eyes

PROJECT NUMBER:

101052145

TRAINING

MANUAL

(Second part)

Co-funded by
the European Union

REGIONE AUTÒNOMA DE SARDIGNA
REGIONE AUTONOMA DELLA SARDEGNA

Index

1. Presentation of the Project
2. About Formal, Non Formal and Informal Learning
3. About Social Entrepreneurship
4. How to build up a social enterprise?
5. The Entrecomp Model
6. The skills of a Social Entrepreneur
7. 15 workshops
    - Motivation, Self-Awareness and Knowledge of Self
    - Needs Analysis
    - Stakeholder Analysis
    - Analysis of targets of your social enterprise
    - Capacity Assessment and Ambition
    - Creative ideas development
    - Social Entrepreneurial models
    - Setting of Goals, Mission and Vision
    - Mapping Competition
    - Marketing for Social Enterprises
    - Assessment of Social Impact
    - Fundraising and programmes for social startups
    - Financial Management
    - Human Resources
    - Scaling up, training and growing
8. The training of trainers in Greece
9. Webinars

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

1. Presentation of the project

"EYES: Entrecomp to create Youth Employability and Social Values" is a 24-month project involving six countries from the EU and the southern Mediterranean. It is based upon a series of considerations related to youth and society's challenges during the pandemic. Further, the project idea is to work together for the reconstruction and a new start.

Our project aims to exploit the potential of Social Entrepreneurship and its appeal to new generations, including a youth work approach, to provide an answer for youth's career and the possibility to answer societal challenges simultaneously.

With EYES, we want to equip NGO and youth workers with tools to promote and educate youth in Social Entrepreneurship and sustainable growth.

The consortium will combine entrepreneurial practices, the Youth work approach, and the methodology of Non-formal education to provide a set of competencies useful to build their social entrepreneurship project. We will analyze the concept of social entrepreneurship, especially three aspects:

- Skills needed to create an entrepreneurial venture with a social impact, based on ENTRECOMP
- Models for entrepreneurial ideas, especially the CANVAS model applied to social enterprise
- Different aspects of the social impact connected with SDGs

1.1. Objectives

Our specific objectives are:

- To map needs, ideas, tools, and good practices related to social entrepreneurship from Mediterranean and EU countries.
- To develop new educational models to provide necessary skills and knowledge to young people to develop social enterprises and to youth activists and youth workers to act as multipliers
- To support the creation of local and online cross-sectorial networks working for the creation of new entrepreneurial ventures of social impact
- To reinforce Euromed cooperation to provide answers to common youth challenges such as unemployment, migration, and post-covid reconstruction.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

1.2. The EYES project partners are:

- **Associazione TDM 2000**, Italy. (Coordinator)

-**Institute of Entrepreneurship Development, IED**, Greece.

- **Fundación Xul**, Spain.

-**SEEDS**, Jordan.

-**Have a dream**, Egypt.

-**Les Scouts Tunisiens,** LST, Tunisia.

PARTNERS

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

2. About Formal, Non Formal and Informal Learning

Non formal education (NFE) can be defined as an educational structured methodology that privileges dynamic, creative and cooperative methods of learning (such as roleplays, simulation, drawing and group discussions) rather than a formal approach made with lectures and imposed learning paths.

It has to be distinct from **Informal Learning** (which, at times, could be incorporated within our programmes) as this is a kind of "accidental learning", concerned with all the skills acquired in daily life in the frame of family, work, leisure and sport, without set objectives, motives or programmes, and it can be that there is no conscious intention to learn and not even to have the awareness that they are learning.

Non Formal Education, instead, it's conscious and voluntary and always structured with programmes, schedules, managed times, set objectives, and an evaluation cycle.

Typical **features** of a Non Formal Education programme are as follows:

- *Outside formal buildings.* As opposed to formal programmes happening in schools or universities, typically these programmes can happen in various places, including nature, or, in our case, football/sport fields.
- *Non Hierarchical.* The process of learning in NFE foresees that trainers/facilitators are at the same level of the "students" or participants. Everyone can learn from each other and the trainer is more a guidance (providing also theoretical inputs and insights where necessary) then a teacher.
- *Voluntary*. The activities within this frame are never obligatory but participants should be motivated to take part in it.
- *Safe Space*. It's important to have a good building of the team in the beginning where everyone can feel safe and respected, as we will need the contribution of everyone without shame to express different opinions or fear of being wrong.
- *Structured with Precise Objectives.* As mentioned, NFE is always set with a structure and every single activity has a set of objectives to reach by the end of it, which can be evaluated in the end.
- *Educational Aims.* Although some activities might be very playful or funny, the fun itself should never be the ultimate goal of NFE activities, but just a drive to let participants enjoy their learning. All activities have ultimately the goal to produce a learning experience or be instrumental to make it as productive as possible (as per team building activities, for example).

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

- *Experiencial.* Non Formal Education privileges practice over theory. Participants are set to make an experience (a simulation, a game of some kind, a brainstorming about a topic) and then to reflect upon it debriefing the experience with the coach/trainer and moving on to find solutions to issues identified, to be applied in their daily life and in systematic ways. Participants should always be invited to "Learn by doing".
- *Stimulates Creativity and Participation*. The workshops developed want to have participants using their creativity and imagination. The more the participants are stimulated to take part in discussions and work, the more the whole group will benefit from the knowledge and ideas of each other.
- *Learner Centred.* The activities should always be focused on targeting the participants' needs, in terms of objectives, but also of their capacity and knowledge. Everything should be tailored to the group of participants for maximum impact.
- *Holistic Approach.* While formal education typically privileges the raising of knowledge about theory and less about practice, NFE works to affect our actions in three dimensions of learning: Knowledge (or what you get with your brain), Skills (what you can do with your hands) and Attitudes (behaviours and values guided by our heart).
- *Cooperation vs Competition.* Rather than trying to understand who is the best "student of the class", our approach puts people in groups in order to cooperate towards community learning rather than indulge in checking who knows more about a given topic. The ultimate goal is learning, after all, so the fact that someone knows less should never be an obstacle. If someone knows a lot about a certain topic, he or she should be invited to share their experience with the others as much as possible.
- *Self Assessment and No Marks or Diplomas.* Nobody can judge the level of preparation reached by a participant in the field of the educational workshops developed. There should be instead, a process of evaluation comprising a self-assessment stimulation for participants to realize by themselves what they have been learning during the activities. For this reason, nobody can give any kind of votes or marks, or do any kind of exams.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

3. About Social entrepreneurship

The **Social entrepreneurship** is an approach to develop, fund and implement solutions to social, cultural, or environmental issues.

This concept may be applied to a wide range of organizations, which vary in size, structure and aims.

For-profit entrepreneurs typically measure performance using business metrics like profit, revenues and increases in stock prices. Social entrepreneurs, however, tend to blend for-profit goals in order to be able to self-sustain their business, with generating a positive "return to society", that is usually measured by key performance indicators and the reaching of social goals.

Therefore, they must use different metrics. Social entrepreneurship typically attempts to further broad social, cultural, and environmental goals often associated with the voluntary sector in areas such as poverty alleviation, health care, environmental sustainability and community development. For example, an organization that aims to provide housing and employment to the homeless may operate a restaurant, both to raise money and to provide employment for the homeless. More examples can be found under the best practices listed in our website https://socialentrepreneurship-youth.eu

The debate on the basis on which individuals or organizations can be defined social entrepreneurs is still ongoing. Thus far, there has been no firm consensus on the definition of social entrepreneurship, as so many different fields, disciplines and organization types are associated with social entrepreneurship, ranging from for-profit businesses to hybrid models combining charitable work with business activities, to non-profit charities, voluntary sector organizations and non-governmental organizations, depending as well on the culture and legal system of the country in which they are based.

EU defines it like *an entity that combines entrepreneurial activity with a social purpose. Its main aim is to have a social impact, rather than maximise profit for owners or shareholders. Businesses providing social services and/or goods and services to vulnerable persons are typical examples of social enterprises.*

More information on Social Entrepreneurship in the 6 countries involved in EYES can be found also in the Manual 1 that has been developed within this project.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

4. How to build up a Social Enterprise?

1) Ask yourself what is driving you to do it before you set off down this route. It is essential that you are clear about your social purpose, as this will be what differentiates you from a mainstream business.
2) Remember that a good business idea has to be rooted in market reality. Whilst you may be motivated by your initial idea to proceed down the route of developing a social enterprise, remember that later in the process you may have to alter or abandon it completely if there is no market.
3) Work to identify all the people and organisations that have a connection with or influence over your organisation.
4) Assess your business culture and elements fundamental for your business such as your risks and your capacity. Consider what could make you fail and how you would react to it.
5) Think about a number of different approaches you could take to starting a business rather than wait for an illumination that would show you the exact way on how to proceed.
6) Determine if and what is the market for your idea and get ready to analyse it thoroughly and test your product or service.
7) Estimate what resources you will need to find to start with your idea and where you could find them. Think about the strategies you might follow to raise funds, find human resources, spaces, assets and more.
8) Create a detailed plan trying to consider all the aspects that you might need to consider and the timely strategy you plan to follow, and how to measure your achievements (this manual will help you to think about it).
9) Go to the market and start with the hard work!

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

5. The Entrecomp Model

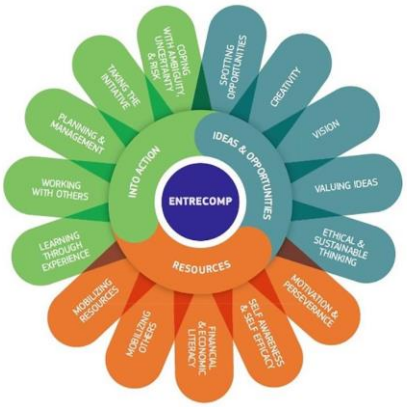
The EntreComp model is the reference framework developed by the European Commission to explain what is meant by an Entrepreneurial Mindset.

The model aims at making individuals, teams and organizations able to act upon opportunities and ideas, to work with others and to manage dynamic careers and shape the future for the common good.

The Entrecomp defines entrepreneurship as *the capacity to act upon opportunities and ideas, and transform them into value for others. The value that is created can be financial, cultural or social.*

With this in mind, it's clear that this model is very important for our project as well, which sets its base upon the Entrecomp framework to work on building up social value through entrepreneurial ventures created and run by young people.

This common reference framework identifies *15 competences in three key areas* that describe what it means to be entrepreneurial, offering a comprehensive description of the knowledge, skills and attitudes needed.



The *three key areas* (Ideas & Opportunities, Resources and Into Action) are related to the initial setting of an entrepreneurial project or venture, the competences necessary to work effectively with oneself, other human beings and material resources, and the practical implementation of an entrepreneurial idea.

Each area contains a set of 5 related competences, making up the total of 15 which are creating, according to the model, an entrepreneurial mindset. The competences are also further explored and divided in "threads" (60 in total), describing and explaining what the specific competence means in practice. The complete list of the threads can be found in the *Entrecomp Into Action – User Guide*.

Each competence can be mastered at 8 different progression levels, from Foundation to Expert, and the framework lists a total of 442 learning outcomes that can be reached in the areas relevant to entrepreneurial mindset.

The EYES project, and this manual, are based upon the necessary skills and competences to be a social entrepreneur based upon this model.

Further information about the EntreComp model can be found on the official website of the EC here.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

6. The Skills of a Social Entrepreneur

The EYES project aims to provide young people with the necessary skills, knowledge and competencies to become a successful social entrepreneur.

This includes a lot of work on different concepts, and the idea of understanding what competences are needed in order to start up a social enterprise from the idea, the founding values, the field analysis prior to beginning, the running of it and the many aspects that are composing an entrepreneurial adventure.

Many of those are common with traditional entrepreneurial activities, but some are more specific or important than others when wanting to build up a business with a social purpose and impact.

When initially thinking about important concepts to keep in mind when developing the educational path for a future social entrepreneur, we took into account the traditional entrepreneurial education, the Entrecomp model, the results of our field analysis (available in manual 1 of these publications) and the results of the international mobilities we carried out in Egypt and in Greece.

The result is a set of skills that are considered fundamental to delve into the idea of becoming a social entrepreneur, and that we merged within our workshops and the webinars we developed after, available on our website http://socialentrepreneurship-youth.eu/eyes .

The list (non exhaustive and not in order of importance) is as follows:

- Leadership
- Solidarity
- Business ethics
- Networking
- Communication
- Teamwork,
- Analytic Mind
- Financial Literacy
- Managerial skills
- Self Awareness
- Ambition
- Assessment skills
- Creativity
- Drive
- Problem Solving
- Critical Thinking
- Community Engagement
- Learning from Mistakes

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7. 15 Workshops

Here is the list of the workshops you will find in this manual. On our website http://socialentrepreneurship-youth.eu/eyes you can find additional information and presentation, inspiration from existing social enterprises, and links to other relevant projects, tools and to our community.

1) Motivation, Self-Awareness and Knowledge of Self
2) Needs Analysis
3) Stakeholder Analysis
4) Analysis of targets of your social enterprise
5) Capacity Assessment and Ambition
6) Creative ideas development
7) Social Entrepreneurial models
8) Setting of Goals, Mission and Vision
9) Mapping Competition
10) Marketing for Social Enterprises
11) Assessment of Social Impact
12) Fundraising and programmes for social startups
13) Financial Management
14) Human Resources
15) Scaling up, training and growing

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.1 - Motivation, Self-Awareness and Knowledge of Self

Workshop Title: *From yourself to your social business*
Workshop Number: *1*
Topics: • *Self-Awareness* • *Values* • *Motivation*
Methods used (i.e. brainstorming, simulation, collage, theatre…): *Self-Reflection, Discussions, Working in small groups, Negotiations, Brainstorming*
Target Group: *Young People aged 16-30 – Ideal group of 8-24 people*
Time: 120 minutes
Materials: *Paper, Markers/Pens, Flipcharts, paper tape, eventually projector*
Objectives: • *To get to know yourself better and understand what are your values and priorities* • *To get your motivation to drive change through social businesses* • *To start up social entrepreneurial ideas starting from own personal values and goals*
Activity: **Introduction (10 minutes) –** Introduce the activity by explaining that during the next session we will work on better explore who we are and what are our leading values, getting to know better ourselves to understand what are we passionate about. You can start by asking a couple of questions like the following ones to warm up, or you can use them in the debriefing: - Do you think you know very well who you are? - Is it easy or difficult to define yourself for someone else? - How often do you reflect about who you are?

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

- How is it affecting your way of thinking and behaving?

Who am I? (15 minutes)

Ask participants to take a paper or their phone and to think, individually, about who they are, and to write down 10 words/characteristics that define who they are, in 5-10 minutes.

After finishing you can ask if it was easy of difficult to find 10, to define themselves, and why.

Also you can ask them to check who of them decided to put the following characteristics (as examples):

- Gender
- Age
- Nationality
- Religion
- Job/Occupation
- Personal Traits
- Skills

You can then discuss how much they are important, in their opinion, to define themselves and why.

Describe yourself (25 minutes):

The next exercise needs to have persons divided in pairs.

For the first 3 minutes one person can describe him/herself to the other, and after he/she finishes, the second person does the same.

The only rule is that the other person just has to listen and cannot ask questions.

In the next step, they will have 5 minutes each to repeat the experience but the other

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

person can ask as many questions as they want.

In the end, ask to reflect about the experience.
How different it was from the first to the second one? What were the differences?
In which case it was easier to discover more about the other? Did you discover something new about yourself or reflect about some aspects you didn't think before? Did some questions appear in your mind as well?

Remind that the same exercise can be done about anything you have in mind that apparently seems to be very clear, as when it happens about thinking about who you are, and that discussing with others is a very important part of analysing your ideas, so it can be a useful exercise to practice also about your future social business.
Explain that in the next part we will try to connect the thoughts about yourself with what motivates you and finally with some possible social entrepreneurial ideas.

What are our common values (20 minutes) -
Ask the participants to work individually again and to write down in a list the top 5 values that are guiding them in their life and are important for them.
The 5 values have to be ranked in order of importance and written down on a paper (you can use the same of before in the back) in order to be visible.
If participants are struggling to understand what are values, give them some definitions and examples, such as "Justice", "Freedom", "Independence", "Money", "Equality", "Fame", "Family", "Religion", etc.

After they make the list, ask them to stick it on their chest with a piece of paper tape.
From that moment, they have 10 minutes to go around and see each other's lists.
After the exercise of before, they know how to dialogue and ask questions, and they can ask as many as they want, as well as discuss.
After discussing with others, they have to group themselves in groups of 3-5 people,

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

according to similar values they find in their lists or they discuss about.
For example, if few people have different values but they see they all go in the umbrella of "solidarity" or "prosperity" they can group themselves.

Connecting values with ideas (30 minutes)

After having found their group, ask to the participants to use the values they have in common to think about the following things:

- What does it matter the most for them
- What can they see in their society, in the environment, in the community, that is not fitting with their views and values
- Try to identify one main issue that they would like to do something about.

Based on that, the groups have to think about what actions could practically be useful to solve that issue or give it an answer in their context, that potentially later on could be developed.
It's important that they take this task seriously and use as much time as they can to try to develop as many ideas as possible and as many details as possible, as it's supposed that they really care about that issue,.

Conclusions (10 minutes)

The participants' groups, one by one, present the result of their discussion and what they came up with.
Other participants can ask questions.

Handouts (if any)

If participants struggle with understanding values, you can give this ready list:

TOLERANCE – LOVE – PATIENCE – CURIOSITY – ACCEPTATION OF OTHER CULTURE - OPEN MINDEDNESS - UNDERSTANDING – DIVERSITY – FREEDOM - FAIR PLAY - JUSTICE – FRIENDSHIP – COMPETITION – EQUALITY – INDEPENDECE - NON DISCRIMINATION –

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

FAITHFULNESS – DIGNITY – RESPECT DEMOCRACY - HUMAN RIGHTS – TRUTH - CIVIL COURAGE - NATIONALISM - PRIDE – SOLIDARITY (HELPING OTHER PEOPLE) - GENEROSITY – CHARITY – CARE – PRIVACY – ARTS – PUBLIC SERVICE - EMPATHY – PROFESSIONAL ACHIEVEMENT – PSYSICAL CHALLENGE – GROWTH – PLEASURE – ADVANCEMENT AND PROMOTION – ADVENTURE – HAVING A FAMILY – POWER AND AUTHORITY – AFFECTION (LOVE AND CARING) - HONESTY – PURITY – QUALITY OF WHAT I TAKE PART IN – COMMUNITY - INNER HARMONY – RECOGNITION (RESPECT FROM OTHERS) – RELIGION - COMPETITION – RESPONSIBILITY – SECURITY – CREATIVITY – DEMOCRACY – SERENITY – LOYALTY – BEING FAITHFULL - MERITOCRACY – PEACE – MONEY – WISDOM – FAME – PERSONAL DEVELOPMENT - ECONOMICAL STABILITY
Additional Comments (if any): *Timings can be very different depending on how much participants need to dig into themselves to reflect.* *Also, depending on the width of the group, it can take more or less time.*

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.2 – Needs Analysis

Workshop Title: *Why needs analysis is important for a social entrepreneur*
Workshop Number: 2
Topics: • *Introduction of needs analysis for social entrepreneurs.* • *Learn how to conduct a needs analysis with ease.* • *Build your knowledge of how to use the results of a needs analysis to develop effective solutions.*
Methods used: *Presentations, case studies and group discussions*
Target Group: *Non-profit organizations, Community leaders, Business owners, Youth workers, Social entrepreneurs, Policy makers, Youth*
Time: *90-120 minutes*
Materials: *A spacious facility (e.g., a conference room, to accommodate the group size), Screen or projector, Flipcharts, Whiteboard/Flipchart Board, post-its and markers*
Objectives: • *Gain a deep understanding of the importance of needs analysis for social entrepreneurs.* • *Learn how to conduct a needs analysis with ease.* • *Build knowledge on how to use the results of a needs analysis to develop effective solutions.* • *Comprehend the crucial role of stakeholder engagement in needs analysis.* • *Learn how to allocate resources effectively based on the results of a needs analysis.* • *Understand the importance of monitoring and evaluation in needs analysis.*
Activity: **Introduction to Needs analysis (25 min)** Interactive Group Discussions: Participants can be divided into small groups and given a scenario related to needs analysis. They can discuss and come up with a plan of action based on the scenario, which can then be presented to the larger group for feedback and discussion. • **Case Studies (25 min)** Real-world case studies can be used to illustrate the concepts and principles of needs analysis. Participants can be asked to analyze the case studies and come

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

up with solutions. ● **Brainstorming Sessions (40 min)** Participants can be asked to brainstorm ideas related to needs analysis, such as methods for gathering data or strategies for stakeholder engagement. The ideas can be recorded and discussed as a group. ● **Needs Analysis Exercise & presentations (35 min)** Participants can be given a needs analysis template and asked to fill it out based on a hypothetical scenario. The results can be discussed as a group, and feedback can be provided on how to improve the analysis. ● **Reflection and Wrap-up (5 min)** Gather all participants together for a reflective discussion. Ask them to share their insights from the workshop, what they've learned, and how they can apply the knowledge to real-world situations. Invite participants to write down their key takeaways on sticky notes and post them on a designated board for everyone to see.
Handouts (if any) *Presentations can be found on the dedicated folder in google drive:* *https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyl55*
Additional Comments (if any): Additional resources can be found on these sites: • https://youtu.be/TDZ6_iVZIt0?si=W1apefYq_BSDAb0W • https://simplicable.com/new/business-needs-analysis • https://www.linkedin.com/advice/0/what-most-effective-needsanalysis-methods?utm_source=share&utm_medium=member_android&utm_campaign=share_via

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.3 – Stakeholder Analysis

Workshop Title: *Stakeholder Analysis*
Workshop Number: *3*
Topics: *Stakeholder Analysis, project management*
Methods used: Interactive workshop, group exercises, and group discussions
Target Group: 16-35 Youth, Students, Youth workers, Young Entrepreneurs
Time: 120 minutes
Materials: *Whiteboard/Flipchart board, Flipcharts, Sticky notes, Markers, Timer*
Objectives: • To make participants familiar with the pivotal role stakeholders play in a project/business success • To equip participants with foundational techniques for identifying, assessing, and understanding stakeholder interests and concerns. • To empower participants with essential strategies to engage stakeholders effectively fostering collaboration and enhancing project outcomes.
Activity: **Icebreaker (10 min)** Fun activity to help participants get acquainted and create a friendly atmosphere at the start of the workshop. **Introduction to Stakeholder Analysis (30 min):** Overview of stakeholder importance, their role, and basic methods to understand their needs. Find out the information on https://www.productplan.com/glossary/stakeholder-analysis/ **Stakeholder Mapping Exercise (45 min) :** Divide participants into 2 or 3 groups and assign each group a specific project issue or social business idea (you can find cases and examples in our website) instruct the groups to: • Identify stakeholders involved in their assigned project issue, considering diverse perspectives and interests represented. • Analyse stakeholders' concerns, interests, and potential impact on the project issue. • Discuss and propose strategies to manage these stakeholders effectively for addressing the project issue. https://www.sessionlab.com/methods/stakeholder-analysis

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Phase 3 Presentations (25 min): Each group shares their project issue analysis, identifies stakeholders, discusses concerns, suggests strategies and predicts potential outcomes. Encourage a discussion comparing each group's methods and ideas. **Phase 4 Conclusion and Summary (10 min)**: Summarise key takeaways and insights gained from the scenario analysis + emphasise the importance of stakeholder engagement for project success.
Handouts (if any) • Overview on Stakeholder Analysis: Definition, Benefits, and Tools https://www.productplan.com/glossary/stakeholder-analysis/ • Stakeholder Analysis Mapping Exercise Guide https://www.sessionlab.com/methods/stakeholder-analysis • Stakeholder Mapping Templates and Examples https://miro.com/templates/stakeholder-analysis/
Additional Comments (if any): 1. Make sure all participants are participating in the discussions and activities. 2. Provide constructive feedback and continuous motivation to participants.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.4 – Analysis of targets of your social enterprise

Workshop Title: *"Driving Social Change: Innovative Strategies for Capturing and Engaging Audiences in Social Enterprises"*
Workshop Number: *4*
Topics: *1. What are social enterprises* *2. Analysis of targets of your social enterprise*
Methods used: *Interactive workshop, group exercises, and group discussions*
Target Group: *From 5 to 20 Young people, Students, Youth workers, Young Entrepreneurs*
Time: *90-120 minutes*
Materials: *Computer with an internet connection, a projector for presentations, slides with theory and tools, whiteboards/flipchart board and markers, and worksheets for each group.*
Objectives: • Knowing how to identify the audience • Learning to know your audience
Activity: **Introduction and Contextualisation (5 Min)** How to do an analysis of the targets of your social enterprise? You can use the PPT presentation about this module contained in the drive at https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyl55 **Identifying audience characteristics (20 Min)** Ask participants to write down the general characteristics of their current or potential target audience. This includes demographic characteristics such as age, gender, education, and location, as well as characteristics about their behaviors, needs, and motivations. **Customer profiling – (20 Min)** Participants should group the identified characteristics into different customer profiles. They should give each profile a fictitious name and detail each profile as

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

fully as possible, including information about their needs, wants, challenges, and how your social enterprise can help them.

Presentation of customer profiles (15 Min)

Participants will present one of the customer profiles they have created to the other groups. They should explain why they think this specific profile would be interested in the products or services offered by the social enterprise.

Discussion and feedback (15 Min)

The other participants will be able to give their opinions and feedback on the profiles presented. They will also discuss the importance of always being in touch with the target audience and being aware of their changes and needs to be able to adapt to them.

Handouts (if any)

Additional Comments (if any):

1. Make sure all participants are participating in the discussions and activities.
2. Provide constructive feedback and continuous motivation to participants.
3. Adapt the content and focus of the session according to the needs and skill level of the participants.
4. Allow more time if needed, up to 120 minutes total, if more participants are present, as they might need more time to present.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.5 – Capacity Assessment and Ambition

Workshop Title: *Innovate Simply*
Workshop Number: *5*
Topics: *Types of entrepreneurial projects according to ideas, How to generate your idea (idea generation process), Idea validation (value proposition).*
Methods used: *Interactive presentations, brainstorming, group discussions*
Target Group: *From 10 to 20 youth interested in social entrepreneurship, young social entrepreneurs, youth active in NGOs*
Time: *120 minutes*
Materials: *Projector and screen for presentations, flip charts, markers, post-it sticky notes.*
Objectives: • *To equip participants with a structured approach to idea generation, guiding them through creative processes and techniques to inspire innovation and identify potential entrepreneurial ventures.* • *Enable participants to validate their ideas effectively by introducing them to the concept of value proposition.*
Activity: **Energizer (10 min)** You can run an energizer of different kinds to activate people and make them ready to listen, ask questions and work together. **Introduction (10 min)** Begin with a warm welcome and express enthusiasm for the participants' interest in social entrepreneurship. Share a brief personal or relevant anecdote that highlights the transformative power of innovative ideas in the entrepreneurial journey. Emphasize the importance of creativity, idea generation, and idea validation in shaping successful entrepreneurial ventures. Outline of the Entrepreneurial Landscape: Provide a snapshot of the diverse entrepreneurial landscape, emphasizing that ideas are the heartbeat of every successful project. Briefly introduce the three key workshop topics: types of entrepreneurial projects, idea generation processes, and idea validation through value proposition. **Start discussing the types of entrepreneurial projects according to ideas (20 min)** Invite participants to explore the following 4 types of entrepreneurial ideas, and ask them to state (in small groups) examples that they know about each of them.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Each group will take into consideration a different type of entrepreneurial project idea, and will try to work on it:

- Entrepreneurial project ideas that provide solutions to pre-solved problems.
- Entrepreneurial project ideas that develop the current solutions to pre-solved problems.
- Entrepreneurial project ideas that provide a new solution to pre-solved problems.
- Entrepreneurial projects ideas that provide a new solution to non-solved problems.

They will be invited later to give 1-2 examples that they found. They can also state problems that they would like to work on and why.

Discuss how to generate your idea (idea generation process) (30 min)
Present the following aspects of idea generation that can represent a process for working on ideas to solve problems the groups of participants are interested in.

- Identifying Personal Interests for Entrepreneurial Ideas
- A Problem-Solving Approach to Idea Generation
- Observation and Market Research as Idea Catalysts
- Powering Ideas through Dynamic Brainstorming Sessions
- Visualizing Connections for Innovative Ideas
- Inspiration for Fresh Perspectives
- Testing Ideas
- Collaboration and Feedback in Idea Refinement

Have the groups of participants work on this scheme starting from the problem they have and checking how to work on the idea from start to end.

Discuss how to validate your idea (Value Proposition Canvas) (20 min)
Present the two parts of the Value proposition:

The circle:
Customer Jobs (activities that they are engaged in)
Customer Pains (issues that they encounter in those activities)
Customer Gains (what would make their life easier)

The square:
Products & services (what you wanna offer)
Pain relievers (how it takes away issues from the customers)
Gain creators (what value it offers to the customers)

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Ask participants to try to work on those starting from their idea to outline it. **Conclusions and Closing (15 min)** Allow 15 minutes to briefly discuss what was done and harvest learning points.
Handouts (if any)
Additional Comments (if any): • Encourage active participation to ensure diverse perspectives are heard. • Be prepared to guide discussions to remain focused. • Use real-world examples, best practices, success stories to inspire and motivate participants. You can find examples to use on the best practices in our website http://socialentrepreneurship-youth.eu/eyes • Of course this will be just an appetizer, as in different workshops they can explore more each of these aspects, but with limited time it's a good idea to get a glimpse of the overall idea creation. • Explanation about Value Proposition and Canvas models in this outline are simplified, but you might want to provide additional information. • If participants already have some ready social entrepreneurial ideas, they can work directly with them.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.6 – Creative Ideas Development

Workshop Title: *"Journey to the Factory of Ideas: Turning Dreams into Reality"*
Workshop Number: *6*
Topics: *Identifying problems and needs in the market, building up ideas to solve those needs*
Methods used: *Drawing, Brainstorming, group work and discussions*
Target Group: *From 5 to 20 Young people, Students, Youth workers, Young Entrepreneurs*
Time: *120 minutes*
Materials: *Paper, pencil, and pens for each participant, Colored markers, Flipchart or whiteboard, Materials for group presentations, such as a projector or screen.*
Objectives: • To encourage participants' creativity and lateral thinking. • To motivate and guide participants to develop innovative and original ideas. • To help participants select the most suitable and feasible idea for a business project.
Activity: **Introduction (20 min)** Introduce the topic with the PPT on this exercise that you can find in the folder https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyI55 **Imaginary ideas about a project (10 min)** Participants should draw or write crazy and imaginary ideas on sheets of paper. There are no restrictions and they can be as free and wild as possible. **Brainstorming (10 min)** Each participant chooses 2-3 ideas from their drawings or writings and shares them with the group. The whole group discusses and contributes new gills to these ideas, creating a real brainstorming session. **Creation of projects (30 min)** Participants divide into small groups and each group must choose one or two ideas from the brainstorming to develop a project. They should detail the functionality, purpose, and target audience of their project.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Evaluation of the project (20 min)
Each group presents their project to the rest of the group. Then, based on the concepts in the **POTENTIAL VS. APPLICATION** table, they should offer a self-critique of their idea, thinking about its real implementation potential and its impact on society.

Improving the project (10 min)
Teams consider criticisms and reflections and revise their projects to improve them. They may adjust the original idea, think of a more practical implementation, or discover a more precise target audience.

Presentation and final discussion (20 minutes)
Finally, the teams present their modified projects, and the group, together with the facilitator, discusses them with emphasis on the potential and applicability of the idea presented.

Reflections and conclusions (10 minutes)
The workshop facilitator leads a discussion about what they learned in the workshop, how they could apply these techniques in their daily lives, and how creativity can impact society.

Handouts (if any)
Some ideas:
Template: https://miro.com/es/login/
Dot voting: https://www.funretrospectives.com/dot-voting/

Additional Comments (if any):

- This workshop will not only foster participants' creativity, but also teach them how to evaluate and critique ideas from a constructive and practical perspective. This will equip them with important skills for any project or creative endeavor they may undertake in the future.
- Make sure all participants are participating in the discussions and activities.
- Provide constructive feedback and continuous motivation to participants.
- Adapt the content and focus of the session according to the needs and skill level of the participants.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Workshop Title: *Change Makers Unleashed: Social Entrepreneurship Strategies*
Workshop Number: *7*
Topics: • *Introduction to Social Entrepreneurship* • *Understanding Different Social Entrepreneurial Models* • *Developing Sustainable Solutions*
Methods used: *Interactive Workshop with Group Discussions and Brainstorming Sessions*
Target Group: *Entrepreneurs seeking for transition to social entrepreneurship, youth interested in social entrepreneurship, potentially social entrepreneurs, aged 20-30*
Time: *120 minutes*
Materials: *Laptop, whiteboard with markers, post-its, markers/pens/pencils, screen/projector*
Objectives: • *To introduce participants to the concept of social entrepreneurship and its significance today.* • *To explore various social entrepreneurial models and understand their different approaches and benefits.* • *To enable participants to identify relevant social issues and develop innovative and sustainable solutions.*
Activity: **Energizer (5 min)** An energizing and interesting fun activity to warm up and get ready to work. **Introduction to Social Entrepreneurship (20 min)** Start the workshop with an interactive and engaging activity that introduces the concept of social entrepreneurship. For example, use a short video showcasing the impact of a successful social enterprise.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

What Is Social Entrepreneurship? – listen to people at the Skoll World Forum 2019 replying to What is Social Entrepreneurship.
Social Entrepreneurship 101 - an informative webinar hosted by EPICentre Program Lead and Sydney Thompson.

After the introduction, provide each participant with a small notebook and a pen to jot down their initial thoughts and/or questions about social entrepreneurship. Invite them to share their ideas to identify what are the common elements in their answers.

Understanding Different Social Entrepreneurial Models (40 min)

Divide participants into small groups and provide each group with a set of materials to take notes in hand or in laptop. Assign each group one type of social entrepreneurial model.

Instruct the groups to create a visual representation, e.g., through infographics, PPT presentation, etc., of their assigned model using the provided materials. They can draw diagrams, write key characteristics, and include relevant examples. Also, they will need to find companies or initiatives that are representative examples of each model. Research is allowed and welcome at this stage, but personal experience can also be exploited.

Each group presents their model to the whole workshop, explaining the key features and how the social enterprises identified were benefited from these models.

Developing Sustainable Solutions (30 min)

Present and name a few real-life social and environmental challenges that are prevailing in the world and in the era, relevant to the participants or their community. Ask participants if they want to choose transparently or randomly the challenge/problem they will be invited to work on or let them suggest one on their own.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Ask each group to choose one or more challenges to work on, which will be of interest at a local level, ensuring a diverse range of topics are selected.
Task the groups to collaborate and design a sustainable solution to address the chosen challenge using their assigned social entrepreneurial model and the resources in their real or imaginary entrepreneurial activity.
In their solution, groups should consider factors such as cost-effectiveness, scalability, and long-term impact.

Solution Presentations and Feedback (20 min)

Each group presents their sustainable solution to the rest of the workshop.
After each presentation, encourage the other participants to provide constructive feedback and ask questions to refine the solutions further.
Facilitate a discussion on how each social entrepreneurial model contributes to the sustainability of the proposed solutions.

Reflection and Wrap-up (15 min)

Gather all participants together for a reflective discussion. Ask them to share their insights from the workshop, what they've learned, and how they can apply the knowledge to real-world situations.
Invite participants to write down their key takeaways on sticky notes and post them on a designated board for everyone to see. Alternatively, use https://www.mentimeter.com/ for anonymous comments.
Finally, conclude the workshop by summarizing the importance of social entrepreneurship and its potential to drive positive change.

Handouts (if any):

You can find PPT presentations useful to carry out the different parts of the workshop in our drive folder:
https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyl55

For Part 1: *7.1 with definition, main principles, forms, impact etc.*

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

For Part 2: *7 for the types of Social Entrepreneurial Models (small posters or flashcards will be created for every model to be used in the workshop)* ***For Part 3:*** *7.2 for Sustainable Solutions to Social and Environmental Challenges*
Additional Comments (if any): – Encourage active participation to ensure diverse perspectives are heard. – Be prepared to guide discussions in order to remain focused on social entrepreneurial models and innovative solutions. – Use real-world examples, best practices, success stories to inspire and motivate participants. – Emphasize the practical application of the workshop's concepts to inspire participants to take action beyond the session.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.8 – Setting of Goals, Mission and Vision

Workshop Title: *"Journey to the Factory of Ideas: Turning Dreams into Reality"*
Workshop Number: *8*
Topics: *Development of Personal and Professional Objectives, Mission and Future Vision*
Methods used: *Interactive workshop, group exercises, and group discussions*
Target Group: *From 10 to 20 University students, youth workers, and young entrepreneurs*
Time: *120 minutes*
Materials: *Stationery, note cards, markers, whiteboard/flipchart board, projector.*
Objectives: • *To present the concepts of company's mission, vision, and objectives.* • *To teach participants how to define effective goals using the SMART method.* • *To stimulate creativity and strategic thinking by creating and planning a fictitious company.*
Activity: **Introduction to the SMART method and Mission, Vision, and Objectives (20 min)** In this phase, the definition of the SMART method (Specific, Measurable, Achievable, Relevant, and Timely), how to apply it and what they are, and how to define mission, vision, and objectives will be explained. This can be complemented with explanatory videos or presentations. You can find the presentation in the folder dedicated to materials for training of the project: https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyI55 **Creation of the fictitious company (20 min)** People will have to define the type of company it is, the sector to which it belongs, what products or services it offers, and the target audience. They will be divided into groups of 3 or 4 members to carry out the following phases. **Definition of Mission, Vision, and Objectives (20 min)** The groups will have to define the mission, which is the reason for the company's existence, and what its purpose is. The vision, which is what the company aspires to, where it wants to get to. And finally, the objectives, are the company's short, medium, and long-term goals. **Applying the SMART method to Objectives (20 min)**

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

In this phase, each group will have to apply the SMART method to the objectives they have set so that the objectives are clearer, more concrete, realistic and so that the young people understand the importance of having a deadline to achieve each one. **Presentation and Analysis (30 min)** In this phase of the activity, each group will present their fictitious company, explaining its mission, vision, and objectives with the SMART method applied. Finally, a constructive critical analysis of each case will be made, suggesting improvements and reinforcing successes.
Handouts (if any) Manual for establishing the mission and vision of your company: Link Business Templates: Link SMART Templates: Link Mission & Vision Templates: Link Quote: https://www.youtube.com/watch?v=HxBZKd-7wTc
Additional Comments (if any): • Make sure all participants are participating in the discussions and activities. • Provide constructive feedback and continuous motivation to participants. • Adapt the content and focus of the session according to the needs and skill level of the participants.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.9 – Mapping Competition

Workshop Title: *"Compete to Succeed: Mastering Competitor Mapping for Social Entrepreneurs"*
Workshop Number: *9*
Topics: *Importance of Competitor Mapping, Tools and Techniques for Competitor Research, Identifying and Analyzing Competitors, Developing Competitive Strategies*
Methods used: *Presentations, multi-media, Brainstorming, gamification, case studies, hands-on activities*
Target Group: *From 10 to 20 youth interested in social entrepreneurship, potentially social entrepreneurs*
Time: *120 minutes*
Materials: *Screen or projector, flip charts, Whiteboard with markers, post-its and pens*
Objectives: • *Understand the importance of competitor mapping in social entrepreneurship.* • *Identify and analyze key competitors in their industry.* • *Analyze competitor strengths, weaknesses, opportunities, and threats (SWOT analysis).* • *Formulate effective competitive strategies to differentiate their ventures.*
Activity: **Importance of Competitor Mapping (10 min)** Start the workshop with an interactive and engaging activity that introduces the importance of competitive advantage. For example, use a pre-printed white paper with different personal special advantages (like to travel, located in a marginalized city, fan of …, have large family members, …etc). Give each participant the same paper and ask them to gather signatures from the other participants whose advantages are represented on the paper. The winner is the participant with more signs. **Case study: Grameen Bank (15 min)** Play a video for Prof. Muhammad Yunus (Nobel prize 2006) talking about his social venture "Grameen Bank" which survived in the market as it differentiated itself through competing traditional bank targeting the poor.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Discuss the video reflections with participants to know how the competition mapping is important for the social venture such like the traditional profitable business ventures.

Tools and Techniques for Competitor Research (30 min)

Introductory Game: Participants will be divided into small groups (3-4 Groups) and asked to search for the hidden sticky-notes in the room. The winning group is the one which will gather more sticky notes.
Each sticky note includes one of the tools and techniques.

Facilitator introduces various tools and techniques for conducting competitor research, such as online platforms, surveys, interviews, focus groups, observation and market reports.

Demonstration: Facilitator showcases how to use specific tools or platforms for gathering competitor information.

Identifying and Analyzing Competitors (20 min)

SWOT Analysis: Participants learn how to conduct a SWOT analysis to identify competitor strengths, weaknesses, opportunities, and threats.
Group Exercise: Participants work in small groups to perform a SWOT analysis on a provided case study or a real-life social entrepreneurship example. (Elrehla, Alashanek Ya Balady, Educate Me)

Activity: "Competitor Mapping Challenge" (15 min)

Participants work in groups to create visual competitor maps on large posters or whiteboards.
They use markers, sticky notes, or other materials to represent competitors and their key attributes.

Group Presentations and Feedback (25 min)

Each group presents their competitor maps and explains their mapping approach.
Facilitator and other groups provide feedback, suggestions, and commendations.

Reflection and Wrap-up (5 min)

Gather all participants together for a reflective discussion. Ask them to share their insights from the workshop, what they've learned, and how they can apply the knowledge to real-world situations.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Invite participants to write down their key takeaways on sticky notes and post them on a designated board for everyone to see. Alternatively, use https://www.mentimeter.com/ for anonymous comments. Finally, conclude the workshop by summarizing the importance of mapping competitors and differentiating your social venture from others.
Handouts (if any)
Additional Comments (if any): • Encourage active participation to ensure diverse perspectives are heard. • Be prepared to guide discussions in order to remain focused on social entrepreneurial models and innovative solutions. • Use real-world examples, best practices, success stories to inspire and motivate participants. • Emphasize the practical application of the workshop's concepts to inspire participants to take action beyond the session.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.10 – Marketing for Social Enterprises

Workshop Title: *Digital Marketing for Social Enterprises*
Workshop Number: *10*
Topics: *Creating an effective digital marketing strategy tailored for social enterprises; Understanding and utilizing social media platforms to engage the community and drive social impact; Measuring the success of digital marketing efforts and adjusting tactics accordingly.*
Methods used: *Interactive Presentations, Group Discussions, Hands-On Activities, Q&A Sessions.*
Target Group: *From 10 to 20 youth interested in social entrepreneurship, marketing team members, young social entrepreneurs, youth active in NGOs*
Time: *120 minutes*
Materials: *Projector and screen for presentations, Whiteboard or flip chart with markers, stationary.*
Objectives: • *To equip participants with the knowledge to create a digital marketing strategy that aligns with their social mission.* • *To demonstrate the effective use of different social media platforms for brand awareness and community engagement.* • *To provide tools for creating compelling content to inspire action and support for social causes.* • *To give methods for tracking, analyzing, and interpreting digital marketing performance data.* • *To foster collaboration and idea-sharing within the social enterprise sector through marketing initiatives.*
Activity: **Introduction (10 min)** Welcoming participants, outlining the agenda, and explaining the workshop's objectives. **Digital Marketing Strategy (10 min)** Present the components of a successful strategy, including target audiences, branding, and storytelling for social enterprises. Try to present different tools, including website, social media, campaigns, demonstrations, and more.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Break & Interactive Activity (20 min)
Divide participants into small groups to discuss their current marketing approaches briefly. Let them explain about different marketing strategies of (social) enterprises that they found useful and why, as well as explaining their experience in other fields related with social media and digital marketing.

Presentations (15 min)
Participants have the chance to tell what they discussed about in the plenary, outlining relevant case studies and explaining why they worked well and what did they find captivating.

Content Creation Activity (30 min)
In the same groups, attendees draft a basic content calendar for a hypothetical campaign to foster hands-on learning. Let them brainstorm about a product or service to launch.

Presentations (15 min)
Participants introduce the work they did and explain to the others their plans and how they worked about it.

Analytics and Success Measurement (20 min)
Present tools and techniques for measuring the impact of digital marketing efforts, including Meta ads metrics, google ads metrics, and ideas to structure objectives of reach and interaction and how to measure them.

Conclusion (10 min)
Summarize key takeaways, distribute additional resources, and encourage continued collaboration among attendees post-workshop.

Feedback Collection (5 min)
Distribute and collect feedback forms to gauge the effectiveness of the workshop and identify areas for improvement.

Handouts (if any)

Additional Comments (if any):

- Encourage active participation to ensure diverse perspectives are heard.
- Be prepared to guide discussions in order to remain focused.
- Use real-world examples, best practices, success stories to inspire and motivate participants. You can find examples to use on the best practices in our website http://socialentrepreneurship-youth.eu/eyes
- If participants already have social enterprises ideas or pilots, they can use them as examples to work on and get feedback.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.11 – Assessment of Social Impact

Workshop Title: *Assessment of Social Impact*
Workshop Number: *11*
Topics: *Social Impact Assessment, Measurement Techniques*
Methods used: Interactive workshops, group exercises, brainstorming
Target Group: 15-20 Young People, Students, Youth workers, Young Entrepreneurs
Time: 90 minutes
Materials: *Whiteboard/Flipchart Board, Sticky notes, Markers, Flipcharts, Projector*
Objectives: • *To provide participants with methods and tools for assessing the social impact of their initiatives or projects.* • *To equip participants with practical approaches to measure and evaluate the effectiveness of social programs or ventures.* • *To create a more ecologically, socio-culturally and economically sustainable and equitable environment.* • *To create a positive social impact by addressing and solving various social issues that plague communities, society, and the world*
Activity: **Warm-up (10 min):** Fun activity to help participants get acquainted and create a friendly atmosphere at the start of the workshop. **Introduction to Social Impact Assessment (10 min):** Briefly introduce the significance of assessing social impact and how it drives positive change. Highlight the importance of understanding outcomes. **Social Impact Assessment Techniques (20 min)** Provide an overview of various assessment techniques such as logic models, theory of change, and key performance indicators (KPIs). Highlight the relevance of these methods in evaluating social initiatives. **Impact Mapping Exercise (45 min)** Divide participants into small groups and provide each group with a large sheet

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

of paper and markers instruct them to map out the intended and unintended impacts of a social initiative or project they're familiar with. Encourage brainstorming and visualisation of the various stakeholders, with direct and indirect effects and potential outcomes and short and long term results. Each group at turns then presents their impact maps to the larger group discussing the identified impacts and connections. **Summary and Discussion (20 min):** Summarise key insights from the group presentations. Open a discussion about the challenges and opportunities in assessing social impact. Highlight the importance of continuous evaluation for sustainability.
Handouts (if any) • Overview on Stakeholder Analysis: Definition, Benefits, and Tools https://www.productplan.com/glossary/stakeholder-analysis/ • Stakeholder Analysis Mapping Exercise Guide https://www.sessionlab.com/methods/stakeholder-analysis • Stakeholder Mapping Templates and Examples https://miro.com/templates/stakeholder-analysis/
Additional Comments (if any): 1. You can use real-life example from the good practices in our website http://socialentrepreneurship-youth.eu/eyes 2. If the participants already developed some entrepreneurial idea, they can use those as examples for the mapping 3. Find out a useful guide on Social Impact assessment on https://www.ocmsolution.com/social-impact-measurement/

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.12 – Fundraising and programmes for social startups

Workshop Title: *Growth Strategies for Social Enterprises*
Workshop Number: *12*
Topics: *Identifying and Scaling effective business models for Social Enterprises, Developing partnerships and networks for sustainability and growth, Accessing finance and investment for scaling up social enterprises.*
Methods used: *Interactive presentations, real-world case studies, small group breakouts, peer-to-peer learning, and strategy development exercises.*
Target Group: *From 10 to 20 youth interested in social entrepreneurship, young social entrepreneurs, youth active in NGOs*
Time: *145 minutes*
Materials: *Projector and screen for presentations, flip charts, markers, post-it notes,*
Objectives: • *To understand the core components of effective growth strategies in a social enterprise context.* • *To learn about different types of partnerships and ways to build strategic networks.* • *To explore various financing options available to social enterprises for expansion.* • *To develop a tailored action plan for scaling the participants' social enterprises.* • *To facilitate networking among participants to foster a support community for post-workshop engagement.*
Activity: **Welcome & Introductions (10 min)** Icebreaker activity to get participants familiar with each other. **Keynote Presentation (10 min)** Introduce growth strategies, with case studies illustrating successful scaling. **Assessment of business models (30 min)** Using the models provided in Workshop 7, the participants identify and assess their current business models in small groups. They can add data about their initial idea of growth and where they are aiming to arrive and to which moment they are right now. If they don't have launched their business yet, they work on creating a list of objectives covering where they would like to arrive in 3 years in terms of

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

revenues, impact, and reach, and they work with that. When finished, each group briefly presents key findings.

Presentation on Partnerships and Networks (15 min)
Different possibilities of networking and partnership with different bodies at local or international level is presented, to provide possibilities for growth. Examples are:

- Local public bodies
- International bodies
- Customers
- Other service providers
- Other social enterprises
- NGOs
- Marketing agencies
- Media
- Educational providers (i.e. schools, VET, Universities)

Potential growth through networking (20 min)
Participants write down on post its 2-3 of the most relevant bodies with which to network for growth, and their names. They are then grouped depending on the interest.
The groups discuss about strategies to approach that different entity and how they can be engaged in the processes of the SE in order to grow.

Financing Growth Brainstorming (15 min)
Participants state and describe financing options and investor engagement strategies, including what funds exist or who could provide additional investments. The facilitator collects the ideas on a flipchart or on the screen.

Action Plan Workshop (30 min)
Participants outline an action plan for growth, incorporating learned strategies with facilitation support – it should include what actions they should do in the next 3 years to reach given objectives of growth in terms of finances, reach and recognition. Strategies are put on a sheet that then is hanged on the wall (or uploaded in a drive), and other participants can check and comment.

Conclusion (15 min)
Sum up key takeaways, distribute evaluation forms, and facilitate a closing group discussion to cement network ties initiated during the workshop.

Handouts (if any)

Additional Comments (if any):

- Encourage active participation to ensure diverse perspectives are heard.
- Be prepared to guide discussions to remain focused.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

- Use real-world examples, best practices, success stories to inspire and motivate participants. You can find examples to use on the best practices in our website http://socialentrepreneurship-youth.eu/eyes
- Be ready to present additional funding opportunities than the ones presented by participants.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.13 – Financial Management

Workshop Title: *How to administrate your finances?*
Workshop Number: *13*
Topics: *Fundraising and Starting up your Social Business, financial planning, keeping track of expenditures and revenues, social vs business profit*
Methods used: *Interactive workshops, simulations, brainstorming, group discussions*
Target Group: *From 10 to 20 youth interested in social entrepreneurship, young social entrepreneurs, youth active in NGOs*
Time: *120 minutes*
Materials: *Projector and screen for presentations, flip charts, markers, post-it sticky notes.*
Objectives: • *To make participants reflect about possible sources of initial funding for their social enterprise* • *To present different models for managing financial resources* • *To make participants familiar with financial planning and management strategies* • *To provide accountancy tips for participants*
Activity: **Introduction (10 min)** Explain to the participants the importance of financial management for social enterprises and the idea that SE should be financially self-sustained, and they are producing revenues as any enterprises although they have social objectives. Explain the importance of having a financial plan and strategy and management system. You can use the presentation in handouts to give some ideas. **Ideas generation (15 min)** Ask participants (divided in groups of 4-5 people) to reflect about a social, environmental or community issues they would like to work on, and to identify a possible business idea to tackle it. If they have been working already on some social entrepreneurial ideas, they can use those instead, but they need to choose one per group and make sure that other participants are familiar with it. **Starting up (20 min)** The participants, in the same groups, have to work on creating a plan for starting up their social entrepreneurial idea and maintain it. This would have to think about the minimum assets they need in order to start their Social Enterprise, and their costs.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Presentations (20 min)
Participants can present their ideas briefly and explain what kind of costs they thought about. Other participants can react and add. It is not necessary at this point to discuss about the actual costs but just to think about what is needed, and to make the exercise to enter in the idea.

Brainstorming possible fundraising (15 min)
Ask participants to write on post its (1 post-it one concept) possible ways to raise funds to start up their SE. They can work on this in the little groups.
After they stick the post its on the board, you can group similar ones, and add more if it was not mentioned.

Financial Management (20 min)
After launching their social business, the participants, in their groups, have to think about what they need on a yearly basis for keeping on and scaling up (so additional investments might be considered but for sure also the costs necessary for the every day functioning).
They have to think about all the things that they need in order to have the SE functioning (i.e. personnel, services, machineries, transports, raw materials, rooms and bills, training, etc.) and they need to plan a possible cost for each of them.
You can provide some of the models contained in the presentation to facilitate this.

Conclusions and Closing (20 min)
The participants reflect on the experience and, without presenting their work, they say what was good and/or difficult and their main learning points in the activity, stating it for others.
You can use the presentation to provide important tips for financial management (i.e. thinking about when you have to pay services and when you will have the revenues and cash flow, importance of having reserve money, systems of accountancy and relevant laws, etc.).

Handouts (if any)
You can find a relevant PPT presentation, including tables and models for the exercises, in the dedicated folder in our drive at this link:
https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyl55

Additional Comments (if any):
- Encourage active participation to ensure diverse perspectives are heard.
- Be prepared to guide discussions to remain focused.
- Use real-world examples, best practices, success stories to inspire and motivate participants. You can find examples to use on the best practices in our website http://socialentrepreneurship-youth.eu/eyes
- Provide tips and ideas when participants have questions

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.14 – Human Resources

Workshop Title: *People Power: Navigating Human Resources*
Workshop Number: *14*
Topics: • *Understanding the Unique Role of Human Resources in Social Enterprises* • *Tailoring Recruitment Strategies for Social Impact* • *Nurturing a Purpose-Driven Work Culture and Employee Engagement*
Methods used: *Interactive Workshop with Group Discussions, Case Studies, Role-plays.*
Target Group: *young people interested in social entrepreneurship, management, team leading, and HR practices for social impact goals; youth workers; young social entrepreneurs*
Time: *90 minutes*
Materials: *Projector and screen for presentations, laptops, flipcharts or whiteboard with markers for group activities*
Objectives: • *Understand the critical role of HR in achieving social impact goals in organizations.* • *Learn effective strategies to attract and retain human resources aligned with the organization's mission and values.* • *Cultivate a purpose-driven work culture that enhances employee engagement and commitment.*
Activity: **Energizer (5 minutes)** **Human Resources in Social Enterprises (15 min)**

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

After the energizer, spend some time for everyone to share their experiences in social entrepreneurship and HR, or HR separately if there is not the first option.

Highlight the importance of aligning the entrepreneurial HR strategies with the social impact goals the enterprise intends to accomplish. Divide participants into groups and have them define a kind of social enterprise they would like to develop. Assign them to start by thinking about the number and type of HR employees they will need and start building their department. They need to define the responsibilities of their HR department and how it will contribute to the social impact the enterprise targets.

Tailoring Recruitment Strategies for Social Impact (30 minu)

Divide participants in pairs and provide them with different roles, one of them will belong to the administrative team of the enterprise and the other will come from the HR division. The enterprise needs to hire two new employees to boost the business' performance. After doing any research they feel necessary, they need to write down what employees they will acquire and organize a social media campaign on the most suitable platforms to attract the best candidates for the positions they need to fill in.

In the end, they will present what candidates the address and what tools they decided to use for their social recruiting campaign.

Nurturing a Purpose-Driven Work Culture (30 min)

Discuss the significance of cultivating a purpose-driven work culture to enhance employee engagement and commitment.

Facilitate a group activity to identify values and practices that contribute to a positive work environment in social enterprises. A list with values, concepts, and

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

practices can be prepared based on which participants can work to identify which ones are most suitable for social enterprises. The participants can work individually or in groups and they can be inspired from the working environment they move or build a set for their own social enterprise.

Wrap-up and Evaluation (10 min)

Summarize the key insights from the workshop and their applicability in social enterprises.

Distribute evaluation forms to gather feedback from participants.

Handouts (if any):

You can find the relevant PPT presentation to introduce and work on this topic in the materials on the google drive at this link:

https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyl55

Additional Comments (if any):

- *Tailor examples and case studies to reflect the unique challenges and opportunities faced by social enterprises.*
- *Encourage participants to share their experiences and best practices in HR.*
- *Emphasize the importance of the social mission while ensuring effective HR practices.*
- *Facilitate brainstorming sessions that encourage creative solutions to HR challenges in the social impact sector.*

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

7.15 – Scaling up, training and growing

Workshop Title: *Empowering Social Entrepreneurs: Scaling Up for Sustainable Growth*
Workshop Number: *15*
Topics: • *Understanding the Principles of Scaling Up in Social Entrepreneurship* • *Identifying Growth Opportunities and Potential Challenges* • *Strategic Planning and Scaling Your Impact* • *Building and Leading High-Performing Teams*
Methods used: *Interactive Workshop with Discussions and Group Exercises*
Target Group: *(Future) Social entrepreneurs, entrepreneurs seeking to take their social ventures to the next level, youth interested in social entrepreneurship, aged 20-30*
Time: *90 minutes*
Materials: *Whiteboard/Flipchart and markers, projector and screen for multimedia presentations, handouts and worksheets for participants, pens and papers*
Objectives: • *To equip participants with the knowledge and strategies to scale their social ventures effectively.* • *To provide insights into the common challenges and opportunities in scaling up social enterprises.* • *To enable participants to develop actionable plans for sustainable growth and increased social impact.* • *To facilitate networking and collaboration among social entrepreneurs.*

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Activity:

Energizer (5 minutes)

Group exercise (20 min)

Introduce the concept of scaling up in social entrepreneurship. Facilitate a group discussion on participants' scaling aspirations and challenges they expect to face or have faced.

Participants form small groups and brainstorm potential growth opportunities for their ventures. Each group presents their findings and discusses potential challenges they might encounter during scaling.

Building Organizational Structures for Sustainable Growth (20 min)

Facilitator presents different models of organizational scaling (e.g., partnerships, franchising) and their benefits. Group discussion: Participants share their thoughts on which models align best with their ventures.

Strategic Planning for Scaling Impact (20 min)

Introduce participants to strategic planning frameworks for scaling social ventures. After they have encountered these frameworks, participants are invited to develop a basic growth plan, outlining objectives and key action steps. They can work in pairs or in groups and be based on a social enterprise they would like to bring to life.

Building High-Performing Teams (20 min)

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Participants exchange ideas on team development and management strategies. The facilitator emphasizes the role of effective leadership in building and leading high-performing teams. Participants are divided into pairs, and they are assigned with pros and cons roles. Based on their role, they provide factors and elements that assist and hinder the team building in a social enterprise. **Q&A and Wrap-up (5 min)** Open the floor for questions and answers. The facilitator summarizes key takeaways and invites participants to share their view towards scaling, after the activity.
Handouts: *Find the relevant PPT presentation to work on the topic in the materials contained in the google drive at this link:* *https://drive.google.com/drive/folders/1Y2UdM66G2wxdY9ctpTJXgzF4IBPhyl55*
Additional Comments: • Research and familiarize themselves with social entrepreneurship scaling concepts beforehand to facilitate discussions effectively. • Be open to participants' inputs and experiences, as they might offer unique insights. • Be flexible to address specific challenges or topics that are relevant to the participants' ventures. • Foster networking opportunities by incorporating group activities that encourage information exchange.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

8. The Training of Trainers in Greece

Part of the workshops created by the consortium and described in this publication has been previously tested in an international activity involving facilitators, youth leaders, trainers, educators, and other professionals working on the education of young people.

The training was held in Larissa, Greece, hosted in the premises of our partner IED, and involved a total of 22 people coming from the countries of the partnership.

The training of trainers will serve gave the chance to the participants involved to better understand the project, the values, the ideas and the training methodology of EYES, providing them the tools necessary to work at local level in the pilot workshops that they ran in the following months, providing youth with the competences to build up their social enterprises.

In the training, we discussed about the project and its philosophy, the meaning of Social Enterprise in different contexts, the importance to advertise it, make it popular among young people, and support the development of a new group of social entrepreneurs in the Euro-Mediterranean area, the concepts of Non Formal Education, Training skills, and different methods to provide efficient and engaging education to young people.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

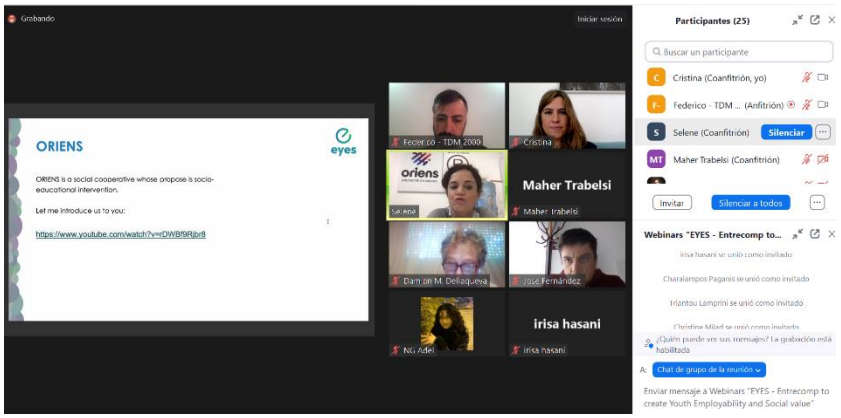
9. The Webinars

The last part of the Educational Tools' work package that we developed was made by the realization of a cycle of 8 webinars about relevant topics connected with the building and running of a successful Social Enterprise.

The webinars explored a variety of elements, and all were composed by a presentation about the topic of the day, followed by an insightful presentation, real life story or motivational speech by a relevant guest, which provided additional info and hands-on practical tips coming from own expertise on the matter.

Guests included educators, university professors, social entrepreneurs, business entrepreneurs, social incubators responsibles, and other experts.

All the Webinars were closed with a Question & Answer Session which gave the chance to the many subscribers following the live streaming to ask direct questions to the experts present, obtaining additional information and responses useful for their social business idea.



The topic presented were the following:

1) Social Impact and Ethics
2) Networking with Partners, Sponsors and Stakeholders
3) From Idea to Practice & Fear of Failure
4) Resilience
5) Financial Management
6) Communication & Community Relations
7) Human Resources
8) Leadership

The webinars are available as well in offline mode and can be watched again on our website http://socialentrepreneurship-youth.eu/eyes in the Tools section.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union

Find out more information on our project and its outcomes, check out our website: https://www.socialentrepreneurship-youth.eu/eyes

Join our community and discuss relevant topics and opportunities about social entrepreneurship for young people and youth workers:

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-funded by the European Union