

GUIDEBOOK PHASE 1

SHAPING
A VISION



youngfemale
entrepreneur
program

 Erasmus+

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entrepreneur
program



Erasmus+

OVERVIEW



PLANNING

Recommendations for
The Collection and
Analysis of Information
Data / Case
Guidelines / Delivery
Introduction of a New
Or Significant
Organizational Product
Methods Or Services Or
Processes, A New Method
Of Marketing Or A New
Organizational Method
To Business Practice,
Workplace
Organization Or
External Relations

APRIL

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11	12					
18	19					
25	26					

MONDAY

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Marketing strategy is an aspect of the company's overall strategy, aimed at developing, executing and controlling to the best the goals and actions that lead to the results.

Marketing strategy is a program to achieve the main goal of the company. It consists partly from market analysis. The goal is to determine what the company wants to achieve independently according to the framework above.

Marketing strategy is a set of guidelines for which an enterprise formulates marketing goals and objectives. The implementation of these goals is the strategy.

The marketing strategy determines the path of achieving the goal.

rapid growth of profits from market activities,
growth stability,
or, in addition, to verify the value of growth of sales
and market activities (expansion, globalization, product
etc).

The level represents indicators of a company's market and
sales volume. The main business sales indicator and goal
depending on how the sales strategy, the market
and market.

rapid growth of marketing indicators,
stable market position,
improved market penetration
to achieve strategically important sales and

STRATEGY

#1

BRAND



Phase 1 Shaping a Vision. Young women will have the opportunity through this phase to conceptualise their business idea, to start building their social innovation model, consider issues of environmental sustainability, elaborate on their profile as a game changer leader. They will start building the profile of their ideal customer and develop the value proposition of their product or service.

Participants will learn how to prepare and organize their business idea. They will learn how to prepare and formalise a BUSINESS VISION, considering sustainable requirements in relation to the specificity of their business idea. This activity can be performed individually or by participants in groups.

- a) Social innovation models, spot opportunities, create vision, incorporate ethical and sustainability elements
- b) Business model canvas (for impact), start drafting your canvas Customer profile, who is my customer, what is my offering
- c) Learning skills and Impact on Trainees
- d) Self-assessment on learning skills

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WHAT IS SOCIAL INNOVATION?

There are many definitions to the phenomenon of social innovation all of them agree that a social innovation has to meet both social ends and means. Social Innovation is the effort to create purposeful focused change in an enterprise's economic and social potential (Drucker, 1985), is all about innovation that aims to achieve social goals. Social entrepreneurship is often defined as innovation that leads to positive social change regardless of the mechanisms through which it is achieved (Dees, 1998). According to this approach the focus is on innovative ventures initiated by entrepreneurs to tackle social or societal issues; so meeting the social goals is more important than the resource mix of the enterprise which involves a particular combination of human and financial resources. Social Innovation emerges as a novel solution to a social problem that is more effective, efficient, sustainable for which the value created accrues primarily to society as a whole rather than private individuals (Murray, Caulier-Grice and Mulgan, 2009).

Socially innovative business models include: trading for social purposes; delivering public services; providing support and services to vulnerable and excluded groups; providing financial services. In detail: a) to create a vision for divergent change, this means defining an issue, conceptualizing it and justifying it; b) the mobilization of people or allies which is influenced by the existence of field characteristics (like crises or institutional voids) through use of discourse and the mobilization of resources through authority and social capital through the social position of actors; and c) the act of motivating those people to actually engage in actions to achieve the vision.

Your steps in designing the social innovation component of your venture are:

- Identify the social issue
- Identify the target population of beneficiaries
- Identify desired impact
- What is your theory of Change? Transformational change at the political, economic, cultural, social level
- Mobilise resources
- Always bear in mind that you will have a duality of objectives. You will target both commercial and social or environmental objectives at the same time through your model



How did it emerge?

It is in recent years that social innovation has attracted research interest. It concerns new practices to resolve societal challenges and transformation, adopted and utilised by social groups (Alvord et al, 2004). Social entrepreneurship is often defined as innovation that leads to positive social change regardless of the mechanisms through which it is achieved (Dees, 1998; Tracey and Jarvis, 2007). According to this approach the focus is on innovative ventures initiated by social entrepreneurs to tackle social or societal issues; so meeting the social goals is more important than the resource mix of the enterprise which involves a particular combination of human and financial resources (Dees, 1998; Donaldson and O'Toole, 2007; Elliot, 2006; Obstfeld, 2005).

Social Innovation emerges as a novel solution to a social problem that is more effective, efficient, sustainable for which the value created accrues primarily to society as a whole rather than private individuals (Murray, Caulier-Grice and Mulgan, 2009). Today governments and institutions all over the world adopt the idea of social innovation and create places, frames and actions to enhance social innovation and its practices. The social entrepreneur should be measured by their ability to create shared value (Porter and Kramer, 2011), not just social benefit. The small organizations, individuals and groups are the ones that generate new ideas and the big organizations as government, companies or big NGOs although they are poor in creativity they can support the small ones to deliver the innovation. The existence of both can drive in new ideas generation and implementation (Mulgan et al, 2007). Social innovation to be successful needs to be based on a pragmatic philosophy and not a perfectionist one; it should accept experimentation and trials (Leadbeater, 2006).



What are the types of social innovation?

According to Mair, Battilana and Cardens (2012) social entrepreneurial models are based on three elements of strategic decision, being:

1. define the problem or need (redefine an issue outside conventional categorization and boundaries thus approaching an issue from a different stand point) they identified 11 categories
2. identify the target constituents (social entrepreneurs engage other change actors in their activities these being formal institutions, other organizations, beneficiaries, clients), they identified 16 categories etc)
3. select the activity (how do they organize the change agents, the different constituents in the social change process to address the issues identified), they identified 12 categories.

Battilana, Leca and Boxenbaum (2009) identify three stages of social innovation:

1. to create a vision for divergent change, this means defining an issue, conceptualizing it and justifying it
2. the mobilization of people of allies and
3. the act of motivating those people to actually engage in actions to achieve the vision.

According to Zahra et al (2009) the elements are:

1. the process to discovering a problem
2. the impact they want to make
3. the mobilization of resources.

How can a social innovation model help regenerate the environment?

In 1999 Colin Crooks CEO of Green Works saw an opportunity to create a business that could give jobs to disadvantaged people and save the country from all the furniture waste.

The idea was simple he would be paid by blue chip companies to remove the furniture they didn't need which then he would direct from landfill to places that were in need of furniture.

The business venture was labour intensive which gave him the opportunity to alleviate poverty by locating his businesses in underdeveloped areas. He started off with a capital of £300 and a rented van.

The consulting advice he got in the beginning was completely disappointing, he was told that his business would be a failure, that it would be a disaster story, and that what he thought as being a gap in the market was actually not an opportunity and there was a reason why capital had not been directed to this activity.

Despite all that Colin believed strongly in his idea and founded Green Works; by doing so he created a new market and a successful business model that has helped him give value to the public and run many projects in the developing world by donating furniture and education in places like Sierra Leone, Ghana, and Sudan.

The franchisees that have joined the network are charities with an experience in offering training opportunities and employment experiences to disadvantaged people; Green Works offers them an income based strategy to raise money that will then be used for their other social activities.

Green Works offers the successful and profitable business model, the brand name, marketing support and training. The Franchisees pay a fixed rate per truck delivered in their premises.

All franchisees are social enterprises themselves so they know how to operate as businesses, the challenge was to train them and change their culture to be able to manage operationally and commercially bigger volumes.

They had to train them to be more assertive and to work under conditions of lower control over suppliers and customers.

Source: Zafeiropoulou, F.A. (2013)
Available at: <http://bura.brunel.ac.uk/handle/2438/8970>

 **SUSTAINABLE DEVELOPMENT GOALS**

1 NO POVERTY 

2 ZERO HUNGER 

3 GOOD HEALTH AND WELL-BEING 

4 QUALITY EDUCATION 

5 GENDER EQUALITY 

6 CLEAN WATER AND SANITATION 

7 AFFORDABLE AND CLEAN ENERGY 

8 DECENT WORK AND ECONOMIC GROWTH 

9 INDUSTRIES, INNOVATION AND INFRASTRUCTURE 

10 REDUCED INEQUALITIES 

11 SUSTAINABLE CITIES AND COMMUNITIES 

12 RESPONSIBLE CONSUMPTION AND PRODUCTION 

13 CLIMATE ACTION 

14 LIFE BELOW WATER 

15 LIFE ON LAND 

16 PEACE, JUSTICE AND STRONG INSTITUTIONS 

17 PARTNERSHIPS FOR THE GOALS 

Source: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

BUILDING A SUSTAINABLE ENTERPRISE

Why do I Need to be sustainable?

We are living in a climate emergency. The industries continue to lack transparency, with widespread exploitation of people working in the supply chains.

Never before have there been this many people on the planet in slavery.

Brands and retailers are still not taking enough responsibility for the pay and working conditions in their factories, the environmental impacts of the materials they use or how the products they make affect the health of people, animals and our living planet.

UN Sustainable Development Goals

Is your business model in line with the United Nations' Sustainable Development Goals (SDGs)? Check the 17 SDGs in the picture opposite.

Building a Sustainable Business Model

It is always very important to remember that the ‚sustainable‘, ‚ethical‘ or ‚slow‘ approach to production and selling is not a ready-made set of guidelines or in fact a separate industry. Rather it is a way of approaching, navigating and operating within the complex systems that make up the existing global industries in all sector.

There is a freedom and also a responsibility that comes with running a venture that positions itself as ‚conscious‘ or ‚ethical‘. The applicable standards are essentially selective and open to interpretation, but often come with additional scrutiny and critique from press, customers and competitors. Within this group project, it is essential to collaborate at each stage of the process to ensure you have chosen a pathway that you can stand by when questioned.

Try to answer as many questions as possible from the Supply Chain Analysis from the first to the last stage of your product/service until sale. Each choice you make has an impact. Getting an overview of the full supply chain asks for your consciousness on who you choose to work with, buy from, sell to.

Answer as many questions as you can & create your own questions where you deem relevant. You don't need to share this with anyone yet; but be honest with yourself about how much transparency you really have along your supply chain.

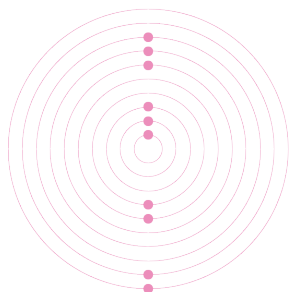
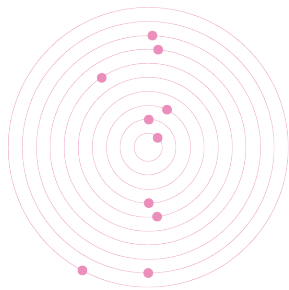
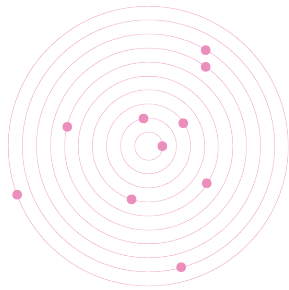
Calculate the number of kilometres your materials travel until they reach your sales point. How do the materials travel? What is the CO2 footprint of shipping alone?

INTROSPECTIVE. What is most important to you? Water pollution? CO2 footprint? Labour conditions? Women's rights? What do you want your first focus of improvement to be?

Choose one alternative to the material you are currently using. See how switching to that material could positively influence your environmental impact. As a service provider: what might brands in your network need to make a switch to more sustainable materials?

Get in touch with a supplier. How would this choice affect your costs? Your CO2 footprint of shipping? Try to map out the journey from the raw material to the finished product. What changes? As a service provider: what can you offer to facilitate a more sustainable choice? What changes?

Never lose touch with your customer. How would a change in material affect the product and value proposition you will deliver? Any changes in price? What does your customer think?



Developing a sustainability roadmap

In order to develop a sustainability road map it is crucial that you work together to first define the term ,sustainability,' in the context of the concept/ brand proposition as this will act as an internal and external anchor from which to build your ethos and operations. There is not a single definition or standard that defines this, rather a myriad of variations and options at each stage of the production and sourcing process. Your ,version' does not have to be set in stone and can be updated and refreshed as new information and innovation becomes available. However it should start by being as well researched and defined as possible and should cover the ,sustainability' goals and approach around:

- Materials sourcing (from raw material)
- Human resources (at every stage of the product's supply chain)
- End of life consideration of your product

The road map which is created should plot the unique course across all of these interrelating platforms that make up your group's proposed businesses approach to sustainability. Start by brainstorming all the factors that are important to your group and your product for each section above, in order to define your road map. e.g: "materials sourcing" - The most important principles to follow for my brand are, organic certification? natural fibres? locally sourced materials? Recycled materials? etc. Its also really good to state what standards are not tolerated or are to be avoided within your road map. Once you have defined each section you can then look at how they link and interconnect and perhaps create a graphic version which might be easier for your group to follow and refer to.

CSDS Designer's Guide to Sustainability:

<http://csds.pratt.edu/resource-center/the-four-dots-csds-guide-to-understanding-sustainability/>

Futurelearn - Developing a sustainability roadmap

<https://www.futurelearn.com/courses/sustainable-fashion/0/steps/13533>

SOAS Introduction: relationship between the organisation and the environment

http://www.soas.ac.uk/cedep-demos/000_P508_EAEMS_K3736-Demo/casestudies/page_38.htm



Cultural Identity and traditional skills

With the rise of globalisation and mass production the immense variety and incredible cultural references around the products has been significantly degraded over the past century.

When we study traditional techniques from any region of the world we find a depth of skill, heritage and function that is often far more advanced than that of our mass produced homogenised versions. Over the past 30 years but perhaps over the past 5 years in particular we have seen an increase in brands who are basing their signature around a specific artisanal region and techniques and who are using these stories to create a brand identity that shares deeper insight and transparency with their customers.

Choosing a Production Model

Once you have your product design and concept defined you can set about creating the best production model for your business. As with a conventional approach to production there isn't a single model for 'ethical' production. You can select and 'build' your production model to suit your product, budget and ethics by considering and exploring the myriad of options.

Use your sustainable road map as a reference to guide you to the kind of production suppliers you want to work with. Get referrals from the certification bodies you have chosen to work with, look in your local business directories and ask all of your contacts and other suppliers to give you recommendations on who to approach as possible production partners.

Start by looking at and breaking down the various stages of production required for your products/services and considering where one aspect meets the next and what the options are at each stage in order to map out the best system for your business.

At each stage there will be 'inputs' and 'outputs' often coming from more than one supplier or location. Identifying and managing these flows and relationships in the most effective and sustainable way is what makes for a good production model. As you navigate this section of your new venture here are a few things to remember.

Finding a factory or suppliers - Identify suppliers that fit your ethos and budget.

Look at what is available locally first. Research manufacturers in your area.

Do they pay a living wage?

Do they comply to regulatory standards, health and safety measures, are they regularly audited?

Do they use subcontractors?

Most importantly: who else do they manufacture for?

Always keep in mind and assess the potential environmental and social impact at each stage of production that your product requires

Don't be afraid to ask a lot of questions

Go visit and spend time with your producers, aim to create long term relationships

Production Model Mapping - Identify the stages that apply to your product/service

Look at, consider and inform yourself about - Original Source/s, Physical Locations, Processes required, Material inputs required, Management and communications required from you, Standards and certifications required, Local legislations that apply, Transport and potential costs (such as duty rates) between facilities, Recommendations and advice from suppliers.

Ensuring Labour Rights

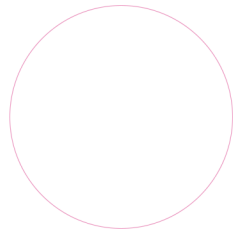
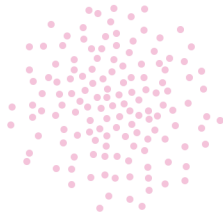
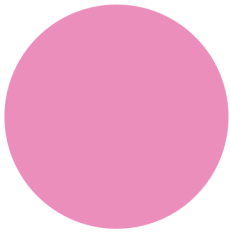
You should lay out the acceptable standards around working conditions within your supply chain. This includes all aspects of your suppliers' working conditions such as, health and safety, hours/overtime, child labour, labour laws, gender equity, freedom of association, modern slavery act, your legal obligations etc.

- Once you have decided on the countries who will be producing your raw materials, inputs and CMT, inform yourself of the local laws that govern you and your suppliers' operations.
- Assess whether these standards are appropriate and acceptable or if you propose taking further steps to apply additional certifications or standards.
- Inform yourself about the difference between a 'minimum wage' and a 'living wage' in any country you are working with (including your own!).
- Don't take the word of the supplier, ask them for proof of compliance as early on as possible in your business relationship.

- Ask all the questions that you need to satisfy yourself about the welfare and conditions of the workers in your supply chain.
- Cross check certification claims with the certifying body or agency.

Find out how your suppliers operate and how this affects their workers welfare and income. Research and get know to the meaning of the following terms:

- ‚Piece Work‘ or ‚Piece Rate‘
- ‚Right to organise / Collective Bargaining‘
- ‚Overtime‘
- ‚Living Wage / Minimum wage‘



Environmental Policy and Environmental Management

Inform yourself as much as you can about the reality of chemical and environmental pollution in the current global industry! This is the starting point for you to decide what you will and wont tolerate in your business. Fully inform yourself about the chemical and environmental make up and processes of ALL materials you plan to use. Take into the account the role of waste both at pre consumer and post consumer level and ensure that your design is capable of reducing surplus and marketing strategies are prepared to inform your customer on correct disposal. Use the ‚Design Balance‘ principle - i.e. is the potential environmental impact of your product offset by the necessity or longevity of use.

Think of eco mapping: EMAS, measuring your carbon footprint and water use (suppliers, transportation).

Watch Toxic Tanneries <https://www.youtube.com/watch?v=a0UCeTjhSJI>

The True Cost <http://truecostmovie.com/>

Read: Download the ecomapping brochure <http://www.ecomapping.com/en/tools-methodes/ecomapping.html>

Transparency

Mapping your supply chain for transparency; accountability to stakeholders etc. (use links from White Paper) Examples of supply chain mapping.

Monitoring, Auditing and Certification

The Eco-Management and Audit Scheme (EMAS) is a voluntary environmental management instrument, which was developed in 1993 by the European Commission. It enables organizations to assess, manage and continuously improve their environmental performance.

http://ec.europa.eu/environment/emas/join_emas/how_does_it_work_step0_en.htm




GAME CHANGER LEADER

There are many definitions to the phenomenon of social innovation all of them agree that a social innovation has to meet both social ends and means. Social Innovation is the effort to create purposeful focused change in an enterprise's economic and social potential (Drucker, 1985), is all about innovation that aims to achieve social goals. Social entrepreneurship is often defined as innovation that leads to positive social change regardless of the mechanisms through which it is achieved (Dees, 1998). According to this approach the focus is on innovative ventures initiated by entrepreneurs to tackle social or societal issues; so meeting the social goals is more important that the resource mix of the enterprise which involves a particular combination of human and financial resources. Social Innovation emerges as a novel solution to a social problem that is more effective, efficient, sustainable for which the value created accrues primarily to society as a whole rather than private individuals (Murray, Caulier-Grice and Mulgan, 2009).

Why do we need Game Changers?

The last centuries industrial and technological breakthroughs have helped improve our quality of life while at the same time creating a number of threats to our very existence. Governments and institutions are proven insufficient in tackling these issues (Jeff Skoll in Nicholls, 2008):



Our best hope for the future of humanity lies in the power and effectiveness of socially motivated, highly empowered, individuals to fight for changes in the way we live, think and behave.... (this is) the case for social entrepreneurship... (It) has rapidly become the most influential idea of our time... exceptional individuals, ideas and movements emerge to face and find solutions to these challenges. Social entrepreneurs are those people- the practical dreamers who have the talent and the skill and the vision to solve the problems, to change the world for the better... operating in a free market where success is measured not just in financial profit but also in the improvement of the quality of people's lives... there is a great need for ongoing scholarship and publications that serve as a call to arms to current social entrepreneurs, as an inspiration to budding social entrepreneurs and to document the field for institutions, academics and legislators... It is up to us to help them (social entrepreneurs) succeed.

Jeff Skoll founder of ebay, Skoll Foundation, Skoll Centre for Social Entrepreneurship in Oxford University, in Alex Nicholls, 2008, preface

Watch these videos
on transformational
and collaborative
leadership

Angelina Jolie Inspirational Speech on the Refugee Crisis:
<https://outu.be/2ATgxOp31oI>

Amal and George Clooney talk to Syrian families in Berlin:
<https://youtu.be/e9mBhkZ2FJs>

Ashton Kutcher Speech on Human Trafficking Before Congress:
<https://youtu.be/HUmfsvvegMRo>

Social Innovation for Social Good:
<https://youtu.be/YjxiLhgaEdw>

What is Social Innovation:
<https://youtu.be/1i7L6nOkQFo>

Solving Problems Using Social Innovation:
<https://youtu.be/V411OugONjg>

Transformational Leadership TEDx:
<https://www.youtube.com/watch?v=n3sEybeRzZI>

Want to Sound like a Leader; Start by Saying your name Right:
<https://www.youtube.com/watch?v=02EJ1ldC6tE>

Start with why? How great leaders inspire action:
https://www.youtube.com/watch?v=u4ZoJKF_VuA

Collaborative Leadership INSEAD University:
<https://www.youtube.com/watch?v=aUcLVNwYu0E>

Collaborative Leadership University of Northern Colorado:
https://www.youtube.com/watch?v=QowFJswk_ZA



Is this a new type of Leader?

The pioneers of social enterprise can be traced as far back to the 1840s, at least, in Rochdale, where a workers' co-operative was set up to provide high quality affordable food in response to factory conditions that were considered to be exploitative.

In the developing countries we find some outstanding examples of sustainable social entrepreneurship models as early as the 70s, like BRAC in Bangladesh founded in 1972 by Fazele Hasan Abed that enhances through systematic prototyping, evaluation and learning, through micro-credit and ongoing support the establishment of innovative schemes by local individuals and villages to achieve self-sustainable economic development; the model has been expanded to Afghanistan (Seelos and Mair, 2005). SEKEM in Egypt founded in 1980 by Dr Ibrahim Abouleish who was the first social entrepreneur to receive the 'Right Livelihood Award' in 2003 known as the equivalent to the Nobel Prize. SEKEM started from a desert land and turned it to organic farming, now has a medical centre, a school, a university, an orchestra and supports a wide network of local farmers and achieves economic, cultural and social transformation impact (Seelos and Mair, 2005).

How can you do it?

Social Enterprises Business Models

1. Trading for social purposes; income is earned from sales to customers; margins are squeezed because costs are higher (e.g. from employing people from disadvantaged groups) but prices have to remain competitive so surpluses are low; capital needs for product/service development for training, operational costs and production before sales and break-even is achieved; the social impact is met through the way of doing business or/and through the use of profit for social purposes;
2. Delivering public services; earned income from contract payments; contract price should include a profit margin but in practice there are market failures because social enterprises win contracts that then sub-contract just to have a secure revenue stream which is not enough to reinvest to their operations; capital needs refer to product/service development, working capital before payment of contract, capital to manage delivery risk, fixed costs; social impacts comes from offering revenue, access and knowledge to disadvantaged groups, more flexibility to shape public service around needs and higher credibility with service users;

3. Providing support and services to vulnerable and excluded groups; income is raised from grants, donations and fund raising; surpluses are hard to make as the grant is tied to the cost of a service and there is reputational cost if donations are used for admin expenses; capital needs refer to product/service development, working capital to smooth variations in income and retain staff, and fixed assets; social impact comes from the activity of the company;
4. Providing financial services; earned income from fees and interest payments; surpluses the capital and interest should cover for the cost of capital, including default risk and working capital but market failures impede that so there is a need for grants; capital needs refer to organisational capacity building, on-lending, core capital to protect against default risk, equity to strengthen and grow balance sheet; the social impact comes from the activity of the organisation and from the social impact of the organisations that are supported that would otherwise fail. (Big Society Capital, 2012a).



Collaborative leadership Skills

Leadership is a process whereby an individual influences a group of individuals to maximise their efforts towards the achievement of a common goal. As Eisenhower stated "leadership is the act of getting someone else to do something you want done because he wants to do it". There is a clear distinction among managers and leaders. Achieving environmental and social sustainability is quickly becoming one of the great leadership challenges of our time. Current leadership styles are often insufficient to generate the will and human resources required to build sustainable organizations and societies. Context becomes crucial in that leadership should take larger social and environmental factors into account. Leadership should be adaptive, enabling, facilitating and of service to the wider community.

The right leadership style today is the transformational leadership style, where a leader succeeds in transforming the lives of others in having a positive impact in their mind sets. They have high integrity, a clear vision, high emotional intelligent, humility, empathy, accountability, authenticity, self-awareness and conflict resolution. They have a willingness to learn and experiment; a curiosity and ability to scan the external environment; strong communicational and interpersonal skills. They understand and value diversity. They are relationship builders; they make decisions collaboratively, they lead change and are inspiring motivators.

Managing Advocacy for Change Skills

“ Vision without action is a daydream; action without vision is a nightmare.”

Japanese proverb

Changemaking as a social movement. Capitalism stresses the idea that human beings (and by extension, leaders) are free agents who can succeed at whatever they wish to do, if only they work hard enough. This concept of one hero - leader, politician, entrepreneur - is giving way to the idea of changemaking as a social movement, carried by a variety of people. To be a collaborative change agent you need to adopt a theory of change. Your first step is to conceptualise how change happens and then to define what you can do to make it happen in the way you would like it to.

Advocacy is a process aiming at bringing change in the policies, practices and attributes of individuals, influential people, institutions and groups. Through advocacy we put a problem on the political agenda, providing a solution to the problem, and building support for applying the solution in order to change the situation. It is about achieving specific outcomes- a measurable change in policies and practices. (Kouvaras, 2015).



Social Innovation Skills

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Managing Volunteers and Staff

In collaborative and co-creation approaches you will need to recruit volunteers that will support you in starting up your venture, in building your story and scaling it. Volunteers are a special group within your organization and need a careful planning and strategy.

As we read in Kouvaras (2015) to plan a volunteer programme: you first start by recognizing the value of volunteering, you then determine needs, costs and secure resources. You need to study volunteer motivation, as volunteers can neither be paid or pressured, so they need to be persuaded and they need to draw value out of what they are doing.

You prepare the internal staff and build clear job descriptions for volunteers. You provide them administration and technical support. Only then you go out to recruit volunteers and go through a selection and placement procedure.

You need to provide them with orientation and training. To supervise and evaluate their performance, to recognize their added value and contribution in order to make sure you retain them.

Finally, you need to evaluate the whole volunteering programme. To persuade volunteers you need to know what influences their behavior. This is usually the motives and needs they bring into the organization, the role and tasks they undertake, the leadership style of their supervisors and the organizational climate.

Managing Accountability and Diverse Constituents Skills

Relationship Managing Skills are paramount to social and sustainable ventures.

Accountability is “the process through which an organization makes a commitment to respond to and balance the needs of stakeholders in its decision making processes and activities and delivers against this commitment” One World Trust.

As Kouvaras (2015) mentions when you are targeting social impact “all our work must revolve around supporting poor people to reclaim their rights, transform their lives and make their voices heard”. These groups include among others official donors, supporters, activists, civil society, allies, partners, poor/excluded citizens, frontline staff, staff, CEO and directors, trustees and your customers.

You have to be accountable through your finances, governance, performance and mission. You need specific tools and processes like reports and disclosure statements, evaluations and performance measurements, industry self-regulation, participation and adaptive learning.

Transformational and Empathetic Engagement Skills

As a co-creator you need to engage your people in the whole process of designing your venture and delivering your product or service. You need to share skills, to share business networks, to co-create.

Engagement takes place in all processes

- from ideation to outcome measurement;
- engagement and collaboration of the entire network;
- depth of collaboration;
- sustainable collaboration;
- dialogue;
- humility;
- joint problem solving;
- individual and collective learning;
- conversational engagement.

It is important to make sure that the people you choose to work with and collaborate share the same values (on social and commercial objectives), have a shared meaning, common sense of purpose relationships- quality of relationships through dialogue, access, interactions, and transparency. Usually there is free access to shared platforms for all, high distribution of resources to all, pragmatic philosophy of social innovation that accepts experiments, trials and errors.

Social Embeddedness Skills

The most important capability that is needed in co-creation is social embeddedness.

Social embeddedness is related to the network governance mode. How can a collaborative organization be governed? How are decisions taken? How is information and control shared? What is the power model?

Social embeddedness is “the ability to create competitive advantage based on a deep understanding of and integration with the local environment. This capability involves the ability to create a web of trusting connections with a diversity of organizations and institutions, generate bottom up development, and understand, leverage, and build on the existing social infrastructure... is based on the ability to craft a strategy that relies on resources and knowledge in the external environment as sources of competitive advantage” (London and Hart, 2004:364).

Values are beliefs and ideas about the kind of goals members should pursue and about the kind of behaviour they should use, while norms are unwritten informal rules or guidelines that prescribe appropriate behaviour in particular situations. Norms emerge from values. The more relational an exchange becomes the more it creates a distinct social order within the relationship itself and promotes characteristics such as trust, commitment (symbiosis and commensalism among you and your team), solidarity, mutuality, flexibility, harmonization of conflict and restraint of power, which are referred to as ‘social norms of governance’ (Achrol, 1996).

Business Ethics Skills

An entrepreneur today needs to have clear business ethics towards a corporate global citizen. You need to be able to distinguish between right and wrong and to be able to make the right decisions in dilemmas by managing conflicting goals. There has to be some form of rationalisation of morality. Amoral economic theories have led to immoral behaviour of economic agents today.

Networking and Alliance Building Skills

“ If you want to walk fast walk alone. If you want to walk far, walk together.”

African proverb

Organizations are realising that they can meet their objectives through cooperation with other organizations instead of competing with them.

A vital characteristic of entrepreneurs is their ability to build networks, those networks provide them access to resources, help them support their venture, but also increase their capacity in making social impact and social value creation.

Their networks bring them partners, customers, suppliers, funds. Entrepreneurs have a higher chance of succeeding when they have large social connections.

Self-Assessment

Phase 1

SHAPING THE VISION

There are many definitions to the phenomenon of social innovation all of them agree that a social innovation has to meet both social ends and means. Social Innovation is the effort to create purposeful focused change in an enterprise's economic and social potential (Drucker, 1985), is all about innovation that aims to achieve social goals. Social entrepreneurship is often defined as innovation that leads to positive social change regardless of the mechanisms through which it is achieved (Dees, 1998). According to this approach the focus is on innovative ventures initiated by entrepreneurs to tackle social or societal issues; so meeting the social goals is more important than the resource mix of the enterprise which involves a particular combination of human and financial resources. Social Innovation emerges as a novel solution to a social problem that is more effective, efficient, sustainable for which the value created accrues primarily to society as a whole rather than private individuals (Murray, Caulier-Grice and Mulgan, 2009).

- What are the stages in designing a Social Innovation Model?
- What is the process to formulate a value proposition of a business concept and how can this be associated with beneficiaries/ customers' needs?
- What is the process to analyse the persona of an ideal beneficiary/customer?
- What is the theory of change of a social enterprise?
- What are the types of social enterprises?
- What are the UN sustainable development goals?
- Why is it important for businesses to be sustainable?
- What are the elements that an entrepreneur/ manager needw to consider in order for a business to be sustainable?

- What does one need to consider with reference to workers' rights in supply chains? What are the questions a manager needs to ask to avoid breaches of human rights in a supply chain?
- What are the issues a manager needs to consider with reference to environmental protection and climate change in a supply chain? What are the questions they need to ask to avoid polluting the environment and facilitating climate change?
- What are the traits and attitudes of a social entrepreneur and a collaborative leader?
- What is volunteer management?
- What are business ethics?
- What are the skills needed to engage with various constituents in a business?
- Who are the important stakeholders in an ecosystem mapping?

