is "No." However connected to previous stage of the workshop, the aim is understanding why it does not and improving one step at a time until the answer turns to a "Yes."

At this point, it must be explained the value of testing the idea and hints about testing. Testing is very important step considering this vital rule: Start a business only when you know that it works. If you invest thousands of euros in an idea that you only "think" or "believe" that it will work, the risk factor is very high there. Whole idea of testing is creating a very simple and small version of your product/service and trying to actually selling it out to your prospective customers. By the way, that initial version of your product with just enough features to satisfy early customers, and to provide feedback for future development is called: Minimum Viable Product.

Remember: MVP is not an excuse to make a useless product. Make sure that you satisfy the minimum requirements of the customers.



As a result of this step, participants are finally in the endless loop of trying, learning, improving and trying again. From very small enterprises to the million euro ones, this loop applies in order to survive in the business.

Hold on to your ideas tight enough not to give up but loose enough to make changes depending on the feedback coming from your trials and failures. Keep your motivation and dedication high firstly to help yourself and then to the society. Add another meaning to your life and live it at fullest.

# ACKNOWLEDGMENTS

This toolkit is prepared by Alper Gurlek on behalf of the team of Youth Peace-builders Multipliers long term training course, funded by the European Commission through Spanish National Agency. Youth Peace-builders Multipliers long term training course took place between the dates of 15.09.2016 - 14.11.2017 and consisted of 2 residential seminars (one in Poland and one in Spain) as well as two online seminars.

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



youthpeace  
ambassadors  
network



YOUTH  
PEACEBUILDERS  
MULTIPLIERS



Erasmus+

*This project is funded by the European Union.*



## Sources:

- 1) <https://www.interaction-design.org/literature/article/minimum-viable-product-mvp-and-design-balancing-risk-to-gain-reward>
- 2) <http://www.spikelab.org/blog/correctly-use-business-model-canvas.html>
- 3) <http://strategictoolkits.com/strategic-concepts/hedgehog-concept/>