



SOCIAL
INNOVATION
CURRICULUM
PHASE 2

INTRODUCTION TO PHASE 2

1. What is UPSHIFT Phase 2?
2. What is a social venture?

OBJECTIVES

- To understand the expectations and requirements of UPSHIFT Phase 2.

OUTCOMES

- By the end of this section, the participant has a good understanding of the expectations and requirements of UPSHIFT Phase 2.

SKILLS

- Critical thinking

Welcome!

Welcome to Phase 2 of the Social Innovation Curriculum – Starting a Social Venture.

Phase 1 focused on building the participants innovation skills, developing their creative intelligence, and cultivating their innovation mindset.

Phase 2 will help the participants to test their ideas against market realities and take action to ensure that it becomes a viable social venture. The participants will learn the basics of project management, action planning, financing, and marketing, and much more.

Phase 2 is based on the business model canvas, a tool used by startups, social enterprises, not-for-profit organizations and established companies around the world.

The ‘business model’ is the engine that drives a social venture towards achieving its mission.

Let us take a look at the journey of the participants throughout Phase 2....

At the end of the Phase 2, the participants should be able to

DEFINE THE VALUE OF THEIR SOCIAL VENTURE	UNDERSTAND THEIR CUSTOMERS, USERS, BENEFICIARIES	APPRECIATE THE MARKET FORCES AT WORK
FIND THE RIGHT PEOPLE TO SUPPORT THEIR SOCIAL MISSION	BUILD A MINIMAL VIABLE PRODUCT OR SERVICE	TELL A COMPELLING STORY THAT WILL GENERATE FUNDING OR REVENUE

KEY AREA	MODULE	GUIDING QUESTIONS
VALUE PROPOSITION	MODULE 1 YOUR OPPORTUNITY	What is the problem you are solving?
		What difference are you making?
MARKET	MODULE 2 YOUR CUSTOMERS, USERS, OR BENEFICIARIES	Who do you help?
		Who will benefit?
	What stories are they telling themselves?	
	MODULE 3 YOUR COMPETITORS	Who else is playing in the same space as you?
IMPLEMENT	MODULE 4 MACRO ENVIRONMENT	What external conditions and emerging trends are affecting your social venture now and in the future?
		MODULE 5 KEY PEOPLE
	MODULE 6 KEY ACTIVITIES	How do you deliver your value? What actions must you take? What are the risks?
FINANCE	MODULE 7 COST STRUCTURE	How much will it cost?
		MODULE 8 REVENUE
TELL YOUR STORY	MODULE 9 MARKETING	Why customers & funders/investors choose you? What is the story driving your social venture?
LAUNCH	MODULE 10 LOOKING AHEAD	How to prepare for a soft launch? What have I learned?

WHAT IS A SOCIAL VENTURE?

Every social venture exists to meet the unmet needs of a particular group of people.

A social venture is an undertaking by an individual or a collective (organization or business) that apply business skills and techniques to come up with innovative solutions to persistent social, economic and/or environmental challenges.

Social ventures usually exhibit these distinguishing features:

- Their core mission is social impact.
- Their products or services are the vehicle through they create social impact.
- They are financially self-sustainable.

There are five (5) interdependent processes to every social venture.

1. Discovering what people value, need and want
2. Creating and delivering something of value that satisfies people's wants and needs
3. Creating demand for your products and services
4. Getting enough money to keep going and reinvesting to increase social impact
5. Establishing repeatable processes that can help you scale your social venture

Examples of social ventures include:

- Benetech <https://benetech.org/>
- Toms shoes <https://www.toms.com/>
- Honest Tea <https://www.honesttea.com/>
- d.light <http://www.dlight.com/>
- Fairphone <https://www.fairphone.com>
- Terracycle <https://www.terracycle.com>

Can you name some social ventures in your community?

TABLE OF WORKSHEETS

KEY AREA	MODULE	GUIDING QUESTIONS	WORKSHEETS	TIME	MUST	LEARNING OBJECTIVES	LEARNING OUTCOMES	SKILLS
VALUE PROPOSITION	MODULE 1 YOUR OPPORTUNITY	1. What is the problem you are solving? 2. What difference are you making?	1.1 Problem to opportunity	30 mins	Yes	To develop problem-solving and creative skills so participants can reframe problems as opportunities.	Ability to apply problem-solving skills and creativity to reframe problems as opportunities.	Creativity, Problem solving, Critical thinking
			1.2 10-word impact statement	15 mins	Yes	To develop critical thinking and goal-setting skills for defining and communicating measurable impact of your social venture.	Ability to clearly define and communicate measurable impact of your social venture.	Goal setting, Critical thinking, Communication
			1.3 SOAR (Strength, Opportunities, Aspirations, Results)	45 mins	Yes	To understand the application of an asset-based approach to developing a set of actions.	To apply an asset-based approach to developing a set of actions.	Goal settings, Creativity, Planning & organizing
MARKET	MODULE 2 YOUR CUSTOMERS, USERS, OR BENEFICIARIES	1. Who do you help? 2. Who will benefit? 3. What stories are they telling themselves?	2.1 Know your customers, users, beneficiaries	45 mins	Yes	To develop empathy so you understand what matters to your customers, their values, pains, and unspoken needs.	Ability to empathize with people so you understand what matters to them, their values, pains, and unspoken needs.	Empathy, Respect for diversity, Communication
	MODULE 3 YOUR COMPETITORS	Who else is playing in this same space as you?	3.1 Know your competitors	30 mins	Yes	To analyse the competition & the existing alternatives in the current market so you can develop better offering and better position your offering.	Demonstrate the ability to analyse and synthesize information in order to develop appropriate action.	Analytical skills, Synthesizing information, Resilience
	MODULE 4 MACRO ENVIRONMENT	What external conditions and emerging trends are affecting your social venture now and in the future?	4.1 PEST analysis	45 mins	Op	To apply analytical skills to assess external conditions and emerging trends are affecting your social venture now and in the future.	Demonstrate the ability to analyse and synthesize information for decision-making.	Synthesizing information, Adaptability, Decision-making
IMPLEMENT	MODULE 5 KEY PEOPLE	Who will help you?	5.1 Team canvas	60 mins	Yes	To learn the importance of team work, how to build a team and healthy team culture, how to align individual strengths with the social venture's mission.	Ability to work in a team and help build a healthy team culture.	Cooperation, Negotiation, Interpersonal relations,
			5.2 Creating partnerships	30 mins	Yes	To learn how to engage with people and organizations that influence the success of your social venture.	Ability to engage with people and organizations that influence the success of your social venture.	Cooperation, Communication, Relationship management

KEY AREA	MODULE	GUIDING QUESTIONS	WORKSHEETS	TIME	MUST	LEARNING OBJECTIVES	LEARNING OUTCOMES	SKILLS
IMPLEMENT	MODULE 6 KEY ACTIVITIES	1. How do you deliver your value? 2. What actions must you take? 3. What are the risks?	6.1 Pre-mortem	30 mins	Yes	To apply problem-solving and critical thinking skills to determine the risks that potentially could lead to the failure of your social venture.	Demonstrate the ability to identify risks and come up with solutions to address these risks.	Resilience, Critical thinking, Problem solving
			6.2 Action plan	45 mins	Yes	To apply analytical, decision-making and planning skills to determine what steps must be taken to achieve a specific goal and the resources required.	Demonstrate the ability to conceive, develop and implement plans with purpose of achieving short and long-term goals.	Decision-making, Negotiation, Planning & Organizing
			6.3 Priority matrix	15 mins	Op	To be able to prioritize actions critical to achieving goals and mission of the social venture.	Ability to prioritize actions critical to achieving goals and mission of the social venture.	Decision-making, Planning & Organizing
			6.4 Minimal viable product (MVP)	180 mins	Yes	To build a MVP to capture customer feedback while minimizing product development costs.	Ability to design and build a MVP to capture user-experience.	Adaptability, Planning & organizing
FINANCE	MODULE 7 COST STRUCTURE	How much will it cost?	7.1 Creating a cost structure	30 mins	Yes	To calculate the expenses associated with producing products consistently.	Demonstrate financial literacy and basic competency in financial management.	Analytical thinking, Planning & organizing
			7.2 Monthly cash flow forecast	30 mins	Op	To calculate the monthly cash flow to enable sound financial decision-making.	Demonstrate financial literacy and basic competency in financial management.	Decision-making, Planning & organizing
	MODULE 8 REVENUE	What external conditions and emerging trends are affecting your social venture now and in the future?	8.1 Sources of funding and revenue streams	45 mins	Yes	To gain knowledge of the various sources of funding and revenue streams for your social venture.	Ability to demonstrate a basic understanding of various sources of funding and revenue streams for your social venture.	Creativity, Planning & organizing
TELL YOUR STORY	MODULE 9 MARKETING	1. Why customers & funders/ investors choose you? 2. What is the story driving your social venture?	9.1 Distribution channels	30	Yes	To design a simple distribution model for your social venture so your customers can find, access & purchase your offering easily.	Demonstrate ability to design a simple distribution model so customers can find, access & purchase your offering easily	Problem-solving, Creativity
			9.2 Marketing funnel	mins	Op	To gain the ability to communicate to potential customers on why your product or service is better than, or different from, the competition.	Ability to influence action through effective and persuasive communication	Communication, Creativity, Planning & organizing
			9.3 The 10 second pitch	30 mins	Yes	To be able to deliver a succinct & impactful message that answers the 'what', 'who', 'why', and 'how' of your social venture.	Ability to influence action through effective and persuasive communication	Communication, Creativity, Empathy
			9.4 Pitch deck	60 mins	Yes	To present the value of your offering and social venture to diverse audience from funders, investors to potential partners.	Ability to influence action through effective and persuasive communication	Communication, Creativity
LAUNCH	MODULE 10 LOOKING AHEAD	1. How to prepare for a soft launch? 2. What have I learned?	10.1 Launch checklist	15 mins excludes doing the tasks	Yes	To apply your planning & organizing skills to prepare for the soft launch of your offering in a methodological way.	Ability to plan, organize and co-ordinate activities for a time-specific event.	Planning & organizing, Decision-making
			10.2 Scaling up checklist	15 mins	No	To interpret information and draw conclusions based on analysis	Ability to interpret information and draw conclusions based on analysis.	Planning & organizing, Creativity, Adaptability
			10.3 Star shine	15 mins	Yes	To learn to express appreciation to others.	Demonstrate ability to express appreciation and respect for others.	Interpersonal relations
			10.4 Note to self	15 mins	Yes	To reflect on one's experience to gain new understanding	Ability to reflect on one's thoughts and actions to gain insight	Reflective thinking, Self-evaluation

MODULE 1

KEY AREA - VALUE PROPOSITION

YOUR OPPORTUNITY

1. What is a value proposition?

2. What is the problem you are solving?

3. What difference are you making?

ACTIVITIES

- | | | | |
|----------------------------------|-----------|---|-----------------------------------|
| 1.1 Problems to opportunities | 🕒 30 mins | <input checked="" type="checkbox"/> Essential | <input type="checkbox"/> Optional |
| 1.2 The 10-word impact statement | 🕒 15 mins | <input checked="" type="checkbox"/> Essential | <input type="checkbox"/> Optional |
| 1.3 SOAR | 🕒 45 mins | <input checked="" type="checkbox"/> Essential | <input type="checkbox"/> Optional |

OBJECTIVES

- To develop problem-solving and creative skills so participants can reframe problems as opportunities.
- To develop critical thinking and goal-setting skills for defining and communicating measurable impact of participants' social venture.
- To understand the application of an asset-based approach to developing a set of actions.

OUTCOMES

- Ability to apply problem-solving skills and creativity to reframe problems as opportunities to learn and create positive social change.
- Ability to clearly define and communicate measurable impact of your social venture.
- Ability to develop a set of actions based on current strengths and opportunities.

SKILLS

- Creativity
- Problem-solving
- Planning
- Organizing
- Goal-setting
- Communication

MATERIALS

- Worksheets
- Pen
- Flipchart
- Sticky notes

What is a value proposition?

A value proposition is a promise to your users.

A value proposition is a clear statement with 3 parts:

1. It describes your product or service
2. It identifies an ideal user-group
3. It explains how your product or service solves your users' problems, improves their situation, and bring benefits.

To help participants craft a clear value proposition, you will guide them through the following activities:

- | | | | |
|----------------------------------|-----------|-------------|------------|
| 1.1 Problems to opportunities | 🕒 30 mins | 👍 Essential | 👎 Optional |
| 1.2 The 10-word impact statement | 🕒 15 mins | 👍 Essential | 👎 Optional |
| 1.3 SOAR | 🕒 45 mins | 👍 Essential | 👎 Optional |

WORKSHEET 1.1

Problems to Opportunities

🕒 30 mins

👍 Essential 👎 Optional

Learning Objective

To develop problem-solving and creative skills so participants can reframe problems as opportunities.

Learning Outcome

Ability to apply problem-solving skills and creativity to reframe problems as opportunities to learn and create positive social change.

EVERY SOCIAL VENTURE STARTS WITH A PROBLEM WORTH SOLVING.

A problem is worth solving if it an urgent and pervasive problem and if the people with the problem (or organizations will the responsibility to solve it) are willing to pay for your solution.

Every successful social venture has founders with the ability to see the opportunity in the problem. They understand that every problem presents an opportunity to develop new skills, achieve personal growth, and add value to the world!

Guide the participants to reframe problems into opportunities based on the below steps.

▶ Step 1

Write down the problem your social venture wants to solve.

▶ Step 2

Answer the following questions to uncover whether it is an important problem:

- Is the problem urgent?
- Is the problem pervasive?
- Have solutions been tried previously and failed?
- Are people willing to pay to have the problem solved? (This includes customers, investors, grant-givers, philanthropists)

▶ **Step 3**

Find the opportunities in the problem by using the 5 whys technique.

(This is a useful technique that focuses your attention on the problem and not the solution. Often when trying to describe a problem, people will explain the solution.)

▶ **Step 4**

Write down all the potential solutions next to each “why”. A potential solution is an opportunity for your social venture. An opportunity describes the ideal state.

Step 1:

What is the problem your social venture wants to solve?

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.....
.....
.....

Step 2:

Answer the following questions to uncover a problem worth solving

Is the problem urgent? Yes No

Is the problem pervasive? Yes No

Have solutions been tried previously and failed? Yes No

Are people willing to pay to have the problem solved? Yes No

Step 3: Find the opportunities in the problem by using the 5 whys technique.

Problem (Why?)

Step 4: Write down potential solutions next to each “Why”

Opportunities

Problems into opportunities (Example only)

Step 1:

What is the problem your social venture wants to solve?

.....
Female founders receive 3% of venture capital.

Step 2:

Answer the following questions to uncover a problem worth solving

- Is the problem urgent? Yes No
- Is the problem pervasive? Yes No
- Have solutions been tried previously and failed? Yes No
- Are people willing to pay to have the problem solved? Yes No

Step 3: Find the opportunities in the problem by using the 5 whys technique.

Step 4: Write down potential solutions next to each “Why”

Problem (Why?)

Opportunities

The venture capital is male-dominated.

Create women-only angel investment networks

The perception of women not being risk takers.

Create and share narratives of women who have taken risks in the past and present.

Women tend to start businesses in smaller and in low growth industries

Create fit-for-purpose venture capital for these industries

Women lack confidence – the imposter syndrome

Mentorship programmes to enhance the confidence female founders.

Gender-bias in decision-making

Create an online tool that assesses start-ups based on an evaluation of key aspects of the business.

Responses in the ‘opportunities’ column are potential seeds of your social ventures.

The 10-Word Impact Statement

🕒 15 mins

👍 Essential 🕒 Optional

Learning Objective

To develop critical thinking and goal-setting skills for defining & communicating measurable impact of your social venture

Learning Outcome

Ability to clearly define and communicate the impact of your social venture

What is the 10-word impact statement?

The 10-word impact statement tells everyone what your social venture set out to accomplish. Short and sharp, the impact statement has 3 parts:

1. A verb – an action word
2. A target population (your users, customers, beneficiaries)
3. A measurable outcome

Do you think you could get it down to under eight words?

▶ Step 1

Get the team together and grab some pen and paper.

▶ Step 2

Start drafting the statement and include measurable results

Example 1

<u>Establish</u>	<u>social finance instruments</u>	<u>to 100 female entrepreneurs</u>
Verb	Result	Target

Example 2

<u>Bring</u>	<u>safe drinking water</u>	<u>to 95% of children in Jordan</u>
Verb	Result	Target

Your Turn

_____	_____	_____
Verb	Result	Target

This impact statement is a starting point. You will refine this as you work on your social venture.

SOAR

🕒 45 mins

👍 Essential 🕒 Optional

Learning Objective

To understand the application of an asset-based approach to developing a set of actions.

Learning Outcome

Ability to develop a set of actions based on current strengths and opportunities.

What is SOAR?

SOAR stands for Strengths, Opportunities, Aspirations, Results.

It is a tool that helps you to focus on your strengths and opportunities when pursuing your goals. Use SOAR to explore new initiatives and to focus on efforts and resources.

In a SOAR exercise, participants ask:

- What are our greatest **strengths**?
- What are our best **opportunities**?
- What are our **aspirations**?
- What **results** would we like to achieve?

STRENGTHS

Example questions:

- What do we excel at?
- What are our greatest accomplishments?
- What are we most proud of?
- What makes us unique?
- What strengths are most valuable in our marketplace?
- What do we do or have that's better than anyone else?

OPPORTUNITIES

Example questions:

- What are the top 3 opportunities on which we should focus our efforts?
- What partnerships would lead to greater success?
- What changes and trends align with our strengths?
- What needs and wants are we not fulfilling?
- Are there gaps that we could fill?

ASPIRATIONS

Example questions:

- What do we deeply care about?
- What do we want to achieve in the future?
- What should our future business look like?
- How can we make a difference?
- What actions support our preferred future?

RESULTS

Example questions:

- What measures will tell us we are on track to achieve success?
- How do we know when we've achieved our goals?

SOAR is a team activity!

▶ Step 1

Set the scene. Establish a clear objective of the activity

eg. Discovering our strengths and putting them to work on our opportunities and aspirations to accomplish great results for customers, users and beneficiaries.

▶ Step 2

Nominate someone who will act as a facilitator. Use flipchart and sticky notes for brainstorming.

▶ Step 3

Start brainstorming – starting with the Strength quadrant, then Opportunities, Aspirations and Result. Be specific and not general.

Note: you can minimize groupthink by brainstorming ideas individually then combining issues to get the overall picture.

▶ Step 4

Stop after 30 mins of brainstorming. Now it's time to organize them. Cull any duplications, merge similar ideas and themes, and discard any ideas that are not within the scope of the exercise.

▶ Step 5

Record all the remaining information. You will return to these insights when you are creating an action plan and prioritizing your actions.

STRENGTHS

OPPORTUNITIES

ASPIRATIONS

RESULTS

MODULE 2

KEY AREA - MARKET

YOUR CUSTOMERS, USERS, BENEFICIARIES

1. Who do you help?
2. Who will benefit?
3. What stories are they telling themselves?

ACTIVITIES

2.1 Know your customers, users, beneficiaries

🕒 45 mins

○ Essential

☑️ Optional

OBJECTIVES

- To develop participants' empathy to deeply understand what matters to their customers, their values, pain and unspoken needs.

OUTCOMES

- The ability to empathize with people so participants can deeply understand what matters to them, their values, pain and unspoken needs.

SKILLS

- Empathy
- Respect for diversity
- Communication

MATERIALS

- Worksheets
- Pen

Your customers, users, beneficiaries

In this guide, the term customers, users, beneficiaries are used interchangeably when we talk about the group of people that the social venture serves. But they are often not the same people.

The **customer** is the person with influence over the purchase decision, either because they are paying for it, or because they can persuade whoever is paying. In the non-profit world, the donor is your customer.

The **user** (often referred to as the end-user) is the person who experiences your product or service.

The **beneficiary** is the person whose life improves because of your product or service.

Example: primary education

- The **customer** (the person who pays) is the parent, and/or the government.
- The **user** is the child who attends receive an education.
- The **beneficiaries** are many and include, the child, the family and the wider community.

In the real world, your social venture must to satisfy the needs and desires of all three. For our learning purpose, we'll assume they are the same people.

Know your customers

Building a social venture is human-centred work. After all, the purpose of a social venture is to solve someone's problem. Remember: their problem is your opportunity. The participants may have done some research and collected information already. This is useful. The best way to build the right solution is to deeply understanding your potential customers, their values and frustrations. They need understand the problem from the perspective of the customers.

Start with empathy

Empathy is the ability to share and understand the emotions of others. Yes, it is an ability. Everyone can learn and strengthen their empathy muscle. Empathy is important because it helps us understand how others are feeling so we can respond appropriately to the situation.

As the participants connect with their users and beneficiaries, they also need to be aware of in-group bias. Research shows we typically feel more empathy for members of our own group.

Get ready to do some empathy work. It's time to get them off their chairs and out of the building...

► Step 1

Go out and talk to the people with the problem you want to solve.

► Step 2

Have a conversation with them, guided by the questions in the empathy map worksheet. This is a conversation and not an interview.

► Step 3

Have one team member do the talking, and one team member write down their verbal and non-verbal responses. Pay attention to the body language.

► Step 4

Thank those who shared their stories and insights with you.

► Step 5

Use the empathy map and work on how your product/service will relief their pain, create gains and solve their problem.

Your Potential Customers

Your Potential Solutions

PAINS	GAINS	JOBS TO BE	PAINS	GAINS	JOBS TO BE
<ul style="list-style-type: none"> • What are the fears, frustrations and obstacles faced by your user/customer? • What are the risks your user/customer want to avoid? • What barriers are keeping your user/customer from adopting different solutions? 	<ul style="list-style-type: none"> • What are the wants and needs of our user/customer? • What does success look like to your user/customer? • What positive social consequences do they want? (Status, power, self-image) 	<ul style="list-style-type: none"> • Describe what your user/customer is trying to get done, focus on the specific task. • What 'social' jobs your user/customer are trying to get done (respect, security, confidence)? 	<p>Describe how your product/service relief the pains of your potential user/customer's, make them feel better.</p>	<p>Describe the benefits your product/service will create for potential user/customer.</p>	<p>What is the products/services you will offer to satisfy your user/customer's function, social, emotional needs?</p>
<p>Fill in your insights here ...</p> <p>.....</p>	<p>Fill in your insights here ...</p> <p>.....</p>	<p>Fill in your insights here ...</p> <p>.....</p>	<p>Fill in your insights here ...</p> <p>.....</p>	<p>Fill in your insights here ...</p> <p>.....</p>	<p>Fill in your insights here ...</p> <p>.....</p>

MODULE 3

KEY AREA - MARKET

YOUR COMPETITORS

Who else is playing in the space as you?

ACTIVITIES

3.1 Know your competitors

🕒 30 mins

Essential

Optional

OBJECTIVES

- To analyse the competition and the existing alternatives in the current market so you can develop better offering and better position your offering.

OUTCOMES

- Demonstrate the ability to analyse and synthesize information in order develop appropriate action.

SKILLS

- Analytical skills
- Synthesizing
- Information
- Resilience

MATERIALS

- Worksheets
- Pen

Every social venture has competitors. Your competition are organizations or social ventures in the same or a similar industry (eg. development, IT, hospitality, design) that offer similar products or services. The presence of many competitors means there will be strong rivalry for the attention and money of customers and users.

YOU CAN FIND INFORMATION ABOUT YOUR COMPETITORS BY:

- Searching the internet. Asking around. Talking to people, especially industry leaders.
- Checking out websites and marketing materials. Most of the information you need about their products and services, and mission should be there.
- Visiting their locations.
- Analyzing marketing and advertising campaigns. Advertising should help you quickly determine how a social venture positions itself, and what strategies it employs to reach potential users and beneficiaries.
- Searching the web for news and other mentions of your competition.

Collaborating with your competitors.

But the world of social ventures doesn't have to be 'survival of the fittest'. While competition suggests a win-lose situation. Collaboration suggests a win-win situation.

Every social venture is part of a wider network made up of manufacturers, distributors, retailers, and customers. The ability to collaborate with competitors within the same network is vital for your long-term success. For example, a key benefit of collaborating with your competitors is that it provides a safe way to trial and test new ideas and ways of working, with the support and resources of many.

Here are some ways you can secure a win-win outcome through collaboration:

- **Stronger together:** Combining core business strengths, ideas or technology may help to open up a new market that a single social venture could do alone in the same timeframe or at the same cost.
- **Cross endorsement of related products:** Your customers might benefit from having a mix of products or services from you and your competitor. Try negotiating the chance to include one another's offerings as an add-on.
- **Save your resources:** By sharing resources, and knowledge in non-competing areas, you can focus your efforts on strengthening core competencies and expanding your unique offerings.
- **Benchmark your practices:** Collaborating with a competitor will enhance your own processes to be more competitive.

WORKSHEET 3.1

Know your Competitors

🕒 30 mins

👍 Essential ⓪ Optional

Learning Objective

To analyse the competition and the existing alternatives in the current market so you can develop better offering and better position your offering.

Learning Outcome

Demonstrate the ability to analyse and synthesize information in order develop appropriate action.

▶ **Step 1**

Answer the questions below and learn about your competition.

▶ **Step 2**

Put a 'win-win' thinking hat on and consider how might you collaborate with your competitors.

QUESTIONS

INFORMATION

Who else is doing similar work to you?

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How successful are they?

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Who are their users and beneficiaries?

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What marketing strategies do they use?

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How is your social venture different from the competition?

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Win Win!

How might we collaborate with your current and future competitors?

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How might we co-create win-win situation together?

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MACRO ENVIRONMENT

What external conditions and emerging trends are affecting your social venture now and in the future?

ACTIVITIES

4.1 PEST analysis

🕒 45 mins

○ Essential

☑️ Optional

OBJECTIVES

- To apply analytical skills to assess the effect of external conditions and emerging trends on your social venture

OUTCOMES

- Demonstrate the ability to analyse and synthesize information for decision-making.

SKILLS

- Synthesizing information
- Adaptability
- Decision-making

MATERIALS

- Worksheets
- Pen

What is PEST?

PEST stands for Political, Economic, Social and Technological.

PEST analysis is a simple tool that helps you scan the business or operational environment of your social venture.

Benefits of using PEST analysis include:

- Identify opportunities and threats
- Indicate the major direction of change so you can work with it.
- Avoid starting initiatives that waste resourcesThe customer (the person who pays) is the parent, and/or the government.

WORKSHEET 4.1

PEST Analysis

🕒 45 mins

👍 Essential Optional

Learning Objective

To apply analytical skills to assess the effect of external conditions and emerging trends on your social venture

Learning Outcome

Demonstrate the ability to analyse and synthesize information for decision-making.

► Step 1

Take some time to consider the different PEST factors.

► Step 2

Note the positive and negative impact on your social venture. This may take a bit of research. Not all factors will be relevant to every social venture.

► Step 3

Consider the actions you can take to maximize the opportunities and minimize the negative impact on your social venture.

We'll be coming back to the possible negative impact in a later module.

PEST ELEMENT	FACTORS TO CONSIDER	WHAT ACTIONS ARE REQUIRED (IF ANY?)
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PEST ELEMENT	FACTORS TO CONSIDER	WHAT ACTIONS ARE REQUIRED (IF ANY?)
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Political

Describe how your product/service relief the pains of your potential user/customer's, make them feel better.

How might the political conditions affect your social venture?

Are there any other political and policy factors that you should consider?

Is the current economy growing, stagnating, or declining?

How might Jordan's unemployment rate affect your venture?

Do consumers and businesses have easy access to credit?

Are customers' level of disposal income rising or falling? How likely to change in the next few years?

What are the job market trends and attitudes toward work? What differences are there between men and women, urban and rural regions?

Are there any other economic factors that you should consider?

Social

What's the population growth rate and age profile, and how might this affect your social venture?

Are generational shifts in attitude likely to affect what you're doing?

What are the society's levels of health, education, and social mobility? How are these changing, and what impact will this have?

What social attitudes, social taboos, religious beliefs and lifestyle choice could affect your social venture?

Are there any other socio-cultural factors that are likely to drive change for your social venture?

Are there any new and emerging technologies that you could be using?

Are there any new technologies on the horizon that could have a huge impact on your social venture?

Do any of your competitors have access to new technologies that could improve their product or service?

Are there any technical and educational institutions that can support your social venture?

Are there any technological hubs that you could work with and learn from?

Economic

Technological

KEY PEOPLE

Who will help you?

ACTIVITIES

- 5.1 Team canvas 🕒 60 mins Essential Optional
- 5.2 Creating partnerships 🕒 30 mins Essential Optional

OBJECTIVES

- To learn the importance of team work, how to build a team and healthy team culture, and how to align individual strengths with your social venture's mission.
- To learn how to engage with people and organizations that influence the success of your social venture.

OUTCOMES

- Ability to work in a team and help build a healthy team culture
- Ability to engage with people and organizations that influence the success of your social venture.

SKILLS

- Cooperation
- Communications
- Relationship
- Management

MATERIALS

- Worksheets
- Pen

It takes a village to build a social venture!

Successful social ventures are created by great teams and an ensemble of key partners.

Paul Graham of Y Combinator (probably the world's most successful startup incubator) advised aspiring founders that they need to do 3 things to have a chance of success:

- Start with good people
- Make something customers actually want
- Spend as little as possible

The founding team

The founding team is the group of people who will build the social venture. You need people with the right skills and knowledge. You need people who are excited by the social venture's mission and share your commitment.

One of the biggest mistakes is not thinking through the skills needed and haphazardly choosing people who are your friends or who happens to be around. You want a team with complementary skills.

There's no 'right' number of people for a team, but research on teamwork dynamics suggests two to four people is optimum. Small teams make it easier to communicate and encourage autonomy, accountability and innovation.

Every team needs at least these key players (or personae):

- **The visionary** – someone to execute the grand vision and guide the team along the journey
- **The hustler** – someone with business savvy to form partnerships, update the business model, and manage projects.
- **The hacker** – someone with the technical skills to build the product or service.

Key partnerships

Partnerships refers to the network of people, groups, organizations, businesses (suppliers, distributors, and supporters) that is critical for your social venture to deliver its product or service and achieve its mission. Your partners have interest in and influence over your social venture.

As you go and seek partnerships, you need to consider the following:

- Which partners can help you to design, develop and deliver your product or service?
- Which partners can help you to access funding and finance options?
- Which partners can accelerate and scale your social venture's mission and impact?

YOUR EXTERNAL PARTNERS MAY INCLUDE

- Governmental authorities
- Planning and regulatory officials
- Business (small and large)
- Community-based organizations
- Banks
- Other formal and informal financial institutions
- Faith-based organizations
- Local schools
- Academic institutions
- Legal services
- Professional organizations
- Suppliers
- Competitors
- Media outlets
- Regulatory agencies
- National associations
- Special-interest groups

HEALTHY PARTNERSHIPS

You need to develop a strong relationship with the suppliers, contractors and distributors that you have categorized as crucial to delivering your service or product. If you neglect these crucial components, your social venture could fail.

SOME TIPS TO CREATING HEALTHY PARTNERSHIPS

- Get the right partners to the table - get more information about your potential partner through your network or online to see if there is a cultural fit and if they have worked with social ventures similar to yours in the past.
- Clarify expectations at the start
- Commit to action
- Manage time and resources
- Agree on the rules of engagement
- Use appropriate language
- Act with transparency and accountability
- Learn from others
- Be focussed and flexible
- Use the information you collect
- Listen and be respectful
- Maintain the right to disagree
- Don't expect to change the world overnight!

Team Canvas

🕒 60 mins

👍 Essential ⚪ Optional

Learning Objective

To learn the importance of team work, how to build a team and healthy team culture, and how to align individual strengths with the social venture's mission.

Learning Outcome

Ability to work in a team and help build a healthy team culture.

▶ Step 1

Introduce team members with their names and roles

▶ Step 2

Agree on common goals that are feasible, measurable and time-bound

▶ Step 3

Personal Goals. Allow team members to open up and share their individual goals for the social venture.

▶ Step 4

Purpose. Going one step beyond the common goal, and ask the team why they do what they do.

▶ Step 5

Values. Agree on core values and principles that team members want to share.

▶ Step 6

Strengths & Assets. Write down the technical and soft skills and knowledge available within the team. This includes what could be thought of 'insignificant', such as a team member runs marathons or plays the cello.

▶ Step 7

Weaknesses & Risks. Write down the weaknesses and areas for improvement that team members see in themselves, as well as obstacles they face as a team.

▶ Step 8

Needs & Expectations. Get clarity on needs and expectations that team members have from others in order to be successful.

▶ Step 9

Rules & Activities. Agree on decision-making, resolving conflict, and giving feedback.



Creating Partnerships

 30 mins

Essential Optional

Learning Objective

To learn how to create partnerships with people and organizations that influence the success of your social venture.

Learning Outcome

Ability to create partnerships with people and organizations that influence the success of your social venture.

WORKING WITH YOUR TEAM...

► Step 1

List those who may be your potential partners (do some research & ask around)

► Step 3

Reach out to potential partners when you're ready. Remember the tips to creating healthy partnerships!

► Step 2

Consider how they can help you. Be specific.

Which partners can help you to design, develop and deliver your product or service?

NAME OF POTENTIAL PARTNER	HOW CAN THEY HELP?

Which partners can help you to access funding and finance options?

NAME OF POTENTIAL PARTNER	HOW CAN THEY HELP?

Which partners can accelerate and scale your social venture's mission and impact?

NAME OF POTENTIAL PARTNER	HOW CAN THEY HELP?

KEY ACTIVITIES

1. How do you deliver your value?

2. What are the risks?

3. What actions must take to achieve your mission?

ACTIVITIES

6.1 Pre-mortem	🕒 30 mins	<input type="radio"/> Essential	<input checked="" type="radio"/> Optional
6.2 Action Plan	🕒 30 mins	<input type="radio"/> Essential	<input checked="" type="radio"/> Optional
6.3 Priority Matrix	🕒 15 mins	<input checked="" type="radio"/> Essential	<input type="radio"/> Optional
6.4 Minimal Viable Products (MVP)	🕒 180+ mins	<input type="radio"/> Essential	<input checked="" type="radio"/> Optional

OBJECTIVES

- To apply problem-solving and critical thinking skills to determine the risks that potentially could lead to the failure of your social venture.
- To apply analytical, decision-making and planning skills to determine what steps must be taken to achieve a specific goal and the resources required.
- To be able to prioritize actions critical to achieving goals and mission of the social venture.
- To create a prototype to capture customer feedback while minimizing product development costs.

OUTCOMES

- Demonstrate the ability to identify risks and come up with solutions to address these risks.
- Demonstrate the ability to conceive, develop and implement plans with purpose of achieving short and long-term goals.
- Ability to prioritize actions critical to achieving goals and mission of the social venture.
- Ability to design and build a prototype to capture user-experience.

SKILLS

- Resilience
- Adaptability
- Critical thinking
- Problem-solving
- Decision-making
- Negotiation
- Planning
- Organizing

MATERIALS

- Worksheets
- Pen
- Flipchart
- Sticky notes
- Sharpie

In Modules 1-5, you have learned to build a foundation for your social venture. You have completed the following activities:

- identified a clear opportunity (problem worth solving);
- deep dived into the world of your customers/users/beneficiaries;
- crafted a value proposition (the promise);
- created a powerful impact statement;
- discovered your competitors;
- assembled a team of amazing people with complementary skills, and
- started to build partnerships.

Now you need to clarify on the things you must do to deliver value to your customers.

You need a map to chart the course of your social venture. You need a game plan.

In this module, you will organize all the ideas and build on the insight and information you have collected. You will be working on the following:

- 1. The Pre-mortem (Worksheet 6.1)** Pre-mortem is a powerful risk forecasting tool used by many successful companies around the world. You start by imagining all the ways things went wrong and all the reasons your social venture could turn into a miserable failure. Then you figure out how to prevent those problems now, while there's still time.
- 2. Action planning (Worksheet 6.2)** An action plan takes your social venture from it is now to where you want it to be. The plan will clarify the specific tasks (steps) that need to be completed, by whom, by when, and the resources required.
- 3. Priority matrix (Worksheet 6.3)** The priority matrix helps you to make the most of your team's time, energy, and talents. You use the matrix to choose high-value activities and drop tasks that contribute little to your mission. This will help your social venture moves forward and deliver its promise.

4. Minimal Viable Product (Worksheet 6.4) The MVP is your proposed solution, your value proposition. An MVP is a minimal form of your product/service that is tested in the market. Your MVP allows you to learn how your users or beneficiaries will react to your product/service while minimizing development cost. An MVP is designed to identify users' pain points when they use the core set of functionalities of your product/service. You can test the following with your MVP:

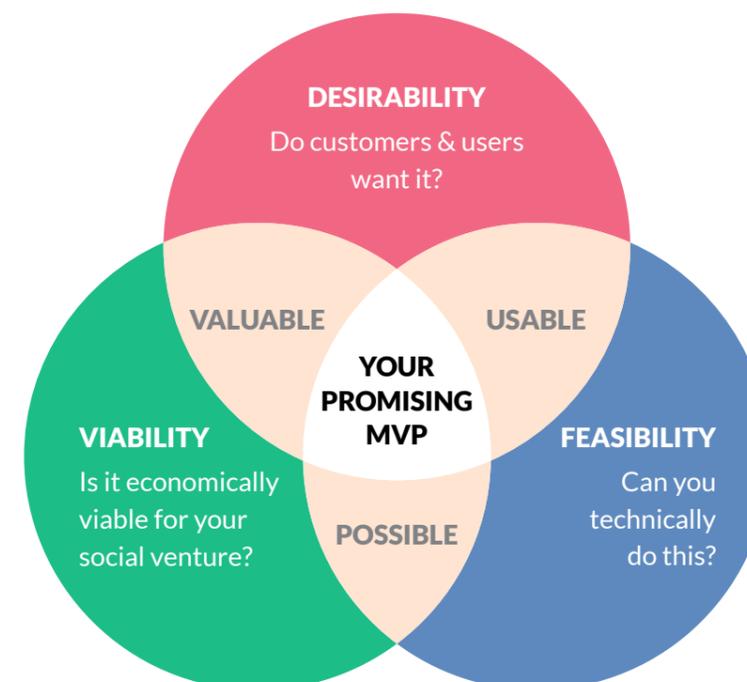
- Product/service viability
- Product/service usability
- Market demand
- Other assumptions your team has about the product/service

You will use the feedback and data collected to build a better and more mature product/service.

MVP DESIGN AND DEVELOPMENT

When design and build your product, your goal is work at the intersection of **desirability**, **feasibility**, and **viability** and build the most valuable solution for your users. These principles for product development also apply to designing and building your MVP.

Here are some questions that help you stay on track and met these product requirements:



DESIRABILITY

- Does your solution fill a need?
- Does it fit into your users lives?
- Does it appeal to them?
- Will they actually want it?

FEASIBILITY

- Is the technology or technical skills needed to build solution available or within reach?
- How long will this take?
- Can your team make it happen?

VIABILITY

- Is it economically viable for your social venture to make this product?

Start Small. Think Big.

Right now, you're probably looking at building a social venture in your local community. But have you thought about going beyond your community, village, region, or even country? It's possible. How? You plan for growth from the start. You anticipate expansion. This means setting up systems to ensure quality control and investing in people and equipment that will grow with you.

Here are some basics of scaling up.

1. You must have clarity of vision.
2. Scaling starts with good pre-planning.
3. Your social venture has to evaluate feasibility to scale, evidence of social impact, and capacity for growth and sustainability.
4. Scaling is a team effort.
5. Scaling up takes dedicated time and resources.

If you want to build a social venture with the possibility of 'going big', you must make something lots of people want, and reach and serve all those people. We'll be going into this issue again in Module 10.

TIPS TO KEEP MOVING AND BUILD MOMENTUM AT THE STAGE OF YOUR JOURNEY

- Start with what you can do NOW.
- Plan quickly and pivot if required. 'Pivot' means making a substantive change to your social venture 'business model'.
- Write a daily to-do list. This is your mini-action plan. Set up a reminder system.
- Do urgent and important tasks first, not the easy ones.
- Review progress regularly to make sure you are on track.
- Give yourself and your team small rewards for completing each activity.

WORKSHEET 6.1

🕒 30 mins

Pre-mortem

✓ Essential ○ Optional

Learning Objective

To apply problem-solving and critical thinking skills to determine the risks that potentially could lead to the failure of your social venture.

Learning Outcome

Demonstrate the ability to identify risks and come up with solutions to address these risks.

▶ Step 1

2 days prior to the pre-mortem, challenge your team to consider as many risks as they can. Ask your team to consider the following questions:

- What could slow us down or make us miss deadlines for our launch?
- What make you nervous and keeps you up at night?
- How quickly can we respond when something goes wrong?

▶ Step 2

Imagine that we are 1 year into the future and despite all of the team's efforts, your social venture has failed.

▶ Step 3

Spend the next 15 minutes brainstorming all the reasons your social venture could fail - negative turns of events, warning signs you ignored, assumptions that proved false. Don't be dismissive. Doom and despair are encouraged.

▶ Step 4

Summarise the ideas and themes that emerged.

Action Plan

45 mins

Essential Optional

Learning Objective

To apply analytical, decision-making and planning skills to determine what steps must be taken to achieve a specific goal and the resources required.

Learning Outcome

Demonstrate the ability to conceive, develop and implement plans with purpose of achieving short and long-term goals.

▶ Step 1

Identify the key activities that needs to be done.

▶ Step 2

Assign the task to a team member who will be responsible for completing the activity (Assignee). More than 1 person may be working on the activity but only 1 person is accountable for its completion.

▶ Step 3

Set a time frame (start date and end date). When will you start the activity? When will the activity be completed? Put all the key dates in your e-calendar, and a wall calendar so everyone can see it!

▶ Step 4

Estimate the resources required (expenses & skills, time of team members) to complete the activities and achieve the milestone.

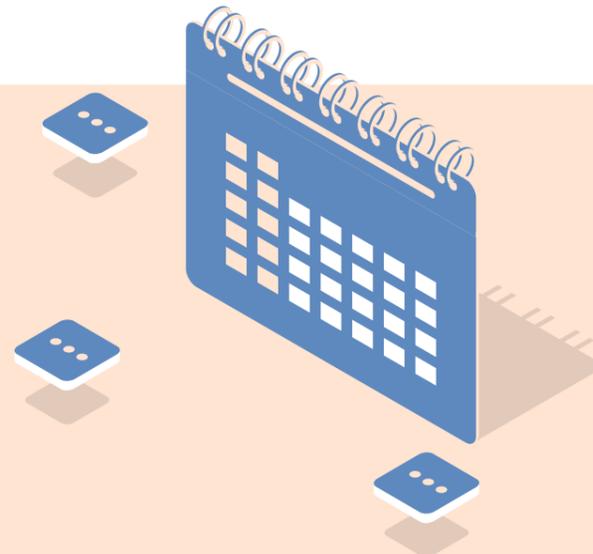
▶ Step 5

Clarify expectations. Make sure everyone is on the same page. Many social ventures fail because people's roles and responsibilities are not clear and commitment from these individuals have not been secured.

▶ Step 6

Review progress weekly or fortnightly.

Mark your team calendar. Make it visible.



Example

OBJECTIVE

Build an online peer-to-peer lending platform for female social entrepreneurs

ACTIVITIES (MILESTONES) What needs to get done?	ASSIGNEE Who will do it?	START DATE	END DATE	RESOURCES What do you need to complete the activity?	STATUS - Ongoing - Completed - Delayed - Cancelled
Project initiation document or business case completed	Sally	1 Jul 2018	1 Aug 2018		
Business model canvas completed	Sally	11 Jul 2018	31 Jul 2018		
Customer discovery - Ethnographic insight collected	Rana	11 Jul 2018	31 Jul 2018	\$ 5,000 for field trips	
Desk reviewed completed	Sally	11 Jul 2018	31 Jul 2018		
Market analysis completed	Rana	11 Jul 2018	31 Jul 2018		
PEST analysis completed – esp. government policies and financial regulations	Rana	11 Jul 2018	31 Jul 2018		
Pre-mortem conducted. Risks identified	Rana	5 Aug 2018	8 Aug 2018		
Key partnerships established	Rana	5 Aug 2018	1 May 2019	\$ 2,000 travel expenses and events	
Cost structure and financial forecast completed	Yazan	15 Jul 2018	10 Aug 2018		
Market strategy and engagement plan developed	Yazan	15 Jul 2018	15 Aug 2018	\$2,000 for marketing material	
Pitch deck created	Sally	10 Aug 2018	13 Aug 2018	\$ 500 for graphic designer	
Funding secured	Yazan	13 Aug 2018	11 Nov 2018		
MVP built	Yazan	1 Oct	1 Mar 2019	\$ 30,000 to build platform	
Test, iterate, pivot for product-market fit – feedback collected	Rana	1 Mar 2019	1 June 2019		
Soft launch done	Yazan	1 May 2019	31 July 2019	\$ 3,000 launch event	

QUICK WINS

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EFFORT

WORKSHEET 6.4

Minimal Viable Products (MVP)

🕒 180+ mins

👍 Essential Optional

Learning Objective

To create a MVP to capture customer feedback while minimizing product development costs.

Learning Outcome

Ability to design and build a prototype to capture user-experience.

▶ **Step 1**

Review the insight collected in Module 1-4: the problem worth solving; your opportunity; your customer, users, beneficiaries; your competitors, and market environment.

▶ **Step 2**

Take out your Know Your Customers worksheet. Transfer the information from the 'Unmet needs, wants, pain' section and the Gain and Benefits' section to the MVP worksheet.

▶ **Step 3**

Tell us how you will create the gains and benefits for your customers. There are your product features.

▶ **Step 4**

Assess whether each feature is a 'must-have' or 'nice-to-have'. A 'must-have' feature is a core function that solve the user's problem. A 'nice-to-have' feature complements the core functions of the product but does not solve the problem.

▶ **Step 5**

Determine whether each feature passes the desirable, feasible and viable requirements.

▶ **Step 6**

Prioritize only must-have product features that meet the desirable, feasible and viable requirements. This is the minimum set of features for your MVP

▶ **Step 7**

GO MAKE!

COST STRUCTURE

How much will it cost?

ACTIVITIES

7.1 Creating a cost structure  30 mins Essential Optional

7.2 Monthly cash flow forecast  30 mins Essential Optional

OBJECTIVES

- To calculate the expenses associated with producing your product or service.
- To calculate the monthly cash flow to enable sound financial decision-making.

OUTCOMES

- Demonstrate financial literacy and basic competency in financial management.
- Demonstrate financial literacy and basic competency in financial management.

SKILLS

- Analytical thinking
- Decision-making
- Planning and organizing

MATERIALS

- Worksheets
- Pen

What is cost structure?

Many social ventures fail in the first 3 years because the founders fail to calculate the cost of creating the products and services they have promised in the value proposition.

Cost structure refers to the various types of expenses a social venture (for-profit or non-profit) incurs. Every social venture is unique but most have two major cost types - fixed and variable.

Fixed costs are costs that do not change.

For example: money spent to purchase a fixed asset such as property, equipment, machinery.

Variable costs are costs that change.

For example: expenses related to the day-to-day administration and maintenance of your social venture.

In order for your social venture to be successful, you need to know and keep track on different types of expenses.



WORKSHEET 7.1

Creating a Cost Structure

🕒 30 mins

👍 Essential 🕒 Optional

Learning Objective

To calculate the expenses associated with producing your product or service.

Learning Outcome

Demonstrate financial literacy and basic competency in financial management.

▶ Step 1

Enter the cost of each item required to run your social venture. You can add more items. The list of items will vary depending on the social venture.

▶ Step 2

Add up all items on your list. The total is an estimation of the cost of running your social venture.

Cost Structure

PREPARED BY

DATE

FIXED COST

Wages and salaries	\$ -
Rent	\$ -
Equipment	\$ -
Business travel and accommodation	\$ -
Office furniture	\$ -
Utilities	\$ -
Etc.	
Total	\$ -

VARIABLE COST

Printing, postage, stationery, packaging	\$ -
Registrations, licences and permits	\$ -
Repairs, maintenance and cleaning	\$ -
Stationery and office supplies	\$ -
Telephone	\$ -
Business services	\$ -
Training	\$ -
Materials and supplies (demand-driven)	\$ -
Etc.	
Total	\$ -

Monthly Cash Flow Forecast

30 mins

Essential Optional

Learning Objective

To calculate the monthly cash flow to enable sound financial decision-making.

Learning Outcome

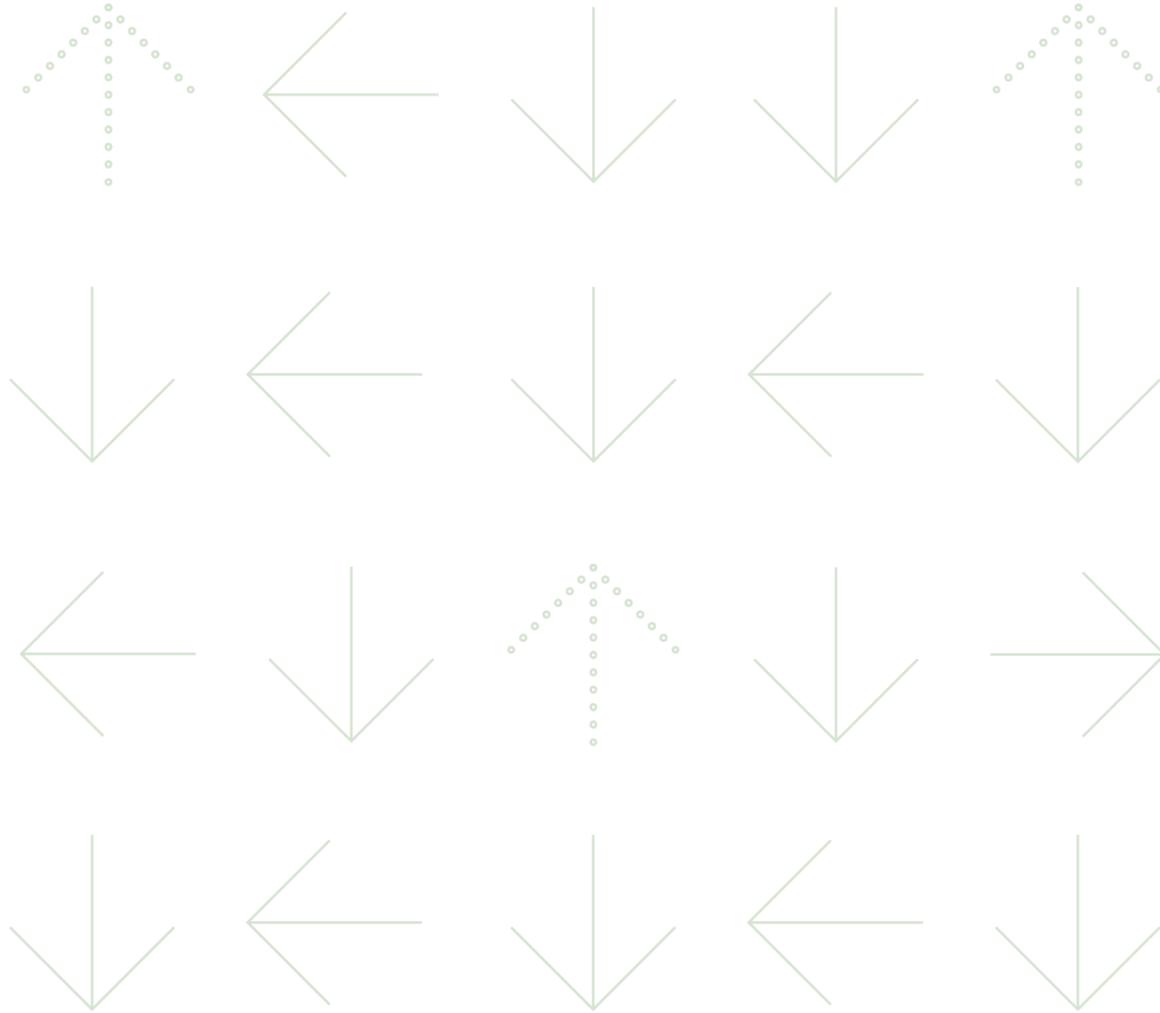
Demonstrate financial literacy and basic competency in financial management.

► Step 1

Enter the correct amount in each column.

► Step 2

Add up all items under expenses. Add up all items under funding/income streams.



RECEIPTS

Income/revenue

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Sales – goods or services	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Seed funding	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Grants and sponsorships	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Other income	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Total receipts	\$-												

PAYMENTS

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Materials for production	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Stock/supplies	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Business services	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Freight, postage, Stationery	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Utilities	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Repairs and maintenance	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Total payments	\$-												

MODULE 8

KEY AREA - REVENUE

REVENUE

1. How will you get money?

2. What are the funding and revenue opportunities?

ACTIVITIES

8.1 Sources of funding and revenue streams

🕒 30 mins

Essential Optional

OBJECTIVES

- To gain knowledge of the various sources of funding and revenue streams for your social venture.

OUTCOMES

- Ability to demonstrate a basic understanding of various sources of funding and revenue streams for your social venture.

SKILLS

- Creativity
- Planning
- Organizing

MATERIALS

- Worksheets
- Pen

What is revenue?

In the broadest sense, revenue is the amount of money that is brought into a social venture by its core activities. This is true whether you have a not-for-profit or for-profit venture.

For example, government generates revenue from taxation, fees, fines, inter-governmental grants or transfers, securities sales, mineral rights and resource rights.

A non-profit's source of revenue would include donations from individuals, foundations and companies; grants from government agencies; investments; fundraising activities; and membership fees.

For a coffee shop, revenue refers to the income generated by sales of coffee, cakes and other consumer items.

Let's deep dive into different sources for revenue and funds ... from bootstrapping to selling

Bootstrapping

When starting a social venture, the first investor should be yourself if you have enough resources. Your personal investment is fine but avoid using credit card to fund your social venture. At this stage, family and friends may also offer financial help if they are able to. Before taking the money, you must draw up a contract and to be signed by all parties.

Banks, credit unions and financial institutions

Bank loans are traditional way to access finance to start a social venture.

Government grants

For some social ventures, government funding is ideal and straightforward. For others, meeting the regulations required or negotiating contracts can prove too difficult. You need to do some research to be sure that a government grant is in the best interest of your mission.

Foundation grants and charitable foundations grants

There are private and public foundations that award non-profit ventures money based on a set of criteria or the foundation's stated mission. For-profit social ventures are generally not able to access philanthropic funding, as philanthropic trusts and foundations are limited by law to fund only charitable projects.

Founder or single major donor financing

This is the non-profit equivalent to a start-up. There are some ventures that begin with a large cash infusion from the head of a foundation. This can be an excellent way to go from the idea phase to implementation.

Individual donors

This is a very popular way for a non-profit social venture sources its funding. Think of fundraising events like silent auctions, sponsored runs, and just individual contributions of money.

Fees for service

Many non-profits charge a sliding scale fee to cover either the services or goods they are providing. You may consider a sliding scale of prices based off of the recipient's income.

Past beneficiaries

If your social venture has a large group of people that pass through and benefit from it, these past beneficiaries may would like to give back and help others receive the same benefits or assistance they did.

Membership

Depending on your social venture's mission, membership may be a viable option. This won't work for everyone. But this could be a good way to collect donations, particularly if you can offer exclusive benefits or public recognition to members.

Corporate Sponsorship

Whether it is a monetary donation or donating use of space for an event, this type of arrangement is a win-win. You meet some of your needs, and the corporate sponsors improve their philanthropic image within the community.

In-kind contribution – a resource that's not funding

An in-kind contribution means support, other than money, provided by your organisation towards your project. This can include voluntary labour or donated goods and services.

Crowdfunding platforms

Crowdfunding is where a lot of people invest in your idea. For a social venture that is just starting out, crowdfunding platforms could help. A crowdfunding platform manages all the collections and gives you a centralized location to share your ideas and the materials and videos that explain what you're trying to accomplish. Once you reach your desired goal, you're expected to begin work on your project.

Beware that crowdfunding platforms take a small proportion of your donations, and some require setup or promotional fees. Do your research before you commit.

Top crowdfunding platforms to fuel your social venture

- Zoomal (Startup from the Middle East)
- Eureeca (Startup from the Middle East)
- Liwwa (Startup from the Middle East)
- Kickstarter
- Indiegogo
- Patreon
- GoFundMe
- RocketHub
- Crowdfunder
- Give
- Charitable
- Lending Club
- AngelList
- Ulule
- Funding Circle
- Seed&Spark
- Crowdcube
- GoGetFunding
- Fundable
- Kiva
- Pozible
- Chuffed
- StartSomeGood

Mircofinance and micro-credit

There are a number of financial services such as micro-loans and fund transfers to micro-entrepreneurs and low-income individuals or groups who lack access to traditional banking services. These financial inclusion tools have been

Lending circles

A lending circle is when people get together to form a group loan. Everyone in the group contributes money to the loan, and everyone gets a chance at taking the loan out. People across the world have been organizing these peer-to-peer loans between friends or family for a long time. This practice is known by different names across the world: Susus throughout Africa, Paluwagan in the Philippines, Lun-hui in China, and Tandas in Mexico.

Impact investing

Impact investing is a type of financial investment that aims to generate a social or environmental return (such as affordable housing or a reduction in greenhouse emissions) as well as a financial one.

Social impact bond

Social impact bond (SIB), also known as a social benefit bond is a type of 'payment by outcomes' funding mechanism that engages private capital for the execution of social initiatives and ventures.

Seed funding from start-up accelerators and incubators

Some accelerators and incubators offer seed funding to early stage social ventures. In addition to money, founders get help to quickly grow their business and they often better their chances of attracting a top venture capital (VC) firm to invest in their venture at a later point.

What are revenue streams?

Revenue streams are the various sources from which a business earns money. A revenue stream is the building block presenting the cash a company generates. Most social ventures have at least one revenue stream to earn money.

Revenue streams can be generated in many different ways and you can use a mix of these different ways for your social ventures.

PRODUCTS	CONSUMER SERVICES	BUSINESS SERVICES	PRODUCT AS A SERVICE
METERED SERVICE	SERVICE SUBSCRIPTIONS	PRODUCT SUBSCRIPTIONS	BROKERAGE FEES
ADVERTISING	EDUCATION & TRAINING	EXPERIENCES	CONTENT S UBSRIPTIONS
LICENSING	RENTS & LEASING	EVENTS	CONSULTING

- Products:** Sales of physical (book) or digital products (e-book).
 - Consumer services:** Consumer services such as a meal at a restaurant.
 - Business services:** Business services such as cloud computing.
 - Product as a service:** Repackaging product to selling it as a service. For example, selling solar panels as a utility service.
 - Metered service:** Services based on consumption such as a cloud computing platform that charges for consumption of data storage, computing and bandwidth.
 - Service subscriptions:** Services sold as a flat rate subscription such as an internet provider with unlimited bandwidth plans.
 - Product subscriptions:** Products sold as recurring subscriptions such as a monthly subscription to technical journals.
 - Advertising:** Getting a message in front of a target audience for a fee.
 - Experiences:** Selling access to experiences such as travel or a digital experience such as a game.
 - Content subscriptions:** Content that requires payment such as an online newspaper.
 - Licensing:** Allowing others to use your intellectual property such as trademarks for a fee.
 - Rents and leasing:** renting or leasing assets such as property, equipment and vehicles.
 - Events:** selling access to events such as an artistic performance.
 - Consulting:** Fees for service provided.
 - Education:** Education and training services and materials.
 - Brokerage fees:** Earning a fee on transactions such as sales of goods and assets.
- NOTE:** While a promotion strategy like giving out products/services for free seems attractive, you should limit the use of this tactic. Your customers may leave you and move to your competitor if you suddenly stop giving away products/services!
- As you can see, there are many sources of funding and revenue. You need to decide what funding source and what kind of revenue stream best fit your social venture and your customers. Now write down what your funding and revenue model looks like.

Sources of Funding and Revenue Streams

🕒 30 mins

Essential Optional

Learning Objective

To gain knowledge of the various sources of funding and revenue streams for your social venture.

Learning Outcome

Ability to demonstrate a basic understanding of various sources of funding and revenue streams for your social venture.

▶ Step 1

Take some time to consider the different sources of funding and revenue streams.

▶ Step 2

Pick and mix the different sources of funding and revenue streams for your social venture.

▶ Step 2

Connect with the people and organizations in your area that can help you to access the funding sources and build your revenue streams. Revisit your stakeholder worksheet.

Funding source	Who can help me?

Revenue streams	Who can help me?

MODULE 9

KEY AREA - TELL YOUR STORY

MARKETING

1. Why customers & funders/investors choose to buy from you?

2. What is the story behind your social venture?

ACTIVITIES

9.1 Distribution channels	🕒 45 mins	<input checked="" type="checkbox"/> Essential	<input type="checkbox"/> Optional
9.2 Marketing funnel	🕒 30 mins	<input type="checkbox"/> Essential	<input checked="" type="checkbox"/> Optional
9.3 The 10 second pitch	🕒 30 mins	<input checked="" type="checkbox"/> Essential	<input type="checkbox"/> Optional
9.4 Pitch deck	🕒 60 mins	<input checked="" type="checkbox"/> Essential	<input type="checkbox"/> Optional

OBJECTIVES

- To design a simple distribution model for your social venture so your customers can find, access & purchase your offering easily.
- To gain the ability to communicate to potential customers on why your product or service is better than, or different from, the competition.
- To be able to deliver a succinct & impactful message that answers the 'what', 'who', 'why', and 'how' of your social venture.
- To present the value of your offering and social venture to diverse audience from funders, investors to potential partners.

OUTCOMES

- Demonstrate ability to design a simple distribution model so customers can find, access & purchase your offering easily
- Ability to influence action through effective and persuasive communication

SKILLS

- Communication
- Empathy
- Creativity
- Planning
- Organizing

MATERIALS

- Worksheets
- Pen

You've made your minimal viable product. Now you have to plan how you will manage the flow of your product from your social venture (point of origin) to the final buyers and customers (point of purchase).

WHAT ARE DISTRIBUTION CHANNELS?

Your distribution channels are the paths through which goods and services go from the producer to the final buyer or customer. Remember the end-user may not be the buyer.

You need to choose and plan the distribution of your products and services very carefully because the distribution channels are how you get your products or services into your buyers or customers' hands.

Direct and indirect distribution

You can build a direct or indirect distribution model. It depends on your product and service on offer and your business model.

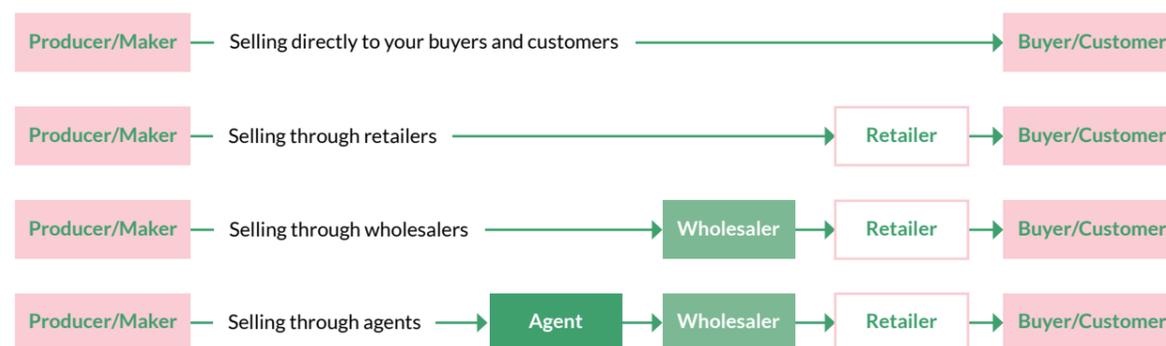
Direct distribution is when the product or service leaves the producer and goes directly to the customer with no middlemen involved.

Indirect distribution is when there are intermediaries within the distribution channel. The larger the number of intermediaries, the higher the price is likely to be for the final customer because of the value adding that occurs at each step within the structure.

The main four distribution channels are:

1. Selling directly to your buyers and customers
2. Selling through retailers
3. Selling through wholesalers
4. Selling through agents

Below is the difference between the four channels:



HOW TO SELECT A DISTRIBUTION CHANNEL

When selecting a distribution channel, you need to consider the following:

1. Number of customer segments or the size of the market you are targeting.
2. Investment required by the distribution channel. These includes differences in the cost per customer and the profitability each channel option.
3. Amount of control you have over the distribution channel.
4. Effort required to establish healthy and long-term relationships with the distributor.

YOUR BUYERS

There are two kinds of buyers. Business-to-business (B2B) is where you sell or make a transaction with other social venture, organization or business. Business-to-customer (B2C) is selling or delivering your products and services directly to the customer. But the growth of online business has blurred the line between B2B and B2C buyers. Amazon's business model is a good example of blending both markets.

What is marketing?

Marketing is about reaching and teaching your potential consumers why they should choose your product or service over your competitors.

The objectives of marketing are to:

- Capture the attention of your potential consumers;
- Facilitate their purchasing decision, and
- Guide your potential consumers to take a specific, low risk, and easy action.

Good marketing is much more than advertising campaigns and cool logos. Good marketing tells a story about your social venture, a story to make your social venture stand out. Any medium can be used to tell a story, including blogs, film, print, social channels and multimedia. You need to consider a marketing plan and choose the suitable platforms to amplify your story to your target audience.

For anew social venture, digital platform is a popular and economical marketing channel. Digital marketing includes social media like Instagram, Pinterest, Twitter, Facebook, LinkedIn, Yelp, and website, email, and SEO.

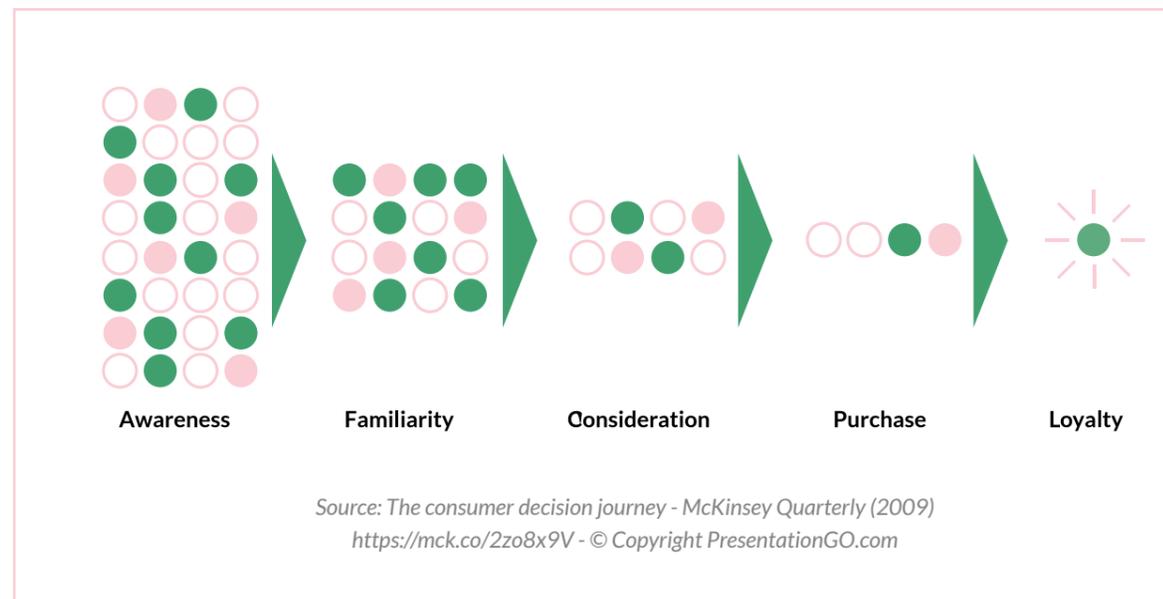
Below are some free social media tools:

- SocialDrift
- Buffer
- Sendible
- MavSocial
- Storyheap
- Unsplash
- Yotpo
- BuzzSumo
- Oktopost
- Quuu
- IFTTT
- TweetDeck
- Rival IQ
- Animoto
- WordSwag
- Wordpress
- Wix
- Weebly
- Tumblr

When you have chosen the digital channels and platforms, you'll need to create and distribute valuable and relevant content to attract and retain customers. For example, a café could market itself by providing recipes and photos of amazing cakes on its website.

The Marketing and Sales Funnel

The marketing and sales funnel describes the stages of a customer journey from awareness of the product or service to conversion, retention and loyalty. Each stage requires different marketing content.



STAGE 1

AWARENESS – GENERATE DEMAND

Potential customers become aware of their problem and potential solutions to it. At the top in the “awareness” stage is a mass of potential customers who have a problem.

Marketing content: blog, social media updates, infographics, photographs, digital magazines/book, podcasts, videos, microsite, print magazine, newsletter, and research.

STAGE 2

FAMILIARITY – CREATE INTEREST

Potential customers express interest in a particular group of products or services that solves their specific problem.

Marketing content: blog, social media updates, infographics, photographs, digital magazines/book, podcasts, videos, microsite, print magazine, newsletter, and research.

STAGE 3

CONSIDERATION – GENERATE LEAD

They start showing interest in a particular brand or product and begin to evaluate whether it meets their needs. Your task is to get potential customers to consider your product or service as their preferred product or service.

Marketing content: educational resources, quiz/surveys, discounts/offers, loyalty club, useful resources and tools, downloads, webinars, events, Ebooks, case studies, and whitepapers.

STAGE 4

PURCHASE – CONVERT PROSPECTS

This is the fulfilment stage.

Marketing content: Testimonials, detailed case studies, ‘how to’ guides, product comparison whitepapers, demos, free trials, consultations, webinar/event.

STAGE 5

LOYALTY – NURTURE CUSTOMERS A RELATIONSHIP

Your customers need to know they can rely on you to help them get the most out of their purchase. Your task is to provide delightful customer care, convert your customers to advocates for your products and services, and to stay “in tune” with customer needs past point of sale.

Marketing content: Forum threads, tutorials, blog posts, customer service content (chat, social media posts), surveys, referral incentives, loyalty discounts.

Tell your story. Sell your value.

As a founder, one of your most important role is tell investors, customers, and others about the **who-why-how-what** story of your social venture. The pitch is the art of telling people about your social venture in ways that make them eager to know more.

Keen to see it in action? Dragons Den and Shark Tank are two television serials where entrepreneurs get three minutes to pitch their business ideas to business superstars and investors who are willing to invest their own cash to kick-start the businesses.

Here are some pitching tips:

- Know your audience
- Use positive language
- Never talk about the price straight away
- Sell yourself and your team
- Highlight evidence of success
- Lead with stories, follow up with facts
- Describe what exactly you are building and who should use it
- Share unique insight about your customers/user

WORKSHEET 9.1

Distribution Channels

🕒 45 mins

✓ Essential ○ Optional

Learning Objective

To design a simple distribution model for your social venture so your customers can find, access & purchase your offering easily.

Learning Outcome

Demonstrate ability to design a simple distribution model so customers can find, access & purchase your offering easily.

► Step 1

Think about how you could best reach your customers or customer segments.

- How and where they prefer to buy?
- What is their preferred channel?
- Do they need additional products or services to be used along with yours?
- Does your product needs to be customized or installed?
- Does your product need to be serviced?

► Step 2

Test your assumptions - talk to your customers. Ask them: what is their preferred channel? how they prefer to buy?

► Step 3

Locate and assess potential wholesalers and retailers that fits your customer's needs and preference and your product/service business model.

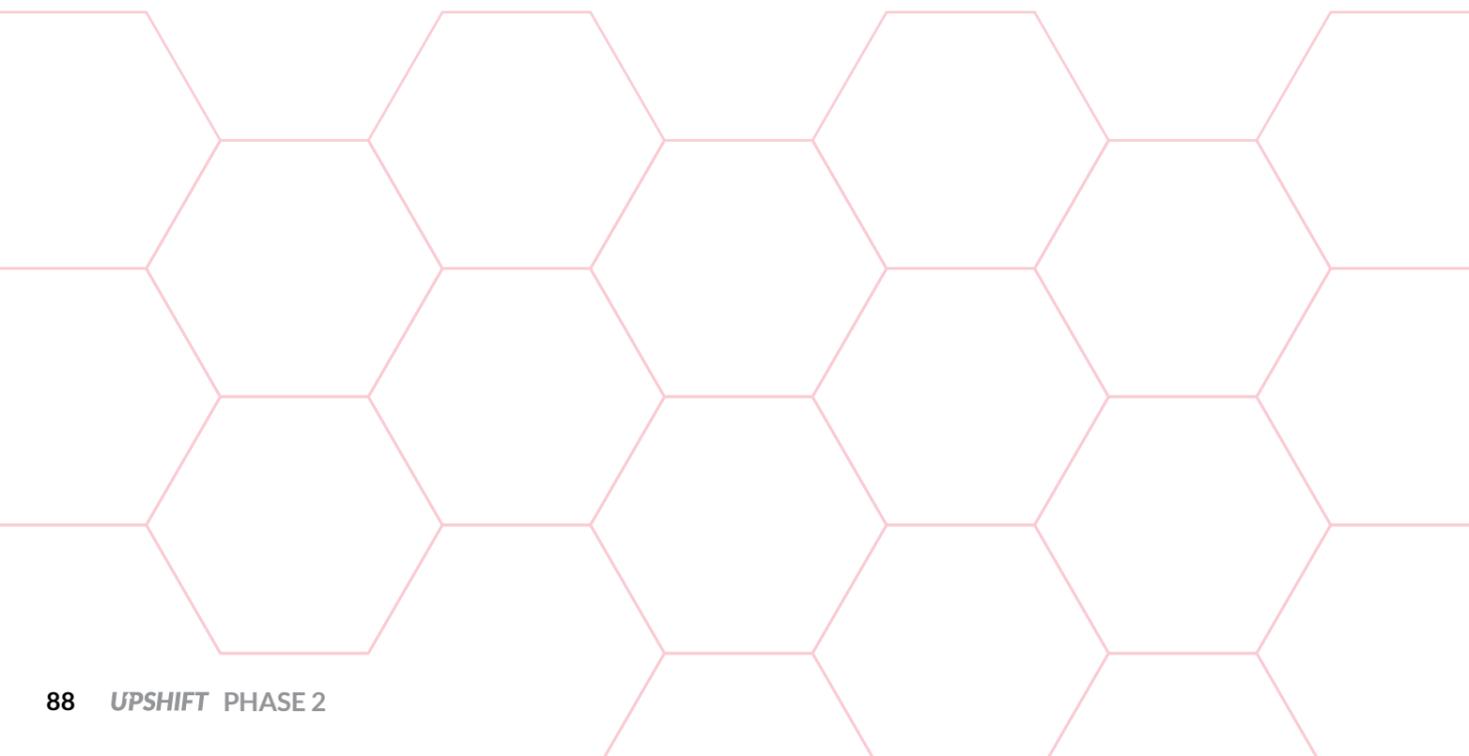
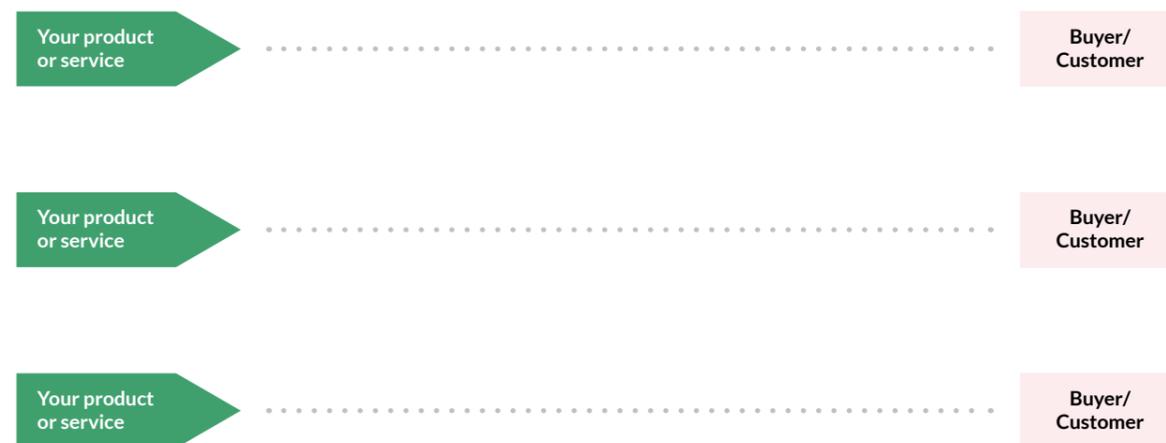
- Who are your natural partners?

► **Step 4**

Choose your distribution channels and map along the path to your buyer/customer. Will you be

- Selling directly to your buyers and customers?
- Selling through retailers?
- Selling through wholesalers?
- Selling through agents?

You can have multiple channels but you need to consider which channels are most cost-efficient, and how might you integrate them with your customer's routines.



WORKSHEET 9.2

Marketing Funnel

🕒 30 mins

○ Essential

☑ Optional

Learning Objective

To gain the ability to communicate to potential customers on why your product or service is better than, or different from, the competition.

Learning Outcome

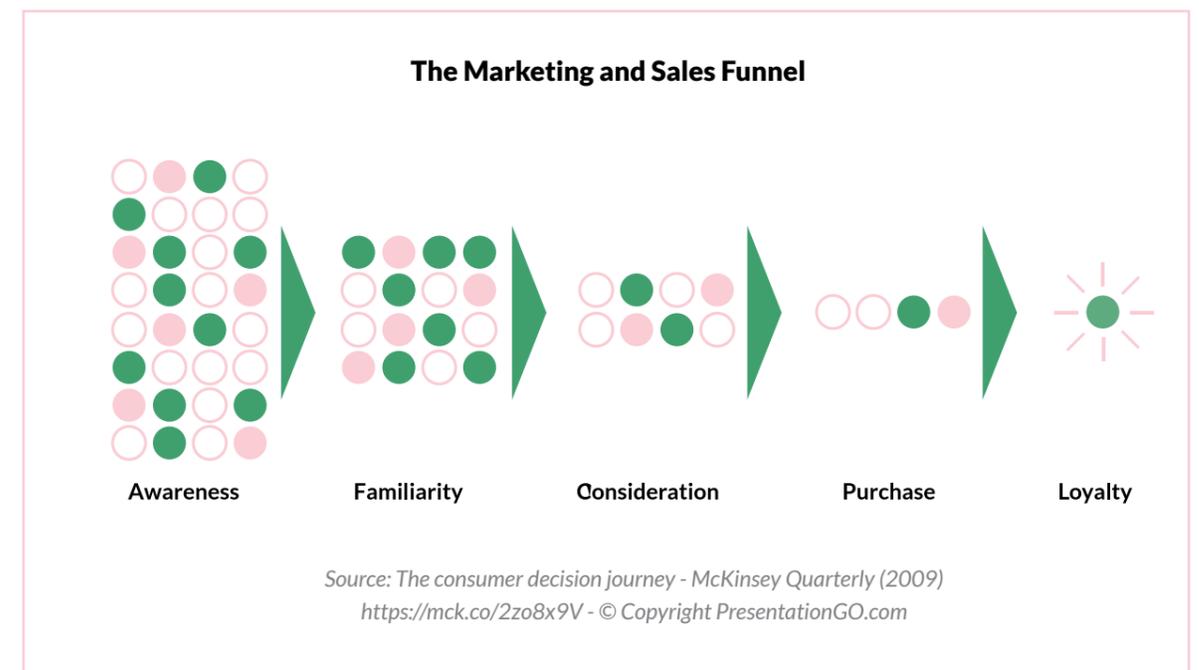
Ability to influence action through effective and persuasive communication.

► **Step 1**

Work with your team to choose the type of content you will create to engage and convert your prospects

► **Step 2**

Create the marketing content and get it out there!



Marketing & Sales stages

What content will you create?

Stage 1: Awareness

Stage 2: Familiarity

Stage 3: Consideration

Stage 4: Purchase

Stage 5: Loyalty

WORKSHEET 9.3

The 10 Second Pitch

🕒 30 mins

✔ Essential ○ Optional

Learning Objective

To be able to deliver a succinct & impactful message that answers the 'what', 'who', 'why', and 'how' of your social venture.

Learning Outcome

Ability to influence action through effective and persuasive communication

▶ Step 1

Tell us about your offering. It needs to be short, simple and understandable by everyone.

▶ Step 3

Insert the problem that your offering solves

▶ Step 2

Define the specific group of people who will be your users and customers

▶ Step 4

Reveal your unique approach to solving the problem - the secret sauce.

My social venture, _____

Name of your social venture

is developing, _____

a specific product or service

to help _____

a specific group of people, eg. your users

solve their problem

with _____

your secret sauce

Adapted from The Founder Institute's One-Sentence Pitch Format

Example: My social venture, Cloud Ear, is developing an AI wearable to help children with hearing difficulties to see speech through micro-signals.

Pitch Deck

🕒 60 mins

Essential Optional

Learning Objective

To present the value of your offering and social venture to diverse audience from funders, investors to potential partners.

Learning Outcome

Ability to influence action through effective and persuasive communication.

Follow the instruction below to complete the Pitch Deck Worksheet. Remember to keep it simple and visually engaging. 90% of the information sent to the brain is visual.

<p>Opening Page 1</p> <p>Include name of your social venture, logo, your name and position, your email and contact details.</p>	<p>The Problem 2</p> <p>Describe the pain being experienced by your target customer or user - the person you care about.</p>
<p>Your Value Proposition 3</p> <p>Describe how your solution will relief the pain and make things better.</p>	<p>Why Now? 4</p> <p>Explain what's going on in your industry/sector and society at large that makes your social venture so timely.</p>

<p>Social Venture Model 5</p> <p>Provide a simple explanation of the building blocks of your social venture and your revenue model (how you will make money).</p>	<p>Go to Market Plan 6</p> <p>Explain how you will reach your customers/ users (Distribution channel of the social venture model) and how much time this will cost.</p>
<p>Your Composition 7</p> <p>Provide a comprehensive overview of the competition in your sector/industry. Be honest but don't denigrate the competition.</p>	<p>Your Team 8</p> <p>Describe the key people in the founding team, investors look for 5 things: Domain expertise, academic and employment pedigree, team dynamics, diversity of skills, and past accomplishments.</p>
<p>Financial Forecast 9</p> <p>Provide a 3 year bottom-up financial forecast, with key metrics, such as number of customers, churn rate, sales.</p>	<p>Accomplishments to Date & Use of Funds 10</p> <p>Explain the current status of your social venture, accomplishments to date and how you will use the funds.</p>

LOOKING AHEAD

1. How to prepare for a 'soft' launch of your product?
2. What have I learned? to achieve your mission?

ACTIVITIES

10.1	Launch checklist	🕒 30 mins	<input checked="" type="radio"/> Essential	<input type="radio"/> Optional
10.2	Scaling up checklist	🕒 15 mins	<input type="radio"/> Essential	<input checked="" type="radio"/> Optional
10.3	Star Shine	🕒 15 mins	<input checked="" type="radio"/> Essential	<input type="radio"/> Optional
10.4	Note to self	🕒 15 mins	<input checked="" type="radio"/> Essential	<input type="radio"/> Optional

OBJECTIVES

- To apply your planning & organizing skills to prepare for the soft launch of your offering in a methodological way.
- To interpret information and draw conclusions based on analysis.
- To learn to express appreciation to your team.
- To reflect on one's experience to gain new understanding.

OUTCOMES

- Ability to plan and co-ordinate activities for an event.
- Ability to interpret information and draw conclusions based on analysis.
- Demonstrate ability to express respect for others.
- Ability to reflect on one's thoughts and actions to gain insight.

SKILLS

- Communication
- Interpersonal relations
- Planning
- Organizing
- Reflective thinking
- Self-evaluation

MATERIALS

- Worksheets
- Pen

This final module prepares you and your team for a soft launch of your product or service. It also invites you to reflection on your experience on putting ideas into action.

ZERO to ONE

You have done the hard work to build your social venture. Now you are ready to show your social venture to the world. Rather than spending lots of money on marketing and promotion, it is good practice to go for a soft launch.

WHAT IS A SOFT LAUNCH?

A soft launch is a strategy to put your product or service through an extreme user-test before opening your gates to the 'public'. A soft launch is used when a social venture does not want to draw a great deal of attention to a product right away. With a soft launch, you are intentionally limiting access to a small percentage of the target audience so you can tweak your product or service and identify areas of improvement before issues are exposed to the masses.

Even though it is a soft launch, you must plan and leave as little as possible to chance when you launch a new product or service. This is an important milestone!

PRE-LAUNCH PREPARATION AND GOOD PRACTICE (REVISE PREVIOUS MODULES HELP TOO)

1. Know your customers

Understand your target customers and how to reach them effectively. This is critical because the language, channels and information you use to connect with one customer segment may not be effective with another.

2. Know the problem you're solving

Back to basics! Have a deep understanding of the challenge you are solving and who benefits. Always stay focused on your "who" and "why."

3. Understand the customer journey

You need to have a deep appreciation and understanding your buyer's pain points, where they get their information and who influences the purchase. Specific events may even trigger a purchase. Customers have different expectations on how they will engage with you depending on where they are in the buying process.

4. Make it easy for people to learn more about your product and service

You have to minimize the obstacles for people to engage with your social venture. To start, make your product descriptions vivid, persuasive, easy to skim and easy to read.

5. Make it sale before the launch

The best validation for your product or service is to make a sale before it is built. Pitch your venture and see if people buy the product or service based on a pitch.

6. Have a free trial

A free trial is crucial for any new product or service because you want to get as much feedback as possible, to see if your product or service can deliver its expectations in the marketplace. You also want users to experience it themselves to see how your product or service works.

7. Offer incentives

One of the best ways to create a buzz around your product before the launch is to offer discounts for pre-orders, free first-time uses, and rewards that entice users to buy upon launch.

8. Make sure everyone is on the same page

Consistency is key and you want to make everyone on the team is broadcasting the same messages to the world.

9. Be a storyteller

Know your story so well that you can tell it to anyone. You need to be able to say succinctly who you are, what you do, why you do it and what inspired you. Remember your pitch.

10. Keep learning

An important objective of a soft launch is to test, gather feedback and refine your product or service! If you make a mistake, own it and make it right. Do this and you are on the road to gaining your customers' trust.

ONE to X

SCALING UP ... PREPARE FOR GROWTH

In Module 6, we introduced the prospect of building a social venture that can deliver as much impact as possible and be financially sustainable. Your social venture may not be ready to take this step right now but you can start thinking about your scaling up strategy.

One of the best books on this topic is *Scaling up Excellence* by Robert Sutton and Huggy Rao, two professors from Stanford University.

PRE-LAUNCH PREPARATION AND GOOD PRACTICE (REVISE PREVIOUS MODULES HELP TOO)

Here are a few gems from the book:

1. Scaling involves doing more and doing better.
2. Scaling up is not moving one person a thousand feet forward, but moving a thousand people one foot forward.
3. Scaling is a long, strenuous exercise, that's more similar to a marathon, than a sprint.
4. Scaling needs the right balance standards (of model and process) and local variation.
5. Always look out for redundant rules and practices and get rid of them. Things that worked a year ago might be redundant and turn into burdens now.
6. Slow down to scale faster.

WORKSHEET 10.1

Launch checklist

🕒 30 mins

☑ Essential Optional

Learning Objective

To apply your planning & co-ordination skills to prepare for the soft launch of your offering.

Learning Outcome

Ability to plan and co-ordinate activities for an event.

This purpose of the launch checklist is to help you prepare for a soft launch. The list is not exhaustive, and there will be differences based on different industries and types of product. But the checklist can serve as a starting point for creating your own.

▶ Step 1

Print out a copy of the checklist for your team.

▶ Step 2

Organize a team meeting and go through the checklist.

▶ Step 3

Tick off the completed tasks

▶ Step 4

For tasks that still need to be done - add the date and name of person responsible in the 'To do' column.

▶ Step 5

Complete the tasks on the list.

ACTIVITIES

YES	TO DO	
<input checked="" type="checkbox"/>	DATE	NAME

Launch date is set, and has been communicated to everyone who needs to know.

Your offering has been made available to important influencers

You've tested your product over and over again.

You have stress-tested every customer touch-point.

Your team is trained on using the product, conducting demos, answering questions, and communicating its value propositions.

You've rehearsed your 10-second pitch.

You've established the pricing structure, and are prepared to explain and defend it.

You've implemented your plan for manufacturing, shipping, and the other details of order fulfilment.

You have established ways for users to offer direct feedback.

You've developed goals for the launch and shared them with your team so they know what success will look like.

You have all the required regulatory and certification approvals.

You have created content for social media and marketing.

You have a post-launch plan.

Here's another launch checklist to guide you through this important milestone:
<http://100startup.com/resources/launch-checklist.pdf>

WORKSHEET 10.2

Scaling up checklist

15 mins

Essential Optional

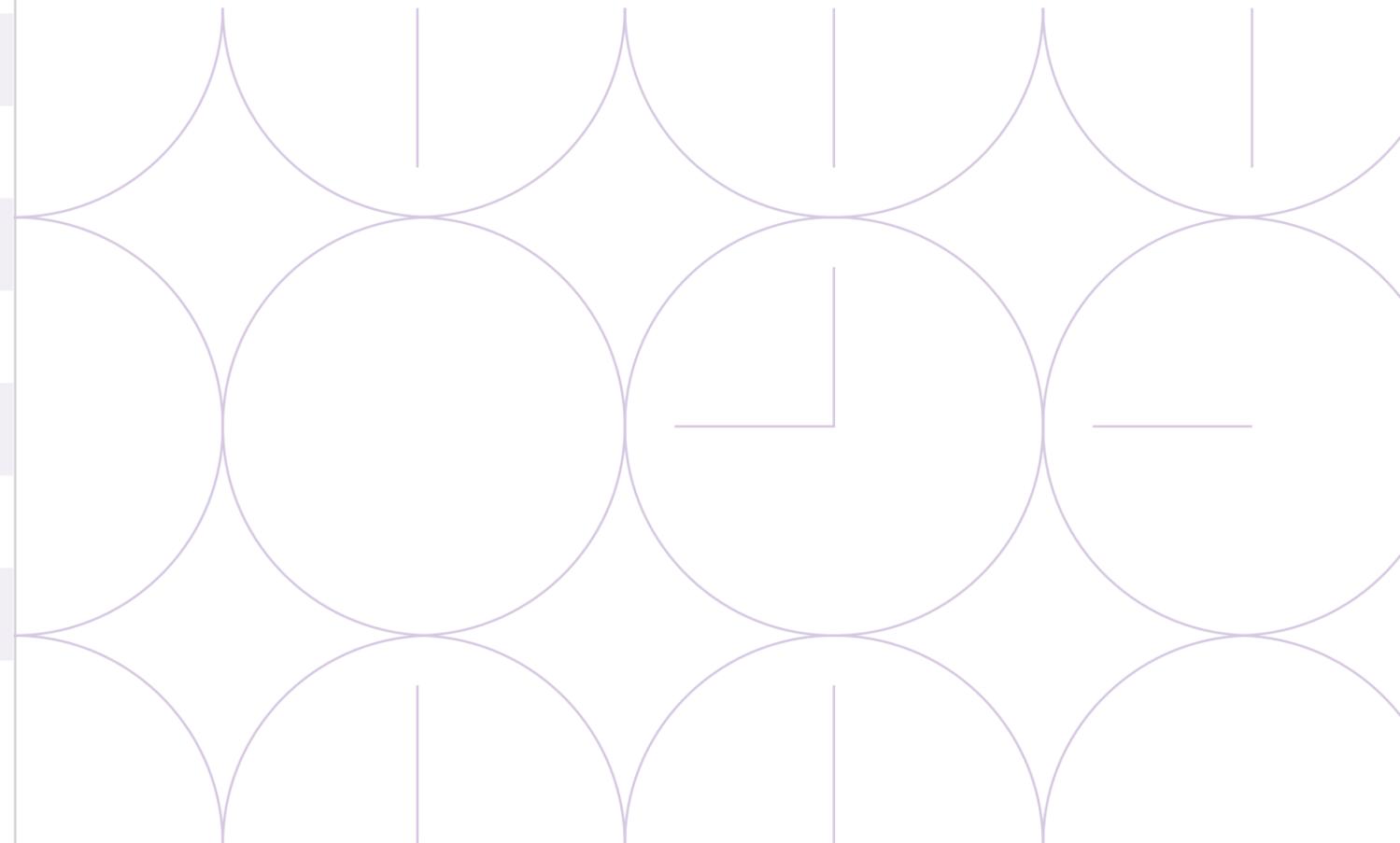
Learning Objective

To interpret information and draw conclusions based on analysis.

Learning Outcome

Ability to interpret information and draw conclusions based on analysis

This purpose of the Scaling up checklist serve as a starting point to help you prepare for growth. The list contains the core issues and components you need to work on as you move towards growth and sustainability.



ARE YOU READY TO TAKE THE NEXT STEP AND SCALE YOUR IMPACT?

YES

You have robust evidence that the product/service works well	<input type="radio"/>	
You have conducted an independent external evaluation	<input type="radio"/>	
You have evidence that your product/service works in diverse social contexts	<input type="radio"/>	
Your product/service has received positive response by industry leaders and influential users.	<input type="radio"/>	
The impact is very visible to casual observation; tangible, and clearly associated with the intervention	<input type="radio"/>	
Your product/service addresses a significant, persistent 'wicked' problem in other social contexts	<input type="radio"/>	
Your product/service addresses an issue that is high on the agenda of key institutions.	<input type="radio"/>	
Your product/service addresses a need which is felt deeply by potential beneficiaries in other social contexts	<input type="radio"/>	
You have evidence to support that your product/service solution is more effectiveness than current product/service solutions in the market.	<input type="radio"/>	
Your product/service can be easily adapted within existing systems, infrastructure, and human resources.	<input type="radio"/>	
Your product/service requires only a small departure from current practices and behaviours of users. This makes scaling and easier.	<input type="radio"/>	
Your product/service has easily replicated technology.	<input type="radio"/>	
Your product/service can be tested by new users on a limited scale now	<input type="radio"/>	
Your product/service only requires a modest funding to scale	<input type="radio"/>	
You have people in your social ventures with the knowledge, skills and experience in scaling up.	<input type="radio"/>	

TOTAL NUMBER OF 'YES' & 'NO' =

> 95% YES? YOU'RE READY TO SCALE!!

WORKSHEET 10.3

Star Shine

15 mins

Essential Optional

Learning Objective

To learn to express appreciation to others.

Learning Outcome

Demonstrate ability to express appreciation and respect for others.

This purpose of the launch checklist is to help you prepare for a soft launch. The list is not exhaustive, and there will be differences based on different industries and types of product. But the checklist can serve as a starting point for creating your own.

▶ **Step 1**

Take a minute to reflect on your experience of working with your team mates.

▶ **Step 2**

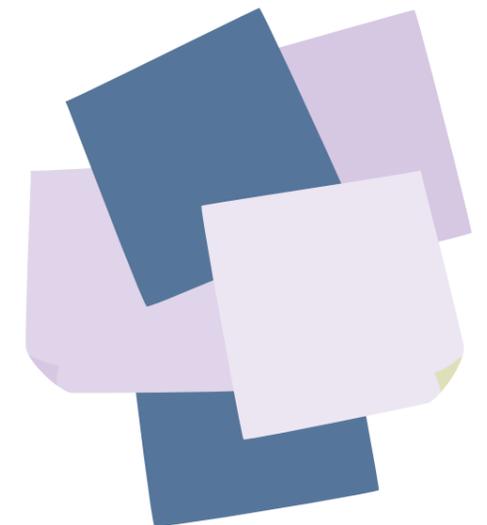
Each team member shares one "star moment" they saw in another member. A "star moment" refers to as a talent, gift or contribution a member had towards the group. Make sure every member of the team gets a star moment.

▶ **Step 3**

Turn to each of your team mates and say:
From working with you, I've learnt that...
You have affected me positively by...

▶ **Step 4**

Share your reflection and commitment with your team.



Note to Self

🕒 15 mins

Essential Optional

Learning Objective

To reflect on one's experience to gain new understanding.

Learning Outcome

Ability to reflect on one's thoughts and actions to gain insight.

This purpose of the launch checklist is to help you prepare for a soft launch. The list is not exhaustive, and there will be differences based on different industries and types of product. But the checklist can serve as a starting point for creating your own.

▶ Step 1

Consider the question: how you feel about everything you've done and accomplished?

▶ Step 2

Record your responses

▶ Step 3

Commit to one action within 1 month to order to move your social venture forward

Write your commitment on a piece of paper and keep it in your purse or wallet.

Review in 1 month from today!

▶ Step 4

Share your reflection and commitment with your team.

Spend some time thinking about the different lessons

Ask yourself

What was easy? Why?

What was challenging? Why?

What was surprising? Why?

Possible sentence starters could be

I was surprised by...

I was energised by...

I was uncomfortable with ...

I found it easy to ...

I would have never thought of ...

One thing that really resonated with me ...

Future steps

I am committed to (action)
within 1 month from today to take my social venture forward.



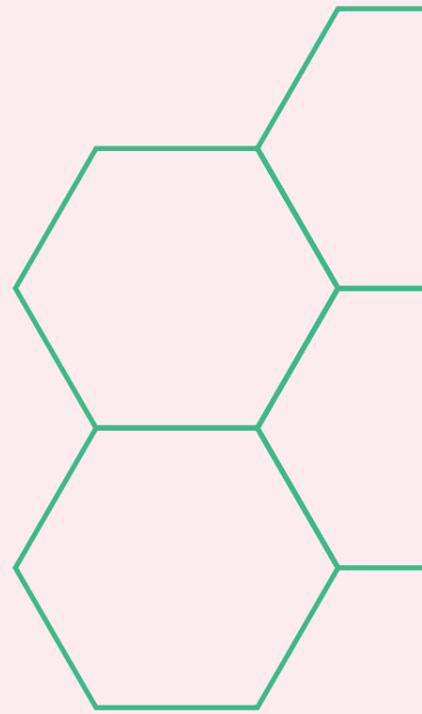
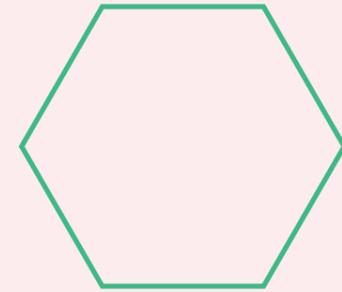
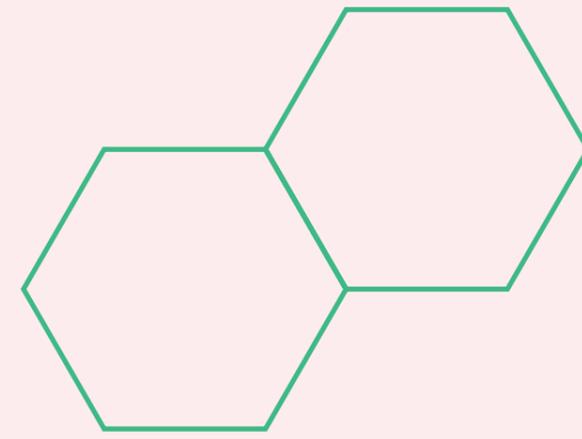
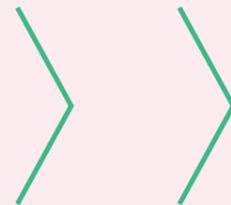
CELEBRATE
YOUR
JOURNEY

CONGRATULATIONS!

GIVE YOURSELF AND
EVERYONE A BIG
CHEER!

CELEBRATE YOUR
ACCOMPLISHMENTS

**UP
SHIFT**



SOCIAL INNOVATION CURRICULUM

PHASE 2

