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**SEED'S Planning Solidarity
Economy Districts for Social,
Economic, and Environmental
Sustainability**

**Module 10: Sustainable
Entrepreneurship II**





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Table of content

1. Social Entrepreneurs – Short introduction
2. Developing a social business idea
3. Market research
4. How to develop a business plan
5. Management of a SFSC or a SEED
6. Financing
7. Marketing & Advertising
8. Communication



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Introduction

Acquired skills and competences on how to:

- ✓ conduct a market research
- ✓ realize a competition analysis
- ✓ define a business plan
- ✓ manage a SFSC or a SEED
- ✓ find source of funding, crowdfunding and impact investment
- ✓ marketing and communication



Entrepreneur and social entrepreneur

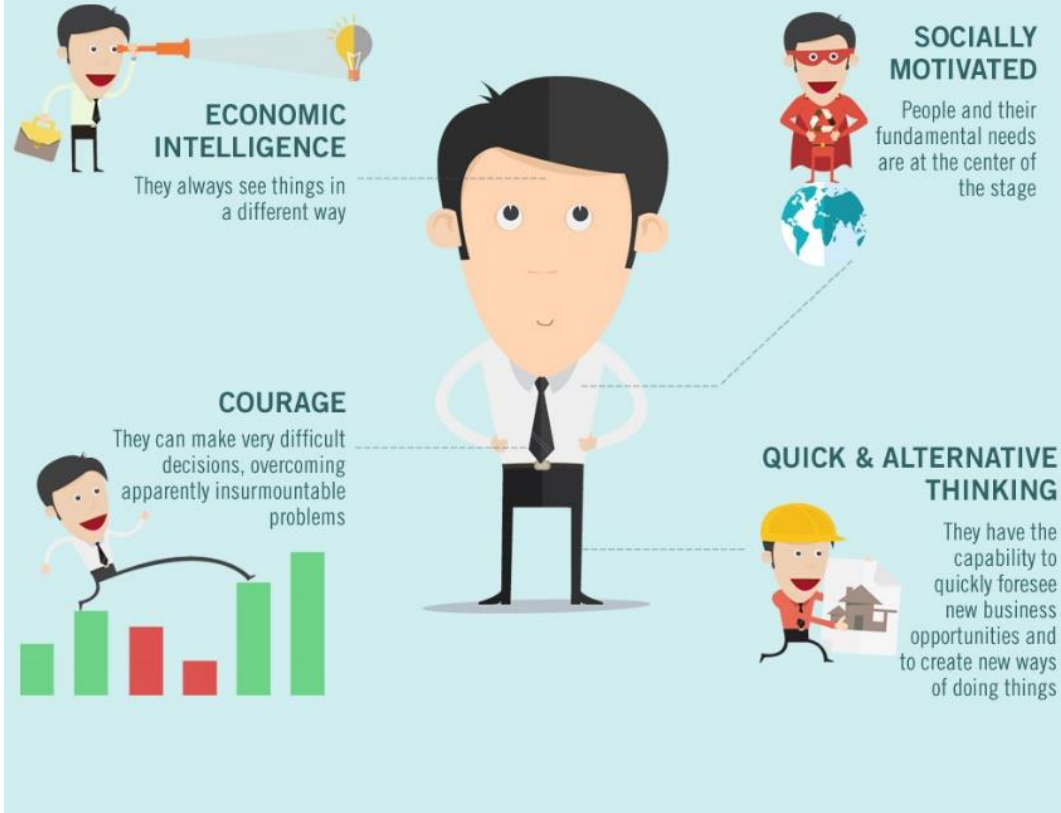
➤ What is an entrepreneur?

- A businessperson who finances or initiates emerging commercial enterprises. Business entrepreneurs harness opportunities and growth to fuel economic advancement. A business entrepreneur might typically measure performance in terms of pecuniary profit and return. If a business cannot create value or profit, it is driven out of business

➤ What is a social entrepreneur?

- Is a person or a group of persons who establishes an enterprise (NGO, Limited Liability Company, cooperative, mutual) with the aim of solving social problems or effecting social change. They measure their performance in terms of transformational change that benefits society. Social entrepreneurs pursue the double bottom line – a financial and social return on their investment

ANATOMY *of the* SOCIAL ENTREPRENEUR



<https://blog.iese.edu/ethics/2016/03/17/anatomy-of-a-social-entrepreneur/>



Developing a social business idea

Main steps:

- Explore your community
- Choose the challenge
- Define the motivation, mission, vision and objectives
- Build your team
- Explore creative ideas
- Make decision



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1. Explore your community

Before generating social business ideas, you should follow the next steps:

look around at the socio-economical context where you live;
identify main challenges and their effects;
define the roots by analyzing and mapping the personal strengths;
define your purpose statement.

What you have to do?

Observe the local context and analyze various aspects of people everyday life. Think about your city/town/region and explore a wide range of aspects:

- Which is the age structure of the population? There are more young people? There are more elderly people?
- What types of public services (social services, transport, utilities etc) exist?
- What leisure facilities exist for kids/teenagers/adults/elderly?
- What educational facilities exist? What kind of health services they need?
- What types of health services exist?
- What are the main challenges for environmental protection?
- How are elderly people's lives improved by technology?
- Where people do shopping? What challenges do adults face when shopping?
- What businesses exist and why? How these business sell their products/services?
- What problems remain unsolved?



1. Explore your community



After you obtain and analyze the answers to all these questions and more others, gather insights as follows:

Discover – As you try to remember, make a list of things that people are satisfied and dissatisfied with. **Unpack data** – After gathering the information, it is time to collate it. In 30 minutes, transform your notes into headline quotes. **Extract insights** – Find deeper connections that lead to insights. Go from things like “education” to conclusions such as “Young people are unhappy because of the lack of opportunities to practice what they learn.”

Next stage is to develop a problem solving analysis that can be done with various techniques: problem tree analysis, fishbone diagram, analogies, etc.

The most used problem solving analyzes are based on establishing the causal relationship between phenomena: **causes - problem - consequences**. One of the most intuitive and used tool is the problem tree analysis that offers a pictorial representation of a problem, its causes and its consequences - the roots are the causes, the trunk is the problem and the branches are the effects of the problem.



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1. Explore your community



The problem tree analysis implies the following phases:

Identify the major problems affecting the socio-economic context where you live. For each problem, you will have to carry out a separate problem tree analysis. Analyze the problem - the negative aspects of a given situation are identified, establishing the cause and effect relationship between the observed problems. Propose solutions - The negative situations of the problem tree are converted into solutions, expressed as “positive achievements”.

The next stage is to define the roots by analyzing and mapping the personal strengths that can help you create your own future. This implies to assess your strengths and weaknesses. Why weaknesses are also important? Because is important to know what kind of help/consultancy you will need in the future.

To analyze your personal strengths and weaknesses, complete the following fields:

- Your abilities and skills
- Your interests
- Personality
- Personal and professional connections
- Professional experience
- Other tangible and intangible resources



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2. Choose the challenge

Once you have analysed the socio-economic context, identified the problems, defined solutions to the problems identified, assessed your strengths and weaknesses and set your goals, it is time to decide on the problems you can best contribute to.

You should think about what challenge you are committed to solving, given your purpose statement and personal strengths. If you don't have the skills or abilities to solve a challenge, it will be very difficult to create a business. Of course, there is also the opportunity to acquire new skills and abilities through lifelong learning programmes. And if the stated purpose is different from what is needed to solve the challenge, your future business will be difficult to implement.



3. Define the motivation, mission, vision and objectives

The motivation behind creating a social business typically stems from a desire to address specific social, environmental, or economic issues that are underserved or overlooked by traditional businesses and governments. Key motivational factors include:

- **Personal passion and values:** A strong personal commitment to making a positive impact in the community or on the environment.
- **Identified social needs:** Recognition of a gap or need in society that requires innovative solutions.
- **Desire for sustainable change:** The aim to create long-term, sustainable improvements rather than temporary fixes.
- **Community empowerment:** The wish to empower marginalized or disadvantaged groups by providing opportunities, resources, and support.
- **Innovative problem-solving:** The drive to apply entrepreneurial principles to solve complex social issues creatively.



The mission of a social business defines its core purpose and focus. It guides the actions of the organization and serves as a foundation for decision-making. A mission statement for a social business might include:

Core purpose: Clearly articulating the primary social issue the business aims to address.

Scope of the work: Defining the primary activities and services the business will provide.

Commitment to impact: Emphasizing the importance of creating measurable social, environmental, or economic impact.

Example of a mission statement: *To empower low-income communities by providing access to affordable, sustainable energy solutions, thereby improving quality of life and promoting economic development.*

The vision of a social business paints a picture of the desired future state the organization strives to achieve. It serves as an inspirational and aspirational goal that guides long-term planning and strategic initiatives. A vision statement might include:

Future impact: A vivid description of the change the business seeks to make in the world.

Aspirational goals: High-level, ambitious outcomes the business aims to achieve.

Guiding inspiration: A source of motivation for stakeholders, employees, and the community.

Example of a vision statement: *A world where every community has access to clean, affordable energy, leading to sustainable economic growth and improved quality of life for all.*



Objectives are specific, measurable goals that the social business aims to achieve in the short to medium term. They provide a roadmap for implementing the mission and making progress toward the vision. Effective objectives are SMART: Specific, Measurable, Achievable, Relevant, and Time-bound.

Example of SMART Objectives:

Community education: Conduct 50 workshops annually to educate communities on the benefits and maintenance of sustainable energy solutions.

Financial sustainability: Achieve financial break-even within three years by developing a scalable business model that reinvests profits into further expansion.

Partnership development: Establish partnerships with at least five local and international organizations to enhance resource sharing and collaborative impact within the first year.



4. Build your team

A business includes employees, even if it is 1 or 5 employees. You should also consider the involvement of other members of the management team as shareholders.

If you do not have all the necessary skills, then perhaps one option should be to bring together as shareholders people who have other skills. Therefore, to launch your start-up it is necessary to find and recruit the most suitable people for your team. It is important and useful to unite a group around an idea from the start. Doing so will make the challenges and your entrepreneurial journey more fun, rewarding and fulfilling.



5. Explore creative ideas



To choose the best idea for your social business, it is important from the start to create a long list of business ideas through a brainstorming process that involves stakeholders, the team and other interested parties (e.g. potential customers, potential suppliers). Good brainstorming focuses on the quantity and creativity of ideas.

Some questions that can stimulate the ideas within the brainstorming process could be:

- What are you already good at?
- Who benefits, or could benefit, from the services/products you provide?
- What is going on in the market?
- What are the competitors doing?
- What is the added value of your service/product?
- What are your potential customers' biggest needs?

Approaches to idea generation could be:

- An innovative product – it's the best solution, but very often it's only an adaptation and improvement of an existing one. To develop a new product/service you should find a niche within an existing market.
- Replication – you should look at other products/services and if they satisfy an unmet need in your community/region/country it might be worth considering replication.
- Franchise (including social franchise) – to buy a franchise means that you buy the right to use a specific trademark/business concept that has been already tested. Franchises have a lower failure rate because most of the potential problems have already been solved.
- Public sector procurement – at the EU level there is a specific public procurement dedicated to social enterprises (reserved contracts or procurement with social clauses). Provision services to public sector agencies represents a good market for an enterprise, but you should look at what type of services are required by public procurement.



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6. Make decision

At this stage, you need to make a decision on two main aspects: **what business idea you will develop and what type of social enterprise you will create.** As a result of the brainstorming process, you probably have many more ideas that you can analyse thoroughly and develop into a business plan. It is now important to narrow down the number of ideas by assessing the market potential of the idea and its chances of success.

To assess the value of your business idea, you need to think about:

Does this idea have market potential?

Does the product/services address a significant customer problem? Are they willing to pay?

Does your idea have a competitive advantage?

How much investment is required?

How difficult is to enter the market?

How big is the market?





Market research

Conducting market research for a social business involves several steps to understand the needs, preferences, and behaviors of the target audience, as well as the competitive landscape and broader market conditions.

Here's a detailed approach to conducting effective market research for a social business



1. Define the research objectives

Clearly outline what you aim to learn from your market research. Objectives might include understanding the specific needs of your target population, gauging the demand for your product or service, identifying potential barriers to adoption, and assessing the competitive landscape.

2. Identify the target audience

Determine who your target beneficiaries and customers are. This involves defining demographic factors (age, gender, income, education), geographic factors (urban, rural, specific regions), and psychographic factors (values, attitudes, lifestyle).

3. Secondary Research

Gather existing data and information from reliable sources to understand the market environment. This includes:

Industry reports: Access reports from market research firms, NGOs, and government agencies.

Academic research: Look for studies and papers related to your social issue.

Public data: Use data from public sources like census reports, health statistics, and economic indicators.

4. Primary Research

Conduct primary research to gather firsthand information specific to your social business.

Methods include:

Surveys and questionnaires

Design surveys with a mix of open-ended and closed-ended questions.

Distribute them online via email, social media, or survey platforms, and offline through in-person distribution or postal mail.

Interviews

Conduct one-on-one interviews with potential beneficiaries, customers, and key stakeholders.

Use structured or semi-structured formats to gain deeper insights into their needs, challenges, and perceptions.

Focus Groups

Organize focus group discussions with small groups of your target audience.

Facilitate discussions to explore attitudes, beliefs, and reactions to your proposed solution.

Field Observations

Visit communities or locations where your target audience lives or congregates.

Observe behaviors, interactions, and environmental conditions to gain contextual understanding.

6. Data Analysis

Compile and analyze the data collected from both secondary and primary research. Look for patterns, trends, and insights that inform your understanding of the market and the needs of your target audience.

Quantitative analysis: Use statistical tools to analyze numerical data, identifying trends and correlations.

Qualitative analysis: Perform thematic analysis to identify common themes and insights from interviews and open-ended survey responses.

7. Validate Findings

Verify the accuracy and reliability of your research findings. This can be done by cross-referencing different data sources, conducting follow-up studies, and seeking feedback from stakeholders and experts.

8. Develop insights and strategies

Translate research findings into actionable insights. Develop strategies that align with your social business objectives, such as:

Product/service design: Tailor your offerings to meet the specific needs and preferences identified in your research.

Marketing and outreach: Craft targeted marketing messages and outreach strategies based on your audience's behaviors and preferences.

Partnerships and collaborations: Identify potential partners who can help you scale and enhance the impact of your social business.

9. Continuous monitoring and evaluation

Market research is an ongoing process. Continuously monitor the market, gather feedback, and evaluate the effectiveness of your strategies. Adjust your approach based on new insights and changing market conditions.

By following these steps, you can conduct comprehensive market research that provides a solid foundation for developing a successful social business that addresses genuine needs and creates sustainable impact.

Explore more about market research: <https://www.linkedin.com/advice/0/what-key-market-trends-opportunities-social-enterprises>



How to develop a business plan

Social business canvas



Once you have decided what business idea you want to develop, it's time to do a detailed evaluation and create a business plan. We recommend an easier and more interesting tool for business plan development - the social business model canvas (Osterwalder&Pigneur, 2010).

This is a diagram with twelve blocks representing the fundamental elements of a social business.



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It is important to fill in each of the blocks in this order:

Segments: Beneficiaries - describe the main beneficiaries of your social business. There are two types of beneficiaries: customers who buy your products/services and other people who may benefit without paying. Typically, a social business has beneficiaries who do not pay anything, but who are essential to the business model;

Segments: Customers - this block defines the groups of people or organisations that your business aims to reach and serve. In order to better satisfy your customers, you should group them into distinct segments based on different criteria: needs, behaviour types, skills, concerns, etc. Customer segmentation is very important as it provides you with information for developing your products, distribution channels and so on.

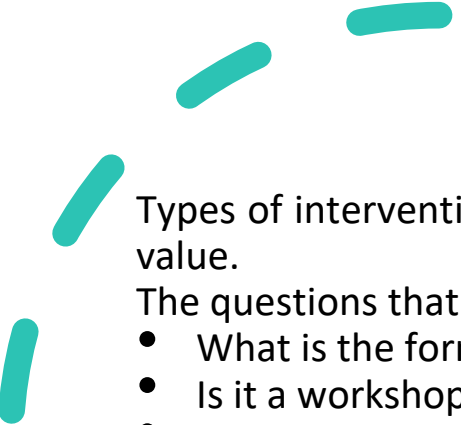
According to Osterwalder&Pigneur (2010), there are some situations in which customer groups should be considered as separate segments:

- Their needs require and justify a distinct offer;
- They are reached through different distribution channels;
- They require different types of relationships ;
- They have substantially different profitability ;
- They are willing to pay for different aspects of the offer.

SOCIAL BUSINESS MODEL CANVAS

<p>KEY RESOURCES</p> <p>What resources will you need to run your activities? People, finance, access?</p>	<p>KEY ACTIVITIES</p>	<p>TYPES OF INTERVENTION 2</p> <p>What is the format of your intervention? Is it a workshop? A service? A product?</p>	<p>SEGMENTS 1</p> <p>Beneficiary Who benefits from your intervention?</p>	<p>VALUE PROPOSITION 3</p> <p>User Value Proposition</p> <p>Impact Measures</p>
<p>PARTNERS + KEY STAKEHOLDERS</p> <p>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</p>	<p>What programme and non-programme activities will your organisation be carrying out?</p>	<p>CHANNELS 6</p> <p>How are you reaching your users and customers?</p>	<p>Customer 4</p> <p>Who are the people or organisations who will pay to address this issue?</p>	<p>How will you show that you are creating social impact?</p> <p>Customer Value Proposition 5</p> <p>What do your customers want to get out of this initiative?</p>
<p>COST STRUCTURE</p> <p>What are your biggest expenditure areas? How do they change as you scale up?</p>		<p>SURPLUS</p> <p>Where do you plan to invest your profits?</p>	<p>REVENUE</p> <p>Break down your revenue sources by %</p>	





Types of intervention - describes the type of product that will deliver the value.

The questions that can help you to define the intervention are:

- What is the format of your intervention?
- Is it a workshop?
- A service?
- A product?

Value Proposition: Social value propositions - For social business, you should consider also: Impact Measures (How will you show that you are creating social impact?)

Value Proposition: Customers value propositions – defines the bundle of products and services that create value for a specific Customer Segment.

This value proposition is the main characteristic of a product/services that satisfy the customer needs/interests.

For this value, customers choose your product/service. When you define the value proposition of your business idea is important to think to:

- What value do you deliver to the customer?
- Which one of our customer's problems are you solve?
- Which customer needs are you satisfying?
- What bundles of products and services are we offering to each Customer Segment?



Channels – presents the communication and distribution channels that a company use to deliver the value proposition to its customers. These represent the customer touch points with your product/services and are very important. These channels aim to: raise awareness about the company product/services among customers; help customer to assess the value proposition; allow customers to purchase product/service; provide support to customers.

Main questions that help you to define channels are: How are you reaching your beneficiaries and customers? How an enterprise communicates with and reaches its customer segments to deliver a value proposition?



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Revenue Streams - represents the cash a social enterprise generates from each Customer Segment.

There are two types: 1) transaction revenues resulting from onetime customer payments and 2) recurring revenues resulting from ongoing payments to either deliver a Value Proposition to customers or provide post-purchase customer support.

To establish the revenue streams you must answer to the question: For what value is each Customer Segment truly willing to pay? Then, you should fix your price mechanisms.

Key Resources – presents the key assets needed to make the social enterprise work. You should describe what resources will you need to run your activities – human resources, finance, physical resources, intellectual ones, information.

Key Activities – describes what things a social enterprise should do to make the business work. For this you should mention what programme and nonprogramme activities will your organisation be carrying out.

Partners and key stakeholders – defines the network of suppliers and partners needed to make the social business work. Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?

Cost Structure – describes all costs incurred to operate a business model. What are your biggest expenditure areas? How do they change as you scale up?

Surplus - describes where you plan to invest your profits

For further information about this tool and instructions on how to use it please visit <https://www.socialbusinessmodelcanvas.com/>

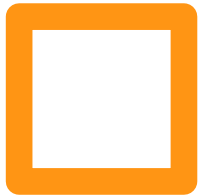
Video: <https://www.youtube.com/watch?v=I8nwNcCfyig>



Management of a SFSC or a SEED



As a social entrepreneur, managing a Short Food Supply Chain (SFSC) or a Socially Engaged Enterprise Development (SEED) involves understanding the unique challenges and opportunities these models present. Here's a detailed guide on how to effectively manage both:



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Managing a short food supply chain (SFSC)



SFSCs focus on reducing the distance between food producers and consumers, emphasizing local production, sustainability, and community engagement.

1. Understand the SFSC model

Local sourcing: Identify local farmers and producers who align with your sustainability and quality standards.

Direct sales: Facilitate direct sales through farmers' markets, local shops, online platforms, or community-supported agriculture (CSA) programs.

Transparency: Ensure transparency in the supply chain, providing customers with information about the origin of their food and the practices used.

2. Build Strong Relationships

Producers: Develop strong, trust-based relationships with local farmers and producers. Offer fair pricing and support for sustainable practices.

Consumers: Engage with your customers through education and awareness campaigns about the benefits of local and sustainable food systems.

3. Logistics and operations

Efficient distribution: Set up efficient logistics for transporting goods from producers to consumers, minimizing environmental impact.

Inventory management: Implement robust inventory management systems to track stock levels, reduce waste, and ensure fresh produce.

Quality control: Establish quality control measures to maintain high standards of food safety and quality.



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4. Marketing and community engagement

Local marketing: Use local media, social media, and community events to promote your SFSC.

Educational programs: Offer workshops and farm tours to educate consumers about sustainable agriculture and healthy eating.

Customer feedback: Regularly gather and act on customer feedback to improve your offerings and customer satisfaction.

5. Financial management

Cost control: Monitor costs closely to maintain profitability while ensuring fair compensation for producers.

Funding and grants: Seek out funding opportunities and grants aimed at supporting local food systems and sustainability initiatives.

Managing a Socially Engaged Enterprise Development (SEED)



SEED focuses on developing enterprises that are not only financially sustainable but also create social value by addressing community needs.

1. Define your social mission

Clear vision: Establish a clear vision and mission that outlines your social goals and the impact you aim to achieve.

Stakeholder involvement: Involve stakeholders, including community members, in defining and refining your mission to ensure it meets genuine needs.

2. Develop a sustainable Business Model

Revenue streams: Identify diverse revenue streams to ensure financial sustainability, such as sales, grants, donations, and partnerships.

Social impact measurement: Implement a framework for measuring and reporting your social impact, using metrics that reflect your mission.

3. Build a strong team

Recruitment: Hire individuals who are passionate about your mission and possess the necessary skills and expertise.

Training: Provide ongoing training and development opportunities to equip your team with the skills needed to achieve your goals.

Culture: Foster a culture of collaboration, innovation, and social responsibility within your organization.

4. Community engagement and partnerships

Local partnerships: Collaborate with local organizations, businesses, and government agencies to enhance your impact.

Community involvement: Engage the community through participatory processes, ensuring their voices are heard and their needs addressed.

Advocacy: Advocate for policies and practices that support social enterprise and community development.



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5. Financial and operational management

Financial planning: Develop a detailed financial plan that includes budgeting, forecasting, and financial risk management.

Operational efficiency: Implement efficient operational processes to maximize resources and minimize waste.

Technology utilization: Leverage technology to improve operations, track impact, and enhance communication with stakeholders.

6. Marketing and awareness

Branding: Develop a strong brand that reflects your mission and values.

Storytelling: Use storytelling to communicate your impact and engage with your audience emotionally.

Digital marketing: Utilize digital marketing tools and social media to reach a broader audience and build a community around your cause.



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Continuous learning and adaptation

Both SFSC and SEED require ongoing learning and adaptation to remain effective and responsive to changing needs and contexts. Stay informed about best practices, emerging trends, and new opportunities in your field through:

Professional development: Attend workshops, conferences, and training sessions.

Networking: Join networks and associations for social entrepreneurs to share knowledge and collaborate.

Research: Continuously research and implement innovative practices to enhance your impact and efficiency.

By focusing on these areas, you can effectively manage a short food supply chain or a socially engaged enterprise development, creating sustainable value for your community and beyond.



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FINANCING



1. Traditional sources of funding

Grants

Government grants: Look for grants offered by local, state, and national governments that support social enterprises and community projects.

Foundation grants: Many foundations provide grants to social enterprises. Research foundations whose missions align with your project.

Nonprofit grants: Explore grants available to nonprofit organizations if your social enterprise has a nonprofit arm.

Loans

Microloans: Find organisations that offer microloans tailored for small social enterprises.

Social enterprise loans: Some banks and financial institutions have special loan programs for social businesses, often with favorable terms.

Competitions and awards

Social enterprise competitions: Participate in competitions that offer funding prizes for innovative social business ideas.

Business plan competitions: Submit your business plan to competitions that reward entrepreneurial ideas with financial support.

2. Crowdfunding

Crowdfunding involves raising small amounts of money from a large number of people, typically via online platforms.

There are different types of crowdfunding:

Rewards-based Crowdfunding

Platforms: Kickstarter, Indiegogo.

Approach: Offer rewards (like products, services, or exclusive experiences) to backers in exchange for their support.

Strategy: Create a compelling campaign with a clear story, engaging visuals, and defined rewards. Promote your campaign through social media, email marketing, and personal networks.

Donation-based crowdfunding

Platforms: GoFundMe, Crowdrise.

Equity Crowdfunding

Platforms: SeedInvest, Crowdcube, StartEngine.



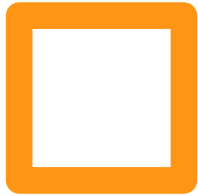
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Marketing & Advertising: How to sell the story of the product? How to sell the value of social enterprises



Storytelling has been proven to have a huge impact on our decision making. It's psychologically proven that customers make buying decisions based primarily on emotions; logical reasoning comes second.



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Several teal-colored brushstroke-like shapes are scattered in the top-left corner of the page.

➤ Selling the story of the product:

- Know your audience:
Understanding your audience's needs, desires, and motivations will help you tailor your story to resonate with them.
- Highlight the problem:
Identify the problem that your product solves and explain why it's relevant to your audience.
- Showcase the solution:
Show how your product specifically addresses the problem and how it can have a positive impact on people's lives.
- Create an emotional connection:
Share personal experiences or stories that will create an emotional connection between your audience and your product.
- Use visuals:
Incorporate visual storytelling tactics such as images or videos to help bring your product's story to life.
- Explain the benefits:
Highlight the benefits of your product and explain how it sets itself apart from similar products on the market.

➤ Selling the value of social enterprises:

- Explain the social mission:
Clearly articulate what social problem the enterprise is addressing and the impact it aims to make.
- Highlight the social impact:
Showcase the measurable social impact the enterprise has already made, as well as its potential for future impact.
- Highlight the economic benefit:
Emphasize the ways in which supporting a social enterprise benefits the economy, such as creating jobs or generating revenue.
- Showcase transparency and accountability:
Demonstrate how the enterprise is transparent with its operations and finances, and how it is held accountable to its social mission.
- Share success stories:
Share stories of those who have benefited from the social enterprise's product or service, including personal testimonials or case studies.
- Collaborate with like-minded organizations:
Partner with other organizations that share a similar social mission to amplify the message of the social enterprise's value.

Examples for the power of storytelling:

The Girl Effect: The Girl Effect is a global movement that aims to empower girls and young women. They use storytelling to communicate the impact of their work and to inspire action. In this video, they use a powerful story to show how investing in girls can change the world.

<https://girleffect.org/>

Patagonia: Patagonia is a socially responsible outdoor clothing company that is committed to environmental sustainability. They use storytelling to communicate their values and mission. In this video, they tell the story of how they got started and why they are committed to making a positive impact on the environment.

<https://www.patagonia.com/our-footprint/>

A large white speech bubble with a black outline and a drop shadow, set against a solid yellow background. The text inside the bubble reads "Storytelling is the best Marketing".

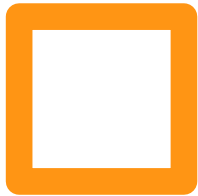
Storytelling
is the best
Marketing



Communication



Social entrepreneurs need to communicate their impact and brand effectively to attract customers and investors. Marketing and branding tools such as social media advertising and storytelling can help social entrepreneurs create and communicate an authentic and compelling brand story that resonates with customers and investors.



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1. Social media:

Social media platforms such as Facebook, Twitter, LinkedIn, and Instagram can be used to create buzz around a social enterprise and to engage with potential customers, partners, and investors.

2. Online marketplaces:

Online marketplaces like Etsy and Amazon Handmade allow social entrepreneurs to sell their products to a wider audience, reach new customers, and build their brand.

3. E-learning platforms:

E-learning platforms like Udemy and Coursera can provide social entrepreneurs with the skills and knowledge they need to launch and grow their businesses.

Education and training programs provide social entrepreneurs with the skills and knowledge needed to develop and manage successful social enterprises. These programs cover various aspects of entrepreneurship, including marketing, financial management, and impact measurement. They can be offered by universities, non-profit organizations, and business incubators.

4. Crowdfunding platforms:

Platforms like Kickstarter and GoFundMe enable social entrepreneurs to raise money and awareness for their ventures by pitching their ideas and giving rewards to their backers.

Top 10 Best Crowdfunding Platforms 2023

5. Co-working spaces:

Co-working spaces provide social entrepreneurs with a supportive environment where they can work, collaborate and network with other entrepreneurs and like-minded people.

6. Business incubators and accelerators:

Business incubators and accelerators like Y Combinator and Start-Up Chile provide social entrepreneurs with mentorship, funding, and resources to help them grow their ventures.

What Startup Accelerators Really Do (hbr.org)

7. User-generated content platforms:

Platforms allow social entrepreneurs to share their stories, address questions and concerns, and build their credibility as experts in their respective fields.

21 Best UGC Platforms to Help Boost Your Content Marketing (influencermarketinghub.com)

8. Online communities:

Online communities like Reddit and Slack enable social entrepreneurs to connect with others who share their interests, exchanging ideas, resources, and support.

VIDEO: <https://www.youtube.com/watch?v=NNtUmk-vAol>
<https://www.youtube.com/watch?v=0xjabOFN6bo>

More examples:

- Ashoka, a global network of social entrepreneurs, provides a platform for social entrepreneurs to connect and collaborate - [Home | Ashoka | Everyone a Changemaker](#)
- Acumen, a non-profit impact investing organization, invests in social entrepreneurs who work on solving poverty-related challenges in developing nations. [Acumen | Changing the Way the World Tackles Poverty](#)
- The Skoll Centre for Social Entrepreneurship at Oxford University offers an MBA program that focuses on social entrepreneurship. [Skoll Centre for Social Entrepreneurship | About | Oxford Saïd](#)



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Resources:

Social Economy in the European Union by CIRIEC (International Centre of Research and Information on the Public, Social and Cooperative Economy) https://www.eesc.europa.eu/sites/default/files/resources/docs/12_368-gr3-env2.pdf

Policy Brief on Social Entrepreneurship by OECD: https://www.oecd.org/cfe/leed/social%20entrepreneurship%20policy%20brief%20en_final.pdf

Policy brief on scaling the impact of social enterprises by OECD: <https://www.oecd-ilibrary.org/deliver/34ab6255-en.pdf?itemId=%2Fcontent%2Fpaper%2F34ab6255-en&mimeType=pdf>

Integrated Human centered design training on social entrepreneurship by MATERAHUB Partners contributing Civitas, CLNR, Synthesis: <https://wegrowideas.eu/integrated-guide-and-toolkit/>

<https://entrecompeurope.eu/resources/#PracticalGuide>

<https://www.socialbusinessmodelcanvas.com/>

Photo source: www.canva.com



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