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PART A

THE NON-FORMAL TOOLKIT
OF DIGITAL SOCIAL
ENTREPRENEURSHIP

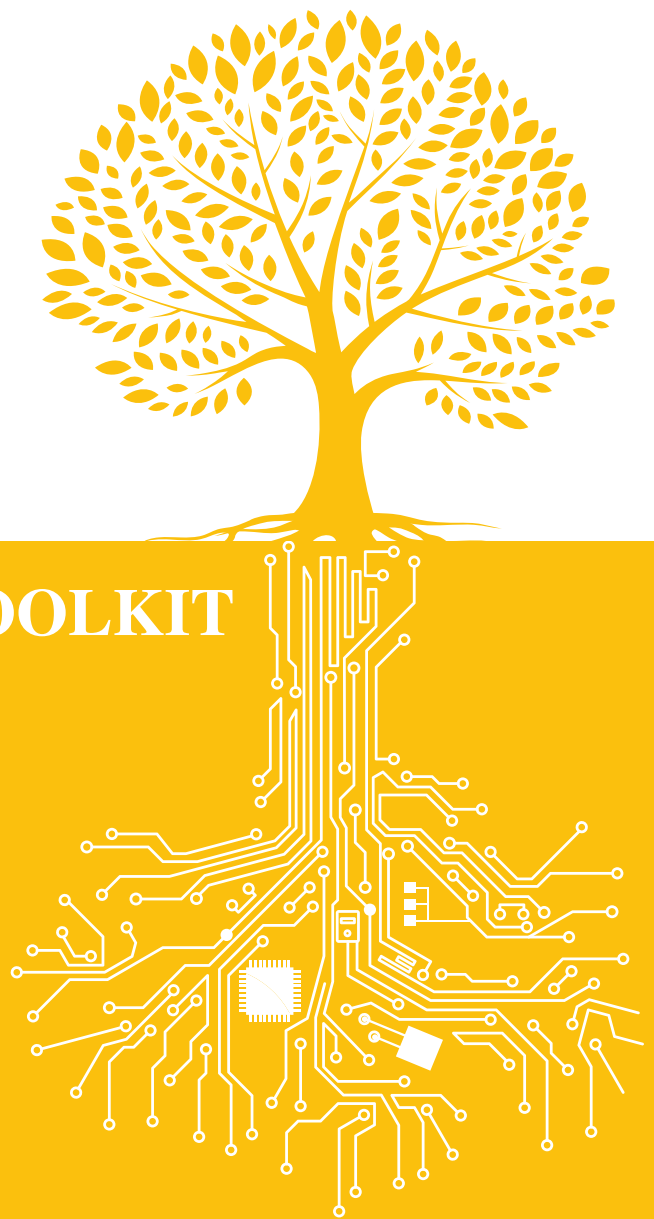


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Introduction

“The Non-Formal Toolkit of Digital Social Entrepreneurship” was produced within the scope of the Erasmus+ KA2 project, E-Makers. The overall objective of the project is to improve environmental social entrepreneurship activities of youth work through digitalization. The specific objectives of the project are;

- Enhancing the competencies of youth workers on digital-based social/environmental entrepreneurship training activities through increasing innovative and high-quality in-formal and nonformal training materials
- Promoting social entrepreneurship spirit and raising awareness of environmental issues among young people; and encouraging them to become an E-MAKER for their local communities.
- Building capacities of organizations on innovative social entrepreneurship training to work transnationally and across sectors

In line with these purposes, the toolkit has been designed as a material that can be used by youth workers on social and social-digital entrepreneurship. It is aimed to increase the awareness and knowledge level of young people by focusing specifically on social and digital entrepreneurship. The Toolkit will be a guide for youth workers and educators in and outside of formal education using non-formal methods. The Toolkit contains information and activities suitable for use by youth and youth workers of all ages. As a result, the toolkit can be used by youth workers, youth organizations, entrepreneurship centres, voluntary organizations, high schools, universities and other stakeholders.

The toolkit will guide the support of young people in this field by providing practical professional guidance on social and digital entrepreneurship and the development of digital skills. The approach we take in this toolkit allows us to view entrepreneurship as a set of skills that combine various experiences and expertise with regard to non-formal methods, volunteering, and career counselling. This toolkit has been designed to address both how to acquire and how to teach these skills. The activities described in the toolkit are intended to help young people to develop the knowledge, skills and attitudes they will need as future employees or entrepreneurs.

The toolkit is based on the belief that the role of stakeholders and young people in promoting these essential skills is vital. This toolkit explores, using scenarios, theory and other approaches how young people can improve themselves for better entrepreneurship.

The toolkit includes entrepreneurship training as well as practical information on how to train others, handle the group process and other necessary information for trainers. Moreover, the toolkit has entrepreneurial insights on how to set up and run your own business. The focus is not to provide the users of the toolkit with formal regulations on how to set up a business, but more on the practical issues for improving life skills. The toolkit also encourages young people to volunteer and plan their professional careers by acquiring valuable knowledge and resources, and by learning through creative scenarios, exercises, and games.

The Toolkit consists of two parts, PART A and PART B. PART A includes theoretical knowledge, necessary information and guidance about social and social-digital entrepreneurship. PART B, on the other hand, consists of non-formal practical methods designed to teach young people about social and social-digital entrepreneurship and to raise awareness.

1. Social Entrepreneurship

1.1 What is Social Entrepreneurship?

Social entrepreneurship has been recognized as a tool to attain sustainable development triggering social change and attaining sustainable development via identifying social problems and bringing social change through the use of entrepreneurial concepts, processes, and operations.



It all comes down to conducting research to fully describe a specific social problem and afterwards coordinating, establishing, and directing a social initiative to achieve the desired change. A social problem may or may not be completely eliminated as part of the reform but it might be a life-long effort centred on improving the current situation.

While ordinary business entrepreneurship is taking the initiative to start a new firm or diversify an existing one, social entrepreneurship focuses on building social capital rather than profit or return in financial terms. Entrepreneurs in this profession work on non-profit sectors in the society. However, this does not negate the requirement to make a profit. After all, entrepreneurs require finance to continue the process and make a good difference in society.

In addition to social issues, social entrepreneurship works on environmental issues and social needs. Child rights foundations, waste treatment facilities, and women empowerment establishments are just a few examples of social initiatives. Individuals connected with non-profit and non-governmental groups that raise funding via community events and activities are examples of social entrepreneurs.

As they contribute to the development of a pluralistic and robust society, social businesses serve as vehicles for economic and social solidarity. Building on the assets of a historical social economic heritage entrepreneurs are also change agents developing new solutions to today's major concerns. They act in the public interest through creating employment, providing new goods and services, and promoting a more functioning economy. They are founded on the ideals of solidarity and empowerment, and they provide possibilities and hope for the future.

Social companies come in a variety of shapes and sizes. They share the following qualities, according to the European Commission's Social Business Initiative (SBI1):

- Having a societal or social aim of the common good as the driving force behind their economic activities, frequently in the form of a high degree of social innovation
- Profits are mostly reinvested in order to achieve this social goal.
- A style of organisation or a system of ownership that reflects its goal, employs democratic rule or participative principles, or is concerned with social justice.

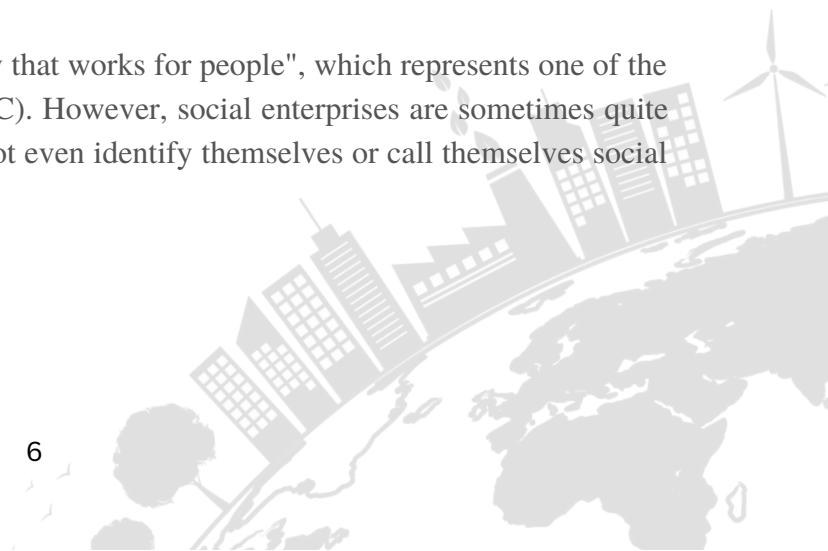
Social enterprises provide a model for a firm in the twenty-first century which combines financial, social, cultural, and environmental demands. As groups and individuals who are enthusiastic about helping people and communities, social entrepreneurs are change agents.

Social entrepreneurs may be characterised by their unique and exceptional style of thinking. They are referred to as "visionaries," and they must acquire a new viewpoint on contemporary societal concerns. They must be able to approach an issue from a fresh, new angle and come up with the most original answer. Furthermore, they should be sufficiently motivated to take on future tasks. In order to engage in this critical mission, they must have a great personality and the ability to motivate and inspire others.

This is the primary reason that social entrepreneurs must be great leaders who can persuade others to embrace their line of thinking. Simultaneously, social entrepreneurship entails traits such as ambition, boldness, honesty, and a strong desire to transform the world. As previously said, social entrepreneurs confront a demanding and challenging challenge. They must follow some particular and critical procedures in order to be classified as such.

Social enterprises exist in all European countries, i.e., companies whose main objective is to generate a positive social impact although the jobs performed in them can be very different. Some provide essential care services to individuals, others focus on providing employment opportunities for disadvantaged groups, and others address a wider range of social issues, such as achieving the Sustainable Development Goals (SDGs). Social enterprises contribute to important policy objectives, such as job creation, inclusion, equal opportunities, sustainability and social engagement.

They are an excellent example of an "economy that works for people", which represents one of the top priorities of the European Commission (EC). However, social enterprises are sometimes quite invisible and little known. Many of them do not even identify themselves or call themselves social enterprises.





The Commission uses the term 'social enterprise' to cover the following types of business

- Those for whom the social or societal objective of the common good is the reason for the commercial activity, often in the form of a high level of social innovation.
- Those whose profits are mainly reinvested to achieve this social objective.
- Those where the method of organisation or the ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice.

There is no single legal form for social enterprises. Many social enterprises operate in the form of social cooperatives, some are registered as private companies limited by guarantee, some are mutual, and a lot of them are non-profit-distributing organisations like provident societies, associations, voluntary organisations, charities or foundations. What is certain is that, when it comes to entrepreneurship, this type of social enterprise is being taken more into account by entrepreneurs and is becoming increasingly important in most European countries.

Going back to the original definition introduced by the Social Business Initiative of the European Commission, social enterprise encompasses three dimensions. According to this concept, social enterprises conduct business activities (business/economic dimension) in order to achieve a social common good or for society (social dimension) and have an organisation or ownership system that reflects their mission (participatory governance).

Thus, it should be noted that an increasing number of EU Member States have recently adopted national strategies, policy plans and legal acts defining social enterprise at the national level. National definitions of social enterprise articulate the social, business/economic and governance dimensions of social enterprise in different ways. Differences between countries relate to the types of activities defined as social (i.e., labour integration and/or social service provision), the proportion of income to be generated by market activities, and the degree and modalities in which stakeholders are expected to participate in decision-making processes.

The three dimensions of social enterprises

Business /economic

Social enterprises are production units that belong fully to the universe of enterprises. The entrepreneurial dimension separates social enterprises from the public sector and traditional non-profit organisations. Unlike traditional non-profit organisations, which tend to rely primarily on donations and grants, social enterprises engage in market exchanges. Unlike conventional enterprises, social enterprises rely on a mix of resources: volunteer labour, donations and subsidies in addition to revenues generated either from the sale of goods and services to private clients or from the provision of services of general interest on a public contractual basis. Furthermore, like any other enterprise, in order to achieve sustainability of the social enterprise, a team with the appropriate skills must be assembled. The team may be composed of paid workers and volunteers, but, like conventional enterprises, social enterprises are assumed to use cost-incurring factors of production (i.e., paid labor, capital, infrastructure) to carry out their activities.

Social

Social enterprises serve the community or a specific group of people. This is the difference with conventional enterprises. The products and services provided and/or the production and allocation processes must also be "social" and generate direct benefits for the whole community or for specific groups of disadvantaged people. It is important to note that what is defined as "social" may change over time and space, in line with the evolving needs that arise in a society. The set of services provided may include welfare services, health, education, culture, utilities, as well as the solution of a wide range of social problems, depending on the diversity of unmet needs that may arise at the local level in different countries and contexts.

Participatory governance

This third dimension refers to the high level of autonomy, to the non-capital-based decision-making power and to its participatory nature, as it involves the parties affected by the activity. To ensure the primacy of the social objective and avoid mission drift, social enterprises must have limits on profit distribution. They must also include stakeholders in the development of appropriate solutions and adopt ownership structures and management models that increase the participation of stakeholders affected by the enterprise at different levels. Thus, according to Nicole Etchart, Co-CEO and Co-Founder of NESsT, "a social enterprise is an innovative business that seeks to solve a social problem in a sustainable way. A social enterprise combines the tools and strategies of a business venture with the mission and values of a social enterprise to create lasting social impact." In other words, a social enterprise differs from a standard one by two main characteristics: The perception of value by the enterprise, and the target audience of the enterprise. The purpose of a standard enterprise is focused on generating economic profit. However, social enterprises also take into account the social benefit for communities or vulnerable groups.

Examples of social enterprises



Auara: <https://auara.org/>

Auara does not make generic donations, they work on individual projects with partners and organisations with proven experience in water projects, who know the population and their needs, who are able to report, measure impact and follow up in the long term.

Klimax Plus: <https://koispe.org/>

Klimax Plus is a Greek company that develops sustainable business activities in the green and social economy by means of targeted employment integration of people with mental health problems and socially excluded people.



About KLIMAX PLUS

Greek, means "the ladder" a metaphor that evokes 'people to climb out of social and economic exclusion.'



Ecodome: casas ecológicas: <https://www.ecodome.es/>

In ECODOME collaborate in the transformation of the planet. Together with the University of Granada, they have developed a truly revolutionary system of bio-construction with earth: ecological houses, efficient and sustainable houses and houses with charm.

La fageda: <https://www.fageda.com/>

La Fageda is a social project whose mission is to improve the quality of life and promote the social integration of people at risk of social exclusion in La Garrotxa, through real and dignified work. To achieve this, it uses a powerful business structure that works to create value within the organisation and for the rest of society.





Ethical Time: <https://ethicaltime.com/>

There are more and more brands that claim to be sustainable, but how many of them really are? Ethicaltime studies their social and environmental impact, one by one, and brings you the best with the Real Sustainable Fashion seal. This way, you know which brands are really sustainable and you can dress in coherence with your values.

Cepaim Foundation: cepaim.org/areas-actuacion/

Its economic profits are entirely reinvested in the company's social mission. Its purpose is "to serve as a bridge and support to people in vulnerable situations or residential exclusion and help them to prevent or get out of this situation by developing comprehensive interventions aimed at meeting the needs of the population in this area.



La Locanda del Giullare: lalocandadelgiullare.it/chi-siamo/

A project of good food, fun and social inclusion created by blending ingredients such as respect for diversity, making the most of everyone's resources and sharing. The restaurant, located in the town of Trani (southern Italy), is the brainchild of the Promozione Sociale Solidarietà cooperative supported by the Puglia Region.

Socially responsible companies

There are also socially responsible companies. These are companies whose main objective is commercial, but which are aware of the importance of being responsible and maintaining a balance with all those with whom they interact in their commercial activity, customers, suppliers and employees, among others, allocating part of their profits to actions that generate social value. Although there are authors in the literature who, despite recognising that in this type of company social objectives are subordinate to commercial ones, classify this type of company as social. (Peredo and McLean, 2006).

What has led companies to become socially responsible?

It would be very difficult to name just one reason, as each company will have different reasons for committing itself to the environment and to more humane development. What is certain, however, is that the environmental consequences of companies' business activities are endangering the sustainability of the environment as we know it.

Pizzolante Negrón says: "To be a leader in sustainability is to minimise our footprint and maximise our positive contribution to society, while strengthening our long-term competitiveness, making the world a better place to live for all of us and for generations to come".

At present, we could say that RSE is a mandatory value that companies must show both externally and internally and it must go hand in hand with ethics, but there are also economic factors related to reputation or the possibility of RSE being a differential vector of innovation and business competitiveness.

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Moreover, political, NGO and trade union pressure has also led companies to understand that their purpose cannot only be related to the profit motive, but that they must give a broader response to society and even serve as an example to other companies and citizens in general so that we can all be a little more responsible with our actions.

The first RSE can be found in the early 20th century and were connected to the individual ethics of the philanthropist and tycoon who wanted to give back to the city part of his fortune generated through his economic activity. At this point, however, it would be interesting to differentiate between philanthropy and social investment.

Philanthropy is thus expressed in the use of a mechanism of donations in money or in kind to human groups or individuals in material need or with specific conditions of lack of resources. The motivation is strictly humanitarian and altruistic. It denotes an ethical commitment of the entrepreneur to the community. Social Investment, on the other hand, is the channelling of resources from the company to the community, benefiting both the community and the company itself. It establishes a reputation, an image and builds trust among community members. Although they can sometimes be linked.



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An example could be when great American industrial magnates such as Rockefeller, Ford or Carnegie created an embryo of what today is RSE. With their large fortunes, they created foundations to carry out altruistic actions "for the good of mankind". Their aim was to contribute to tackling the root causes of social problems and to improve the momentum of culture.



Another example would be Rockefeller's donation of the land on which the current United Nations headquarters in New York was built. Thus, philanthropic action also led to a great social reputation, thus generating a kind of profit.

In short, it is difficult to find "pure" philanthropists because, although the origin of the action is to help humanity, the action has a positive impact on the company and therefore generates a benefit that will probably translate into financial gain, which does not mean that it is a negative thing, but the definition of "philanthropy" is questionable.

Examples of Socially responsible companies:

Bankinter

After several years of effort and commitment to the environment, its work has finally been recognized. For the first time in its history, the bank has been included in the Dow Jones Sustainability Index. In fact, it has become one of the 27 most sustainable banks on the planet

Damm

The brewing company has made a strong commitment to environmental protection. In 2008 it created the Energy Optimization Department, an area of the company aimed at reducing its environmental impact and carbon footprint. And after a decade, it is bearing fruit. In 2018 it lowered its CO2 emissions by more than 2,600 tons in both its production and packaging plants. It has also been working for years on an energy model that combines sales and self-consumption thanks to cogeneration, biogas and solar photovoltaic technologies

Danone

Danone has developed its own Animal Welfare Protocol. However, this protocol has been developed jointly with Compassion in World Farming (CIWF), the world's leading farm animal welfare organisation. Currently, there are more than 250 Spanish farms producing milk for Danone and all of them comply with the necessary protocols that guarantee 100% animal welfare and a more sustainable production model

1.2 How to Establish Social Enterprises?

Social enterprises are becoming increasingly popular among entrepreneurs, not only because of their benefits to society, but also because of the substantial changes that are also taking place with regard to consumers, who are becoming more demanding and aware when it comes to purchasing a product or service.

The first step in creating a social enterprise is to establish what kind of enterprise you want to create. As we have already mentioned, the most characteristic aspect of these enterprises is that their social work is the most important part and is more important than profits or the distribution of dividends. Entrepreneurs can aspire to public capital through subsidies in the case of being set up under the legal formula of a foundation, or private capital with a positive impact, which more and more investors are opting for. In any case, the process of creating a social enterprise is the same as when creating a conventional enterprise, the only thing that changes is the object of the enterprise.

Typology

There are many enterprises that are considered social enterprises because of the various aspects they present, but they are very diverse because each one offers a solution to a different problem. They can be classified according to the following typology:

- Through products or services. It is the product that provides the solution to a problem. They help people through technology, reduce costs, improve the efficiency of certain production processes, etc.

Example: Accitymaps: It was created with the aim of integrating all people into mobility in cities. It is the Google Maps for people with disabilities, people with reduced mobility and parents with pushchairs. It is an intuitive transport planner for smartphones or web use that calculates accessible routes so that disabled people, pushchairs and the elderly can move around the city without any problems.



- Through work. These are those in which the most disadvantaged people are the protagonists in order to include them in society, as in the case of people with some kind of disability.

Example: La Locanda del Giullare: A project of good food, fun and social inclusion created from a mix of ingredients such as respect for diversity, making the most of everyone's resources and sharing. The restaurant, located in the city of Trani (southern Italy), is the brainchild of the Promozione Sociale e Solidarietà cooperative, supported by the Puglia Region.



- Through the raw material used. Raw material-based models offer products that already exist on the market, but they are made from new materials that appeal to consumers. For example, the aim is to replace environmentally damaging materials with other materials. The aim is to achieve the same product quality.

Example: sports shoes, the Adidas Parley. They are made from 75% of waste collected from beaches and other sites. The idea is to convert waste into raw material, removing it from the natural environment and giving it a new life, in what is undoubtedly a clear example of a circular economy.



1.2.1 Social Business Models

As far as business models and legal forms are concerned, this may vary depending on the country in which the term social enterprise is used.

The modalities are diverse, they can be cooperatives, mutual societies, foundations, associations, worker-owned companies, etc. And, once the business model is clear, the next step is to choose the appropriate legal form for the company according to the type of activity, the number of members and tax aspects.

This aspect is fundamental because it determines which laws affect the venture (you would have to go to the laws depending on the country). Moreover, the legislation for cooperatives is not the same as that for worker-owned companies, so it is advisable to be very well informed before making a decision.

The exact characteristics of the different legal forms vary from country to country. However, the commonalities are sufficiently clear and strong for the legal forms to be grouped into the following broad categories on the basis of shared characteristics:

Not-for-profit structures - such as associations, foundations and institutions.

These can be democratic or managerially controlled, do not distribute profits and trade for a social purpose.

Cooperatives

They are usually democratically controlled by their members and distribute the profits of their business activities among them. They may have a written social purpose in the constitution or by virtue of the nature of the cooperative.

Joint stock companies

Generally controlled by shareholders on the basis of shareholdings and may have a social purpose and other governance characteristics.

Social enterprises

Legal forms specifically designed for social enterprises (adaptations of the cooperative or partnership legal form).

Incentives

Social enterprises often receive incentives and grants to support their growth. These depend on each country, but often include tax incentives and state aid for, among other reasons, fostering the local economy or generating inclusive employment.

1.2.2 Social Entrepreneurship Models

As we have already mentioned, social entrepreneurs aim to improve the community in which they are inserted. There is a great variety of models of social entrepreneurs, but in this section, we will only talk about some of them.

In addition to their social, ethical, environmental and financial goals, social entrepreneurs are distinguished by the way they act. Despite not having profit generation as a central objective, they use a strategic market model to achieve their goals. In other words, it acts like a company, but aims to contribute to solving a social problem.

Types of social entrepreneurship

The truth is that, in most cases, there is a great concern and commitment to the community but we can find different types.

1) Professional entrepreneurship

This includes experts who dedicate their knowledge and skills to solving a gap in the community. They may be part of their own venture, an organisation or even a private project; what distinguishes them is their skills. An example of this might be a person whose second language is Ukrainian and who helps with translation issues for people who have fled the war and settled in other countries and interprets for them.

2) Awareness-raising entrepreneurship

These are people who seek to convince and persuade others of their arguments to change a certain behaviour or lifestyle. Here we could cite as an example environmental groups, who do not seek (mostly) to sell a good or a service, but rather to promote change to improve the sustainability of resources and the quality of life on the planet.

3) Social entrepreneurship born of a private individual

When a soft drink company decides to give a discount to its customers for taking a used bottle for recycling, this is a social enterprise of this third type. In this case, the company is not trying to convince anyone, but is offering a benefit to someone to contribute to the cause.

4) Entrepreneurship dependent on a corporate model

In this type of social enterprise, it is not the organisation that is responsible for producing its own resources and at the same time benefiting the community, but rather it receives contributions from a company, as a form of sponsorship.

This would be the case, for example, of a multinational fast-food company that advises and finances a non-profit organisation for the construction of housing in low-income areas. In this case, the company's purpose is none other than financial gain, while the social purpose is fulfilled through collaboration with a second party involved in the process. It is a model that is very common nowadays.

However, we can also find other types of classification according to their objectives or type of financing.

Types of social entrepreneurship by their objective:

Promotional social ventures

Those whose objective is to disseminate a type of idea, conduct or behaviour in favour of a social or ecological cause.

Specialist social enterprises

Those made up of professionals with a high degree of specialisation in a matter of social interest, who fulfil the role of disseminating specialised knowledge, educating or informing the general population.

Local action social enterprises

Those that assume as their goal the solution of concrete, specific problems that afflict the society in which they operate.

Long-range social enterprises

Those that aim to tackle wide-ranging problems, considered to be of international or universal importance.

Types of social entrepreneurship according to their funding

Dependent

Those that receive money from some other institution, whether private (commercial) or public (state).

Independent

Those that are self-managed or prefer to maintain their autonomy free of monetary retribution.

1.3 Who are Social Entrepreneurs?



Social entrepreneurs are those people who have developed businesses looking for solutions for the planet (hunger, environment, drought, social exclusion, poverty, etc.) and who become references and examples for society.

Social entrepreneurs are mainly characterised by two factors: on the one hand, a passion for doing something that helps them to make a commitment to society and generate positive changes in it and, on the other hand, the characteristics of setting up a business. The objectives mark the difference from a conventional entrepreneur.

But there are also other characteristics that define a social entrepreneur. They are usually self-confident, as they know themselves well and know their weaknesses, but also their strengths. In addition, they tend to be highly motivated with a real vision of the future and are usually people who know how to plan and organise themselves well. In addition, they tend to be people who are enthusiastic about new and innovative projects. Among other qualities, they also have the ability to lead, create a solid network of contacts, tend to be interested in innovation and tend to have good decision-making skills. In addition, they are socially responsible and committed to society.

We are talking about people who are non-conformists, as they try to change reality and seek a compromise with what they do not like in society, doing their work with passion but also with responsibility. They adapt to the context and are coherent with the activities they carry out. Social entrepreneurs are agents of change who seek opportunities, invent new approaches and lead solutions to major challenges, generating changes in society and demonstrating that another way of doing business is possible.

Some keys to entrepreneurship:

Have a brilliant idea

Expertise

Get out of the routine

Be confident in what you do

Observe your surroundings

Building an online presence

Have support

Create a community around your brand

Create a business plan

Know the needs of your consumers/audience

Create a personal brand

Develop different sources of income

1.3.1 Pilot Applications

And if we talk about social entrepreneurs we must talk about Bill Drayton and Muhammad Yunus.

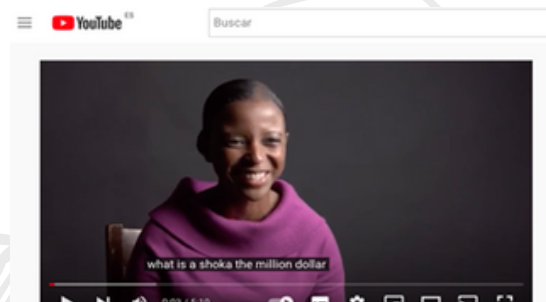
Bill Drayton



Bill Drayton is an American social entrepreneur, known for being the creator of "Ashoka", the world's largest association of social entrepreneurs. He has always been linked to the "civil rights movement". Drayton coined the term "social entrepreneur" to refer to people who innovatively solve important problems in society.

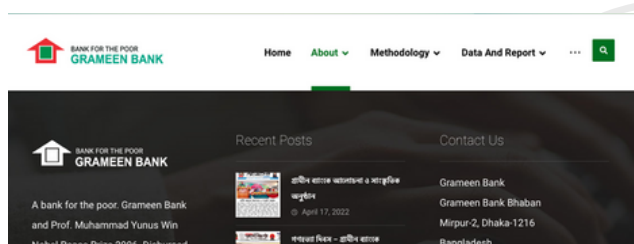
Awarded in 2011 of the "Prince of Asturias Award for International Cooperation", Drayton was considered by US News & World Report as one of the 25 most important leaders in the United States in 2005.

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Muhammad Yunus

He is considered "the banker of the poor" and is the inventor of microcredit. Muhammad Yunus is a Bangladeshi economist and Nobel Peace Prize winner in 2006. He developed the Grameen Bank, which provides credit to poor women in his country through the microcredit model he developed in the 1970s. This way of fighting poverty has benefited millions of people, including more than 6.6 million women and men. In this way, he changed the landscape of entrepreneurship.



Graamen Bank: By providing comprehensive financial services, empowering the poor to realize their potential and break out of the vicious cycle of poverty.

1.3.2 Inspirational Stories

These two names are the first that come to mind when we think of social entrepreneurship, but despite the difficulties, there are also women social entrepreneurs who are helping to change the world with projects that have a global impact.

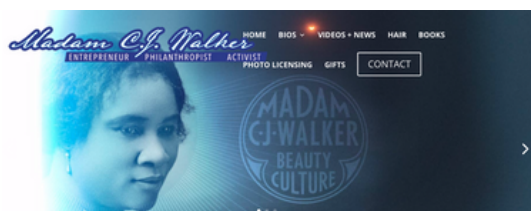
Kamila Sidiqi

She was 19 years old when the Taliban imposed their regime in Kabul in the mid-1990s. Her father and brothers had to flee the country for political reasons and Kamila Sidiqi was left in charge of the house, her sisters and younger brother. Sidiqi was forced, like so many other women, to follow strict Islamic laws: they had to wear the burqa in public, were not educated after the age of eight, could not work outside the home and could only go out if accompanied by a male member of the family.

It was in this context that Kamila came up with an idea. She asked her older sister to teach her how to sew and started making clothes. Her brother accompanied her to buy fabrics, offer the products and her younger sisters helped in the workshop, but she still couldn't keep up with the orders. With the help of her sisters, she adapted her home and opened a school to teach other women to sew and provide employment once they completed their training. The company went on to employ more than 100 women in Sidiqi without attracting the attention of the Taliban. After the end of the Taliban occupation, Kamila Sidiqi created Kaweyan Business Development Services (KBDS), a company dedicated to empowering Afghan women entrepreneurs in the field of business development and consulting. KBDS was Afghanistan's first business development training company and trained 5,000 people, 70 percent of them women, in business and leadership.

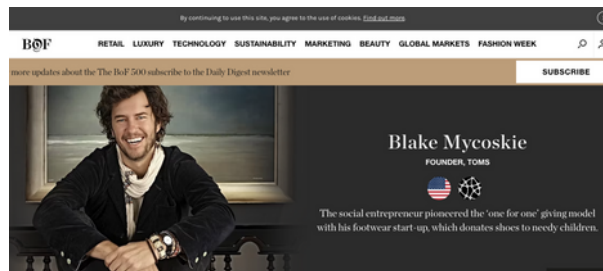
Sarah Breedlove

African-American Sarah Breedlove, better known as CJ Walker, is a reference in the history of female entrepreneurship and, although she passed away in 1919, her name continues to inspire thousands of women around the world. His hair care and cosmetics company specializing in black women, CJ Walker Manufacturing Company, revolutionized the market by offering a solution to the hair loss suffered by his customers as a result of poor living conditions and the caustic soda used to make the soaps. That business opened the door to success. Madam CJ Walker, however, was not satisfied with money and recognition alone. Throughout her life, she trained and coached other women to start their own businesses, invested in educational scholarships, built a meeting place for African-American leaders to inspire others, and worked tirelessly as an activist to defend the rights of African-Americans, especially women.



Blake Mycoskie

He has donated millions of shoes to underprivileged children. Blake Mycoskie is an entrepreneurial philanthropist, best known for founding TOMS, a shoe company based in Santa Monica, California, which also operates a non-profit subsidiary. He is also the person behind the idea behind 'One for One', an initiative that provides a pair of shoes to children in need for every pair purchased from him. TOMS Shoes has donated more than 86 million pairs of shoes to children since 2006.



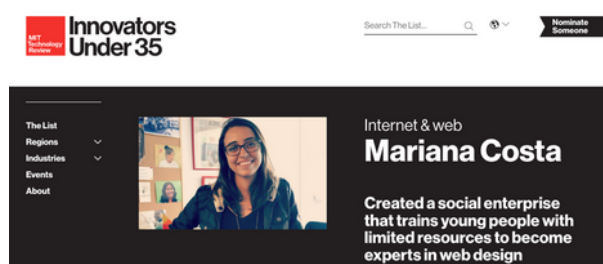
Robin Lim

Robin Lim is one of the most prominent social entrepreneurs in Indonesia and the Philippines, reviving traditional midwifery practices to make reproductive health care more accessible in rural areas of these countries. She is the founder of the organisation "Yayasan Bumi Sehat", which comprises fully functioning community health and maternity centres in resource-poor areas - four in Indonesia and two in the Philippines - where she implements capacity building for 4,000 to 8,000 traditional birth attendants and midwives per year.

Mariana Costa

When it comes to Peruvian social entrepreneurs who have made a global impact, Mariana Costa is undoubtedly the one who takes the throne. This social entrepreneur breaks the cycle of poverty through her Modelo de Reinserción Social e Igualdad de Género de la mujer joven (Model of Social Reintegration and Gender Equality for Young Women).

Through her organisation "Laboratoria", she equips girls and adults from economically disadvantaged backgrounds in Latin America with the skills they need to develop successful careers in the technology sector.



1.4 Motivation and Goals

When it comes to establishing objectives, goals or motivations for social entrepreneurship, there are many aspects on which those who want to promote a more equitable, sustainable and just world focus.

If we start from the current global context in which we find ourselves, it is a palpable fact that we live in a world with a system that, due in large part to globalisation - the establishment of cultural links between countries, as well as economic, financial and political links, which have generated, among other things, new communications systems, trade mechanisms, financial systems, knowledge transfer and military links worldwide- has increasingly generated an interconnection between global problems - e.g., refugees crisis, environmental problems, energy crisis...- and with this, the interdependence between the different regions of the world on a social, economic or political level has become more visible. In this context, despite the presence of unique worldviews in each community of the world, there is a factor that has a clear impact on all of them: the exhaustion of the current productive model (Mora and Martínez, 2018).

In this regard, what has been noted is that in our current production model, development - social, economic, political...- is based on economic growth with indicators such as GDP and is controlled by the interest of markets, generating mass productions that threaten the balance and biodiversity existing on the planet (Nubia, 2017). If we join this to the phenomenon of globalisation where interconnection promotes excessive supply and demand without limits or physical boundaries, the production model ends up being a problem at a global level (Nubia, 2017; Castillejo et al., 2011).

From the perspective of authors such as Vega Cantor (2013), this system has generated that we are living in a period that potentially derives from a multisystemic crisis in which institutions, businesses, citizens and governments must take part in order to generate a change. Specifically, he calls this multisystemic crisis "Civilizational Crisis" and speaks of it as the frontier of a historical era in which the very permanence of the human being is endangered by an ecocidal and genocidal system. In turn, Vega (2013), contemplates the existence of several interconnected limits that are omitted by the current economic system:

- Energy limits: current energy consumption is unsustainable. It is maintained thanks to the exploitation of non-renewable energy sources, i.e., exhaustible (Vega, 2013). Moreover, it is impossible to maintain consumption at the same rate by replacing its source with renewable energies. According to studies, this difficulty is especially noticeable in the replacement of liquid fuels such as transport fuels (Capellán et al., 2014).
- Environmental and resource limits: The uncontrolled pace of exploitation of natural resources is unsustainable and means that we are living in a critical moment. In addition, the prevailing extraction and production system promotes the extinction of thousands of species and resources on which the sustainability of human life and the planet depends (Vega, 2013).
- Scientific-technological limits: technology depends on resources and energy, so accepting as an axiom that science and technology will solve current problems can be a dangerous future scenario (Vega, 2013). In addition, as Lander (2013) points out, when betting on the possibility of providing technological answers to market solutions, if the social impact and the deep inequalities in the distribution of access to the planet's common goods are not questioned, the problems continue to exist and grow.
- Demographic limits: The accelerated population growth of the last half century together with the consumption patterns of wealthy countries is unsustainable and generates great inequalities, i.e., as a consequence of the consumption of some, unworthy living conditions, poverty and misery are produced for others (Vega, 2013; Lander, 2013).
- Social and labour limits: as a consequence of all the above, these situations foster poverty, leaving more people excluded and in which death, disease, general malaise and crime are on the rise. And moreover, these scenarios can lead to scenarios where class differences, exploitation and various forms of oppression are accentuated with the formation of resistance, rebellions, revolutions and social outbursts (Vega, 2013).
- Limits of the separation of productive and reproductive work: An aspect that Vega (2013) does not contemplate, but which is a consequence of the production system, is the shared idea that work only exists when it is salaried and conjures development by appealing to statistics such as GDP (Schuman, 2015). This fact gives priority to one type of work over others, generating inequalities, specifically among the women, due to the historical division of labor by gender and the oppression to which female subjects have been subjected, developing the feminization of poverty. In addition, the aging of the population and the incorporation of women into productive work generates problems in maintaining reproductive work, currently producing the so-called care crisis (Valdés, 2005; and Asociación Socio-Cultural Barrios, 2015).

With all this analysis, Vega (2013) provides a glimpse of the different challenges we face as humanity on a global scale. On the other hand, it is clear that the development crisis is not a problem generated only in the "third world" or "impoverished" countries, but a global problem. In addition, we cannot ignore the transition experienced in recent decades towards the so-called Cybersociety, which implies the need for new approaches and new challenges for current development models (López, Prieto and Ávalos, 2018).

Within this scenario, universities, as well as various scientific, academic and social entities, both nationally and internationally, have become aware of the need to promote a new productive model and in this regard some of the current agents of transformation of the economy to a social economy are being social entrepreneurs. "Social entrepreneurs" are identified as individuals or groups of individuals who generally launch innovative business projects with the capacity to generate positive social change (Poyato, 2017):

- They are private initiatives that seek to defend the general interest to achieve social change.
- They are inseparable from the notion of social innovation, either in terms of the creation of goods or services with social value, in the economic model and mobilisation of resources, or in collaboration with other actors.
- Social entrepreneurship is part of the social economy and is based on solidarity, participation and democracy, as well as on the value and contribution of people and their environment, which it places above capital.

Its challenge and objectives, then, lie in identifying and reconciling aspects of social equity and economic viability that foster a sense of social cohesion, through smart, sustainable and inclusive growth (Poyato, 2017).

In this respect, governments and institutions have also committed to the emergence of new approaches focused on the insertion of the sustainability variable in development theories and nowadays this type of projects and business initiatives are supported by them. In this sense, within the enormous heterogeneity of ways of understanding and theorising about a concept such as development, the 2030 Agenda, and its paradigm "sustainable development" is a representation of the dialogue and commitment of different countries to address current social, economic and environmental challenges in favour of people, the planet and to seek the development of more equitable, sustainable and just societies (Ministerio de Asuntos Exteriores, Unión Europea y Cooperación, 2017).

This agenda emerges as a renewed international commitment that has been formulated and is in constant dialogue. This has antecedents since the United Nations Conference on the Human Environment in 1972, reaching up to the United Nations Summit on Sustainable Development in 2015 where more than 180 member states of the United Nations Organisation (UN) agreed on a new action plan, the date on which dates the commitment established in the 2030 Agenda (UNSSC Knowledge Centre for Sustainable Development, 2017; Naciones Unidas A/69/L.85, Asamblea General Distr., 2015; Gobierno de México, Instituto Nacional para el Federalismo y el Desarrollo Municipal, 2017). After the failure of the previous Agenda -Agenda 2015 and the Millennium Development Goals (MDGs)- there is a new analysis and dialogue that establishes a commitment to 17 Goals, called Sustainable Development Goals (SDGs), and sub-composed of 169 goals covering 5 planes of action: people, planet, prosperity, peace and partnerships, and which must meet a series of parameters by 2030. (Trejo Nieto, A., 2017; Gobierno de México, Instituto Nacional para el Federalismo y el Desarrollo Municipal, 2017; Naciones Unidas A/69/L.85, Asamblea General Distr., 2015).

1.5 Business Ideas and Customer Segments

The generation of business ideas is essential as the first step in entrepreneurship. A business idea is the initial form acquired by the first notions of the company to be created, and because of that, this moment of the process has essential characteristics, as the identification of a need and a way to satisfy it through a product (or service), in exchange for which it is expected to obtain a profit.

Also, in the case of social entrepreneurship, it is important to think about that, in difference with the non-social entrepreneurship, the need that they want to satisfy are social needs (Rodríguez & Moreno, 2016).

In this regard, being attentive and do a research on what is happening around us can help us to develop the first business idea and identify the needs that exist in the market and also in the society which in many cases can be covered not only with innovations, but also with improvements to existing solutions, or by adapting or changing the applications that are being given to products or services in the same or other sectors (Seco, 2021)

Business ideas are sources for discovering real business opportunities and generally are derived from one or several sources such as the academic training and professional experience of the promoters, social changes in our environment or changes in prevailing consumer habits, the development of new technologies and needs, etc (Seco, 2021).

In the case of social needs, we recommend making a first approach through a desk research, for example, we can do a thorough search in the corresponding media (social media, digital press, mass media, radio, internet...) for social or environmental news, writing down those that catch your attention.

It is important to take a look for diverse editorial lines of the media in which you investigate to take in mind different points of view; this way you will get more enriching results, and select the most relevant items to you (EFES, 2020).

After that, you can synthetize your first ideas taking into account these items:

- What is the news about?
- Which community is affected by the news item?
- What are the social or environmental needs detected?
- Which one is the opportunity/ies associated with the needs?
- What are your ideas or proposals for a social entrepreneurship project that highlights the identified opportunity and responds to the need identified for the community involved?

After having an idea, the first stop on the entrepreneur's journey is to specify the business idea and describe it as precisely as possible. For it, at the moment of putting it in writing it is important to make clear the following points (Becerra, 2021):

- **Description of the product or service that you are going to offer to the market:** It must be associated with a notion of product (whether it is a product or a service).
- **The need covered by your product or service:** There must be customers who have a need for the product and value its satisfaction.
- **Potential customers:** It is necessary to specify the essential characteristics that define our target customers.
- **Competition:** It is necessary to make an exhaustive competitive analysis of the products or services that the competition has, what are their characteristics and what methods or strategies are used by those companies with which you are going to compete in the market.
- **Added value:** This is the part that shows what will differentiate your product, what will make it become the best option for buyers.

In either case, the question is probably how do I know if my business idea is a good one? The process to confirm if a business idea can really be a business opportunity includes a whole series of aspects that you should consider and one of the most important is to make sure that there is a potential market of consumers for that product or service. (Seco, 2021).

For this purpose, another suggestion may be to conduct interviews to the people involved in our social action (experts, affected persons, users, etc.) Before conducting any of the planned qualitative interviews, find out as much as possible about the organisation to which the interviewee belongs or the culture or community of the persons you are going to interview.

In the case of experts, find out about its history, vision and mission; discover its principles and values, find out what its concerns and motivations are, and find out about the projects and initiatives in which it is involved (EFES, 2020).

In the case of the persons affected by the social need you are taking in mind, plan an interview based on what their needs are, and why they need them. For that purpose, we recommend making an interview taking in mind the items that are important in an “empathy map” in order to know our customer's segment or potential clients with a business approach. (Flecha, 2020).

An Empathy map is a way to know the people who can be linked to your project, anticipate the impact of your idea on the target community and adjust your proposal to their real needs. Demographic, economic, legal, socio-cultural, environmental, technological and political factors that may affect the business must be taken into account. Once these are known, we can classify our customers based on them to create different customer segments. In this sense, we recommend answering the following sections, using the information you have obtained through the interview (Flecha, 2020; EFES, 2020):

- What this segment of the population thinks: Gather the concerns, worries and aspirations of the person you are interviewing.
- What they listen to: Collect what the people who make up the close circle of the person being interviewed say and how they say it.
- What he/she sees: Collect your observations about the physical and relational environment surrounding the person you are interviewing.
- What he/she says and does. How does the person you are interviewing relate to those people who are part of his/her close circle?

From these four variables we will be able to answer two others:

- What struggles, fears, obstacles and frustrations do they encounter?
- What motivates them? Desires, needs, benefits you hope to obtain. you hope to obtain.

Also, to take into consideration social and critical thinking we can answer these questions:

- Are groups with difficulties or specific needs taken into account?
- How can they be included in our project?
- Is respect for the environment a concern for our customers?
- If not, do we plan to carry out an awareness campaign on the subject? on the subject?

Therefore, it is not enough just to have a good idea, it is necessary to evaluate it and check its viability and take in mind a lot of social factors. In this sense, in the following sections of this manual we will discuss more specifically important factors for the viability of a social project, but we can summarise 5 main attributes that make a social business idea viable in the following items (Rodríguez & Moreno, 2016):

Must be an answer to a need locatable and demonstrated:

This means that a business opportunity exists when we recognize a need for which there is the possibility of designing a product (or service) to satisfy it. Unlike business ideas, business opportunities must be locatable in the market, i.e., demonstrate that they are present in the demands (current or possible) of customers and in the options presented by some suppliers or institutions.

It must reflect the characteristics of the required product (or service) to cover the needs detected:

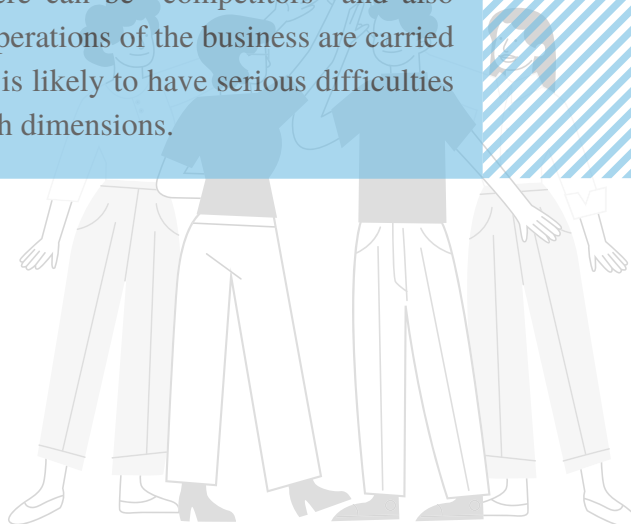
Although detecting the need may be a first matter, the next thing is to discover the objective way in which it can be covered. It is necessary to have certain clarity regarding the characteristics of the product to be offered and the way it can be done; in other words, business ideas become opportunities when it is possible to materialize clearly in a product or service. Therefore, what we must find behind a business opportunity is, without a doubt, the image of a product, which in turn will be nothing more than the offer of the company to be created.

The profile of potential customers must be well-defined and estimate the size of the market:

To the extent that there is clarity about the need, the "potential customers" can be distinguished from this. If there is no one interested in what we are offering and buying, there is simply no income and therefore, no business. You should analyse with special attention the characteristics of the potential customers to whom you are going to direct the offer and, on this basis, estimate the size of the market to which you can aspire.

A different way of understanding the sector must result:

An opportunity can be recognized as such when you know in the necessary detail how the sector or activity works. Knowing the technical regulations is important, but it is also important to consider that in every business activity, there can be "competitors" and also "unwritten" rules (that which defines how the day-to-day operations of the business are carried out); no matter how well conceived the business plan is, it is likely to have serious difficulties in implementing its plan if it does not take into account both dimensions.



Must allow you to put into practice the capabilities, knowledge and interests of your promoter(s):

This is a very important criterion, because it is related to your situation at the moment of considering to start working for a business opportunity. The first issue to take into account is that a business opportunity happens at a "moment" that must be propitious not only from the market point of view (demands and offers) but also from the point of view of your possibilities when deciding to undertake its development. This means that in order to consider the idea as a Business Opportunity, its materialisation must be within the reach of its promoter(s), taking into account the knowledge they have about the activity, the access to financial and non-financial resources (their own and/or external) required to start up the activity and the priority they can give it in their life plan. In other words, the opportunity is given in terms of the real possibilities of its use by those who intend to develop it.

1.6 SWOT Analysis

Performing a SWOT analysis before starting to set up a business is vital to understand the existing reality. As can be seen from its acronym, SWOT analyses the weaknesses, threats, strengths and opportunities of any type of company. Therefore, regardless of the business model to be created, it is essential to carry out this type of analysis in order to know the advantages and disadvantages and the competition in the market.

This type of analysis is therefore divided into two. On the one hand, there is the internal analysis of the company, where the weaknesses and strengths of the company can be found, and on the other hand, an external analysis, where the threats and opportunities can be found.

Weaknesses

It is essential to be self-critical. These include everything that limits the predominant position of your company with respect to your competition. The objective is to detect weaknesses and work on them within your own strategy (e.g., lack of training or leadership, obsolete technology, low profitability, use of environmentally harmful materials, etc.).

Strengths

The sum of all those internal factors that provide a comparative advantage within its market or niche. The strengths of each business project will vary according to its own nature (product specialisation, presence of a powerful website, personalised attention, state-of-the-art technology, sustainable products, etc.).

Threats

These are all external factors that have the potential to negatively affect an organisation (COVID-19 affected many companies worldwide, as some had to close for a certain period of time and others permanently. In addition, there were capacity restrictions which led to economic losses).

Opportunities

These refer to favourable external factors that an organisation can use to its advantage (ecommerce expansion, market opening, incentives for companies committed to the environment and sustainability, flexible terms and better financial conditions, etc.).

Thus, the internal analysis analyses the advantages and disadvantages of the company. To carry out this analysis, different aspects are analysed, such as: marketing (product quality, what makes it different, positioning, promotions, etc.); production (production costs); personnel (training, motivation, remuneration, etc.); finance (financial resources as well as loans, profitability, innovation), etc.

With regard to external analysis, this covers various areas. On the one hand, there is the market, where it is necessary to analyse the target public of the product or service, the evolution of demand, consumer tastes, etc.; the sector, as it is necessary to analyze market trends; the competition, as it is necessary to study the products already on the market, their manufacture, price, etc.; and the most complicated to control, the environment, as this depends on the socio-economic situation in which we find ourselves.

1.7 Competitors Analysis



As mentioned above, a social entrepreneurship project must not only take into account factors related to its capacity for social impact and transformation in the communities, but also, as a company, it must consider aspects related to sustainability and economic profitability.

In this regard, one of the most important aspects in the development of the social entrepreneurship project is the analysis of the market in which the product or service is going to be offered, since an adequate knowledge of it allows to evaluate the possibilities of success of the product or service evaluated. It is necessary in this regard to be alert to the demands and expectations of the market, even more so in an era of globalisation and high competitiveness of products such as the one we live in today.

Any project that is being evaluated must have a market study that will allow it to know in what environment it will have to move, but above all if the sales possibilities are real and if the products or services can be placed in the quantities thought of, in such a way that the proposed purposes and objectives are fulfilled.

On the other hand, each project requires its own type of study, appropriate to its nature, either depending on the subject it covers, the scope of the project, or the requirements of the executing group or person, but in any case, this study allows decisions to be made regarding the favourable or unfavourable conditions of the market and the advisability of continuing or not with the proposed project, as well as whether it is necessary to modify it.

These studies, in those projects where resources and capacity allow them to be carried out in full, must contemplate different stages related to (Medina y Cordova, 2002):

1. Historical analysis of the market:

Which aims to gather statistical information on the industry that serves to project how the business has changed over time, as well as to study the experience of other market players, learn from their mistakes and prevent imitations, obtaining information on the variables that have influenced past experiences.

2. Analysis of the current situation:

This involves gathering information on how different variables are working in aspects such as supply, demand, competition, suppliers and consumers. With this information, different strategies can be developed to make the right decisions.

3. Analysis of the projected situation:

Proposing different future scenarios contemplates how it would be to implement the proposed project, how the market would change, and how those changes would influence the project itself. In this sense, as agents that also transform the market, it is important to propose two future analyses, one in which our project is carried out, and another of the industry without our project being implemented, to analyse whether it is profitable or not to carry it out.

Moreover, in a complete market study these are the main objectives (Medina y Cordova, 2002):

- To analyse the market for raw materials and other indispensable inputs for the production process.
- To study the competitor market or companies that are part of the industry in which the project will be carried out.
- To understand the characteristics of the external or international environment that may influence the project's performance.
- To know the possible effects that various factors may have on the activities to be developed in the future.
- To characterise the potential user or consumer of the product thanks to a previous market segmentation.
- To define the geographical area to be served by the project.
- Estimate the future behaviour of the demand and supply of the project's goods and services.
- Plan the most appropriate marketing strategy for the nature of the project's goods and services and the characteristics of the user or consumer.
- Defining the general characteristics of the good or service to be offered.
- Determine the quantity of products and services from the project enterprise that consumers will be willing to purchase.
- Estimate the prices at which consumers will be willing to purchase the product and producers will be willing to offer it.
- Describe the most appropriate distribution channel, which is the route the product takes from the producer to the final consumer.
- Describe the promotion and advertising that will be used to communicate the positioning of the product to consumers or customers.

All this information and exhaustive study requires training and tools that this toolkit will not provide completely. However, we are going to introduce you to some basic theoretical and practical tools to perform a basic market study about one of these objectives, analysing the competing markets, because of its importance in the beginning of a business.

Analyse the competitors

Normally when starting a new business there are already other companies or projects engaged in the same business, so they know how to work in that market, they are already generating revenue and have the confidence of their customers. In this sense, the analysis of the competition is a key factor when starting a new business, seeing what our competitors are doing well, and even more important, finding out what our competitors are doing wrong.

It is therefore important to know what they are doing and to define new business opportunities, analysing whether mistakes are being made in service delivery or sales, or whether the experience of current consumers can be improved in some way, or by increasing the value chain offered to the customer, etc.

Specifically, the analysis of the competition is one of the parts of the market study of a company and is one of the first steps in a new business experience. This analysis seeks through different methods to evaluate the strengths and weaknesses of competitors in the same market in order to gain an advantage over them.

1.8 Communication and Cooperation



Communication and collaboration in business have become essential for a company to function. Moreover, with technological progress and the increase in communication channels, both processes have become key to the survival of companies.

The constant study of the market, of the context, of the target public, of knowing the consumer's tastes and of offering a close relationship that generates trust has resulted in changes in our relationship with the consumer and, at this point, social networks play a role that has been winning the battle against other types of communications that have become obsolete, so it is necessary to keep updating and watching the tools that are being incorporated into the market.

Communication in the company is essential for the whole team to have a good understanding of the objectives. In addition, teamwork fosters a good working atmosphere and encourages collaboration in the achievement of objectives, which is beneficial for companies. For this reason, empathy is a value to be highlighted in employees, as it also fosters a good working environment.

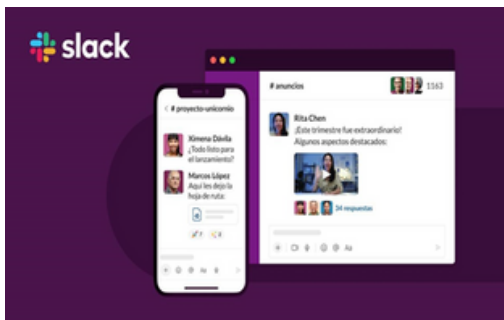
Thus, it is the responsibility of the company's management to create new forms of communication and to facilitate and encourage collaboration among its employees. Business collaboration enables team members to share knowledge, ideas and work in real time, which fosters efficiency and creativity, with communication being the key to successful collaboration.

In addition, teleworking has recently been encouraged. In some countries it had already been established for some time, but in others, it was only since the COVID-19 pandemic (2020) that companies were forced to close or send their employees to work from home and start this "new" way of working. In some cases, companies have seen that teleworking has been and is beneficial for both the company and the employees, although in other companies they still prefer the traditional model, either because



teleworking is not possible or because they have not yet been able or do not want to change their conventional model.

What teleworking has brought about is the promotion of communication in the company, as team meetings are held at regular intervals to monitor work and so that the employee does not feel distant from the company and has virtual contact with colleagues, which, as we have said before, is the key to success.



This has led to the emergence of new work tools that promote good communication between workers. These include "Slack", "Trello", "Microsoft Office 365", "Google Drive" and online meeting tools such as "Zoom", "Skype", "Google meet", "Webex", etc. Thus, an online workplace is created where communication and collaboration between employees is always present and also helps to get to know each other better.

On the other hand, we also talked about the communication we want to transmit to the target audience and, as we said, the channels have changed a lot in recent years, because if at the beginning we used to send letters, technology has revolutionised the way we relate to each other. But, before looking for the tools, first of all we need to know the objective(s) well in order to know what we want to achieve and, once we have defined these, it will give us clues on how to communicate with our target audience.

So, the key to finding the objectives is to answer the following questions: What do I want to achieve? What am I going to sell/offer? To whom? Through which channels do I reach those people? How do I improve my conversions? What questions/messages will ensure that I put their focus on those needs/wants? What needs/wants do I satisfy for that person? How do I systematise my commercial actions?

And, once the questions are answered, the tools are chosen. Technologies are constantly changing and social networks that were once at the top may lose their audience over time, but for this, it is always necessary to be at the forefront and choose the most suitable networks according to the company's philosophy and target audience. Here it will differ from company to company to opt for LinkedIn, Facebook, Tik Tok, Youtube, Twitter, Twitch, Instagram etc.

1.9 Impact Framework

Companies, regardless of the sector in which they operate, have social, economic and environmental consequences on society, their individuals and the environment. Social impact, in this context, is the footprint left by a company on the community in which it is integrated.



Moreover, social impact is currently a growing strategic value, as there is a growing awareness of the effects of business (and individual) activities on the planet and society. Consumers are increasingly concerned about their type of consumption and it is now more common to go to second-hand shops, look at product labels and be concerned about the type of consumption.

This, responsible and sustainable consumption is more important than ever. Therefore, the social and environmental objectives of companies must be aligned as closely as possible with the individual values of consumers. Moreover, this performance correlates with bottom-line profits.

Moreover, with regard to social impact, this is not related to being an NGO or a third sector company, but is already a widespread practice in business management. It is a concept created so that its mission, values and activity are aligned with society's growing sensitivity to social and environmental issues. And, this rise in concern for these issues has led to more social enterprises being implemented.

Social impact indicators

Measuring the social impact of a company serves to analyse the performance that the business activity has on the community, thus assessing the activities that have been carried out. Currently, we have not found a single framework for measuring social impact, as there are several methodologies that have been used over the years.

Most common methodologies

- **Theory of change.** This methodology is a roadmap for analysing the causal effect between a company's activities and its social impact. It is characterised by going backwards and forwards, i.e., it starts by defining the objectives to be achieved and then defines the strategies and actions to carry them out.
- **EVPA.** In the absence of a logical framework for the use of these practices, GECES, the European Commission's expert group on social entrepreneurship, together with the European Venture Philanthropy Association (EVPA), has developed a 5-step social impact measurement guide: objective setting, stakeholder analysis, measurement, verification and impact assessment, monitoring and reporting.
- **Social Return of Investment (SROI).** It consists of assigning a monetary value to the social impact generated. It is based on the economic indicator of ROI, but with the addition of the concept of social value.
- **IRIS or Impact Reporting and Investment Standards.** It is a catalogue of metrics for measuring social, environmental and financial value.

1.10 Sustainability and Financial Plan



The importance of sustainability has increased significantly. Not only in terms of people's daily lives, but also in government policies and the way companies develop their business models and plan their strategy for the future. Recent studies on the achievement of the SDGs defined by the UN by 2030

highlight the challenge that lies ahead for social partners as well as public and private entities to fill the investment gap.

Companies therefore need to develop a sustainability plan if they want to effectively combat issues such as climate change and greenhouse gas emissions.

What is sustainable finance?

Sustainable finance refers to the process of taking environmental, social and governance (ESG) considerations into account when making investment decisions in the financial sector, leading to more long-term investments in sustainable economic activities and projects. Environmental considerations might include climate change mitigation and adaptation, as well as the environment more broadly, for instance the preservation of biodiversity, pollution prevention and the circular economy. Social considerations could refer to issues of inequality, inclusiveness, labour relations, investment in human capital and communities, as well as human rights issues. The governance of public and private institutions – including management structures, employee relations and executive remuneration – plays a fundamental role in ensuring the inclusion of social and environmental considerations in the decision-making process.

In the EU's policy context, sustainable finance is understood as finance to support economic growth while reducing pressures on the environment and taking into account social and governance aspects. Sustainable finance also encompasses transparency when it comes to risks related to ESG factors that may have an impact on the financial system, and the mitigation of such risks through the appropriate governance of financial and corporate actors.

Why is sustainable finance important?

Sustainable finance has a key role to play in delivering on the policy objectives under the European green deal as well as the EU's international commitments on climate and sustainability objectives. It does this by channelling private investment into the transition to a climate-neutral, climate-resilient, resource-efficient and fair economy, as a complement to public money. Sustainable finance will help ensure that investments support a resilient economy and a sustainable recovery from the impacts of the COVID-19 pandemic.



The European Union strongly supports the transition to a low-carbon, more resource-efficient and sustainable economy and has been at the forefront of efforts to build a financial system that supports sustainable growth.

In 2015, landmark international agreements were concluded with the adoption of the UN 2030 agenda and sustainable development goals and the

Paris climate agreement. The Paris climate agreement, in particular, includes the commitment to align financial flows with a pathway towards low-carbon and climate-resilient development.

On 11 December 2019, the Commission presented the European green deal, a growth strategy aiming to make Europe the first climate-neutral continent by 2050.

As part of the green deal, the Commission presented on 14 January 2020 the European green deal investment plan, which will mobilise at least €1 trillion of sustainable investments over the next decade. It will create the right environment – or ‘enabling framework’ – to facilitate and stimulate the public and private investments needed for the transition to a climate-neutral, green, competitive and inclusive economy.

The Commission presented on 17 September 2020 its 2030 climate target plan, with an increased emissions reduction target of 55% by 2030 as compared to 1990. The EU needs to invest approximately 350 billion Euro more every year during the 2021-30 decade than it did during the previous decade, in order to meet these 2030 climate and energy targets. The EU is already providing impetus to help attract the required investments with the European Fund for Strategic Investments and other initiatives. However, the scale of the investment challenge is beyond the capacity of the public sector alone. The financial sector has a key role to play in reaching those goals. It can

- re-orient investments towards more sustainable technologies and businesses
- finance growth in a sustainable manner over the long-term
- contribute to the creation of a low-carbon, climate resilient and circular economy

To this end, the Commission has since 2018 been developing a comprehensive policy agenda on sustainable finance, comprising the action plan on financing sustainable growth and the development of a renewed sustainable finance strategy in the framework of the European green deal and the new strategy for financing the transition to a sustainable economy. The Commission is also coordinating international efforts through its international platform on sustainable finance.

ESG criteria

In addition to the strictly financial criteria - profitability, risk and liquidity - sustainable liquidity, sustainable investment includes ESG criteria - environmental, social and governance criteria.

(E) Environmental	These are criteria that consider activities that positively affect the environment: non-pollution of air and water, the fight against climate change, the reduction of greenhouse gas climate change, the reduction of greenhouse gas emissions, energy efficiency, respect for biodiversity greenhouse gas emissions, energy efficiency, respect for biodiversity, the use of renewable energies, etc. renewable energies, etc.
(S) Social	They include aspects related to health, education, human rights, workers' rights (risks and working conditions, exploitation of children or immigrants or people at risk of social exclusion, etc.). Social criteria seek, among other objectives, to reduce inequality through the inclusion of the most disadvantaged groups.
(G) Good governance	These refer to issues of corporate governance of the company, the quality of management and its culture; examples of factors or elements of good governance are accountability, independence and composition of the governing bodies, reduction of the gender pay gap, presence of women in management positions, non-discrimination of workers based on gender, age, ability, etc.

The main sustainable financial products

ESG-inclusive investment funds: are savings and investment vehicles whose investment policy applies ESG criteria. They are collective investment schemes.

Investment funds where part of the fee is allocated to governmental or charitable entities. These are collective investment undertakings.

Green and social bonds: these are issues, both public and private, aimed at financing projects that either involve some kind of social improvement or are not harmful to the environment.

How to purchase a financial product?

A sustainable financial product is, like any other product, purchased through an intermediary. Investors should indicate that they are interested in such a product and, before purchasing, it is advisable to request additional information explaining the ESG criteria applied to the investment.

Some institutions offer the possibility to access sustainable loans. These are granted for the purchase of certain environmentally friendly items, such as environmentally friendly cars, i.e. hybrid, electric or low-emission fuel cars. They are also available for the purchase of energy-efficient household appliances or for the renovation of houses or facilities with the aim of achieving greater energy efficiency.

These loans are mostly aimed at individuals, but there are also some specifically aimed at the self-employed and small and medium-sized enterprises. Their main feature is that they offer financing advantages with somewhat lower interest rates than other loans that do not have this singularity.

There are also institutions that have launched green accounts or pension plans that take into account these sustainability aspects.

Corporate sustainability plan

A corporate sustainability plan is a document that is developed by a company to achieve operational objectives while being sensitive to environmental, financial and social sustainability issues. In other words, it is a business strategy designed to achieve the company's objectives in a sustainable manner.

It is worth noting that, contrary to some beliefs, companies that establish environmentally sound practices can simultaneously promote profits. There are hundreds of companies around the world that continue to grow their revenues while using sustainability methods.

The sustainability plan will define the main lines of action, with their deadlines for achievement, and those responsible for them, which will make it possible to keep a documented record of the organisation's progress year after year. This implies having a proactive attitude towards achieving continuous improvement in the company.

Some of the benefits of having a sustainability plan

Reduce energy use - Reducing the amount of energy a business uses can save money and reduce waste. This can be done by using energy efficient appliances, installing automatic water taps and using LED light bulbs. Businesses can also reduce energy use by asking employees to turn off lights or develop a workspace to reduce carbon emissions.

Improve the company's image. A good reputation is synonymous with great health, business-wise. In the same way that one piece of bad news or action by a company can end its existence. Being sustainable conveys a good image; consumers prefer a company that cares for the environment to one that does not. In the medium and long term, being sustainable becomes an important part of the brand image.

Improving the working environment. Being sustainable implies introducing a sustainability policy and good practices into the company's methodologies and routines. According to studies, employees who work for a sustainable company are much happier and identify more closely with the company's philosophy.

Increased business opportunity. With a society full of sustainable consumers, a wide window of potential customers opens up that will increase your customer base and profits. We must not lose sight of the fact that these changes in the perspective of companies are due to a change that society has been experiencing, due to a series of environmental consequences that have been experienced. Because we are all living "under the same roof", we will all be affected by unpredictable environmental events.

It guarantees legal compliance, avoiding sanctions. A sustainable company must comply with legislation in a rigorous manner and by defining actions aimed at continuous improvement.

Businesses need to be in line with the reality of today's world, and paying attention to the environment is not a fad, it aims to be a general change of mindset, in order to move forward.

Steps to develop a sustainability plan

<p>Make an initial diagnosis</p>	<p>This way we will know where we are starting from. This first phase will identify existing environmental risks as well as opportunities for improvement. We will answer the following questions: Do we know our environmental impacts? Do we know what environmental aspects we generate throughout our life cycle, and do we know what environmental aspects we generate throughout our life cycle?</p>
<p>Define objectives and action plan</p>	<p>The definition of these objectives must be concrete, leaving no room for doubt, which implies the establishment of the actions to be implemented, those to be corrected, or those to be reinforced. In addition, a solid sustainability plan requires continuous focus and effort.</p> <p>It is necessary that each objective within the sustainability plan has an action plan for its achievement. The objectives must be specific, measurable, achievable, realistic and must have a maximum time frame for their achievement.</p>
<p>Implementation of the sustainability plan</p>	<p>Each team responsible for the implementation of the actions should organise itself to implement these actions in a sustainable manner over time. Sustainability plans should be seen as a day-to-day task, rather than a mere formality to be achieved at the follow-up meeting.</p>

Typical actions in sustainable businesses

Sustainable objectives: Sustainability must be incorporated into corporate strategies and reflected in the organisation's business objectives. This means making it a priority in all aspects of the business.

Water and electricity conservation: Addressing the mismanagement of these valuable resources.

Supply Chain: Statistics show that consumers prefer to work with sustainable companies that are environmentally friendly. To this end, companies work with sustainable suppliers and make it a priority to use only organisations that adopt sustainable business practices.

Recycling Programmes: Develop internal programmes to recycle products: paper, glass, plastics, supplies, light bulbs, electronic components, etc...

Chemicals Management: The impact of chemicals on our environment is brutal with disastrous consequences. Emphasise the use of environmentally friendly products and formal training on the use of chemicals.

Develop sustainability policies and terms: Implement practical policies to integrate a sustainable working methodology that enhances the company's sustainable philosophy.

In addition to all this, it is possible to add sustainability standards and certifications that will show the whole initiative and commitment to sustainability and environmental care.

2. Social-Digital Entrepreneurship

2.1 What is Social-Digital Entrepreneurship?



Social-digital entrepreneurship varies from high-tech work in that it tries to "develop and deploy tech solutions to solve social issues." A social-Digital entrepreneur relies on technology not just to make elements of their business more efficient, but also to spark a disruptive revolution in the way a certain social problem is addressed—all while ensuring economic sustainability. In other words, they try to meet a societal need through technology innovation while remaining financially viable.

Social-digital entrepreneurship has the potential to play a critical role in the development of completely integrated industrial and social policy. It may also offer actual meaning to a broad and current definition of a purpose-driven economic system that encompasses a broader variety of actors than generally articulated in social economy systems, and that moves organizational and individual behaviour toward benefiting people and the earth. However, in order to complete this demanding political mission, technologies and research centres must step forward to aid the third sector or entrepreneurs. Technologies inside the context of societal entrepreneurship opens up a plethora of possibilities. It has the potential to create strong new solutions while also assisting in the scaling of old ones. It can also encourage participation, contribute to the long-term viability of social companies, and increase financial investment

New approaches to social problems

Technology allows innovative entrepreneurship areas of social problems, resulting in solutions that would not have existed otherwise.

Technology may also help to scale current solutions so that they attract more people in more areas.

Scale

Co-creation

Whenever it comes to involvement, technology may be really beneficial. Through digital platforms, social entrepreneurs may share pricey technology with underserved groups of the population, allowing them to create and evaluate solutions to meet their requirements.

Technology contributes to the economic sustainability of social entrepreneurial models, and it frequently provides the door for greater balance between social and corporate rationale. This is because it often helps businesses in expanding, and an increase in volume of activity both amplifies tight sustainability margins and adds to efficient operations.

Sustainability

Potential for investment

By changing labour-intensive strategies into capital-intensive models, social-Digital entrepreneurs may encourage investment in social-Digital entrepreneurs and encourage social businesses to become investment-ready. Social-digital entrepreneurship is at the crossroads of demand for new social solutions and impact investors prepared to give specialised financial resources, making it critical to the development of a hybrid, impact-oriented value chain.

Social entrepreneurship may not only assist to drive innovation, but also to reduce its unexpected effects and give it meaning and purpose. Indeed, the underlying nature of social-Digital entrepreneurship can assist propel breakthrough technologies and innovation toward addressing societal concerns, ultimately creating greater equality between technological supply and demand for social solutions. It can also improve system-level capacity to foresee social needs and design actions that promote revolutionary change.

Finally, we must consider social network services in Europe and elsewhere as incubators and promoters of innovative, high-potential enterprises. To do this, technology and research institutions must develop new policies that encourage a more equitable, inclusive and equitable distribution of knowledge and wealth, as well as innovation that supports both socially beneficial and economic progress. A youthful generation of entrepreneurship sharpest potential ally policymakers can rely on—is positioned at the heart of this strategy to transform societal concerns into inclusive development possibilities for the economy and society.

2.2 How is different from others?

Social-digital entrepreneurship aims to build a business, provide online services or sell products online without the need for physical space and investment. Providing online training, setting up e-commerce sites, and creating blogs are examples of this type of entrepreneurship. The biggest advantage of this entrepreneurship model is that it requires much less capital than physical investment. Those who choose social-digital entrepreneurship have more flexibility in their daily lives, they can work from anywhere and at any time.



Despite the advantages of social-digital entrepreneurship, there is no magic formula. Making money online while you sleep is a myth. As with any type of business, you need to work hard in your entrepreneurial field and provide quality services to your potential customers.

Another feature that distinguishes digital social entrepreneurship from other entrepreneurship is that you don't need any prior knowledge to get started. You don't need to make a choice, know how to code and program, or complete specific courses to start your social-digital business. This allows you to build a business model with unlimited options to work in areas where you find yourself strong. But investing in learning will always put you one step ahead.

You can combine digital social entrepreneurship with your existing profession, skills, and obligations. You can start a social-digital entrepreneurship while continuing your university education or maintaining your current profession. All you need is a little bit of extra time. As with all entrepreneurship models, you only need to be of legal age to meet the legal requirements.

Digital-social entrepreneurship is increasingly gaining ground as consumers are less prejudiced against digital products and online services and prefer online services to traditional means. For example, consumers who want to own physical books prefer e-books for their ease of reading and transportation. Therefore, you should pay attention to the way you promote your social-digital entrepreneurship field and your products.

In social-digital entrepreneurship, unlike others, you can be an authority in your field. Providing a service, selling a product, producing content about your products and services, and connecting with consumers in need will give you market and consumer knowledge. In this way, it will be easier and faster for you to become an authority in your field by using the power of digital tools.

2.3 Who are Social-Digital Entrepreneurs?

First of all, you only need a computer with internet access. But to stand out among other social-digital entrepreneurs, you should analyse the additional equipment and features you need.

To be a social-digital entrepreneur you need to be curious. You should always ask questions and have the desire to learn more in your field. Especially in your field and in social-digital entrepreneurship you should avoid stereotypes and not automate things. You have to constantly question why you chose this entrepreneurship, and what your next move should be, and learn by asking other people. This is why it is so important to develop your curiosity as a social-digital entrepreneur. Even the research you do just by being curious about the market and consumer behaviour will allow you to see the gaps where you can do social-digital entrepreneurship and add value socially.



To become a social-digital entrepreneur, you must be willing to work and gain expertise. Digital technologies and internet tools are constantly changing and it is a common mistake to think that you know everything about something after studying a little bit about it. That's why you have to constantly study and keep up with developments. In other words, you need to combine curiosity with work. Just being curious is not enough for social-digital entrepreneurship. But this does not mean that you should spend all your time in front of the computer. As with any other job, you can find a good and sufficient balance. For example, you can spend half an hour every day following news related to your field of social-digital entrepreneurship.

To become a social-digital entrepreneur you have to want to help people, animals, or the environment. This is the most important aspect of social-digital entrepreneurship. You should aim to touch on a problem or an innovative area as mentioned in the social entrepreneurship materials. You should pursue an idea that will create positive outcomes and opportunities rather than doing something that no one has seen or done. You should have activities that bring more accessible and simple solutions.

2.4 How to Build Social-Digital Initiatives?

To build social-digital entrepreneurship, you need to focus on the benefits of this model of entrepreneurship. If you have a computer with internet access, you also have mobility. This means you can manage your business from anywhere in the world. You can spend more time with your family or loved ones and keep your motivation for work high. This is one of the most important things to remember. But as we mentioned earlier, spending time with your family and loved ones does not mean sharing all your time and energy with them. Making time and planning for your venture is the key to social-digital entrepreneurship.

For social-digital entrepreneurship, you must first adapt to flexible hours. Especially if you are going to start and manage your business on your own, you need to know the market and follow the developments. You have to know that you are not efficient and productive at all hours of the day. You should be ready for disruption of your schedule and loss of time due to unexpected events.

You should manage your economic resources with a proper plan. You won't have to rent a place as you will set up your business with a computer and internet connection. You will save on utilities, taxes, and other costs. Therefore, you will be able to save a lot of money. However, you should plan and effectively spend the economic resources that you will save according to your business model. In short, to be a social entrepreneur you need to manage your money well. The fact that your business is much more cost-effective than physical conditions does not mean that you will not spend any money.

According to research, more than 4 billion people in the world have internet access. This shows how many people social-digital entrepreneurship can reach. But to have a successful venture, you need to identify the tools, channels, and ways to reach more people. A good marketing strategy will enable you to operate in different parts of the country and the world.

To start a social-digital enterprise, you will need a growth plan. You need to figure out how to expand your services or sales volume without increasing the fixed costs of your business. Depending on your business model and field, it will be very important to develop your materials and services, add new and functional features, and make updates.



Find out who the authorities and experts are in your entrepreneurial field. Since you will aim to be an authority in your social-digital entrepreneurship, you can use your competitors as a benchmark in the market. This is because consumers and your target audience's opinions about your competitors who entered the market before you will provide you with important contributions. Therefore, the behaviour of officials and experts, their activities, their educational profiles, the communication channels they use, and how they stay up to date will guide you. Watching professionals is very important in this regard.

Do not try to implement everything that comes to your mind and all the points of the roadmap at the same time. Do not focus your entrepreneurial space on more than one point. Because the time and effort you have to spend on each of them will increase. This can lead to apathy in the long run and prevent you from becoming an authority. Therefore, it will be more beneficial for you to aim to specialise in a single area.

2.6 SWOT Analysis

SWOT analysis is one of the most important steps you need to take to ensure continuity and success after establishing your venture.

Since your social-digital enterprise will be new, opportunities and threats await your business. Accordingly, your business has strengths and weaknesses according to the field you have chosen. You can achieve success by analysing these points correctly.

For this, you need to learn the strengths and weaknesses of your venture and anticipate opportunities and threats. SWOT analysis is an effective technique that helps with these requirements. The word SWOT stands for the initials of the words used for this technique. Strengths, Weaknesses, Opportunities, Threats

In social-digital enterprises and other entrepreneurship models, the field of entrepreneurship, products, and services, and target audiences have very different characteristics. Therefore, it is impossible to produce a single method and roadmap for success. Therefore, you can create a path to success in the specific conditions of your business by using the SWOT analysis technique.

By identifying the internal and external factors of your enterprise, you can evaluate opportunities and anticipate threats. You can highlight your strengths and increase the potential of your business while working to eliminate your weaknesses.

To make a Swot analysis, you need to use a table with 4 columns. You should give answers to each word in the Swot analysis within itself.

SWOT
Analysis

STRENGTHS
What do you do well?
What unique resources can you draw on?

WEAKNESS
What could you improve?
Where do you have fewer resources than others?

OPPORTUNITIES
What opportunities are open to you? What trends could you take advantage of?

THREATS
What threats could harm you? What is your competition doing?

It is very important to give honest answers to these questions when conducting a SWOT analysis. Objective answers will give you a more realistic view of where your enterprise stands. Below are the questions you can use to conduct a SWOT analysis.

Strengths	<ul style="list-style-type: none"> • What features and advantages do you have that your competitors don't have? • What are your business' capabilities and network in social-digital entrepreneurship? • How do you bring social solutions and innovations that are different from your competitors? • How do you provide a lower cost to consumers? • Do you have employees with high levels of knowledge and skills? • Are you developing a new product or strategy?
Weaknesses	<ul style="list-style-type: none"> • What are the areas where you think you are failing? • What are your weaknesses compared to your competitors? • Do you have bad work habits (disorganized work, not following the plan, etc.)? • Are you experiencing a decrease in quality or efficiency? • Do you or your employees suffer from a lack of knowledge and skills?
Opportunities	<ul style="list-style-type: none"> • Are there new technologies to make the work easier? • Do you have enough connections? • Can you take advantage of trends? • How can you take advantage of areas where competitors are struggling?
Threats	<ul style="list-style-type: none"> • What obstacles do you face? What obstacles may arise? • Who are your current competitors? • Will the skills require by your job change?

2.7 Social-Digital Business Design

When starting social-digital entrepreneurship, it is critical to address a social problem, solution, and innovation. Therefore, you need to establish strong communication with relevant organizations, NGOs, and other initiatives in your field of entrepreneurship. Since your start-up will also be digital, you should follow blogs, social media channels, paid media materials, and marketing platforms related to your field. In this way, you will have many channels to promote your start-up. The traffic generated will increase your level of reaching the target audience and the sales of your products.



One of the most important methods used for this is e-mail marketing. It is very easy to reach consumers who interact with you in this way. Using automation software to increase the volume of email marketing is an advanced method that can increase your trade volume. Because performance reports will allow you to see strong and weak moves. In this way, you can create a more accurate roadmap.

You can organize thematic events and participate in festivals. Real-life events can bring together people who have a similar interest in your entrepreneurial field. In addition, by participating in festivals, you can enter an audience that already has similar interests to your field of interest. In this way, you can achieve results such as acquiring new customers, advertising, and strengthening your name in the market.

To achieve all these results, you have to be creative and take action. Because no one is going to come and develop your business or buy your products where you are standing.

Creating a financial plan is a good step. Although the cost of social-digital entrepreneurship is low, you will still need an economic resource. If you don't have an investor to back your idea, you need to spend your money very wisely. You can save money for a while for fixed expenses and necessary purchases.

Once you have decided on the idea of a social-digital enterprise and have started your business, you will benefit a lot from analysing the market and your competitors. It would not be the right approach to see the business world as a battlefield and your competitors as enemies. Therefore, you can focus on doing the right thing in market and competitor analysis, getting to know your competitors well and gaining an advantage over them, and offering unique services. While doing this analysis, you should analyse the competitors that are relevant to the audience you are targeting and avoid dealing with areas where you do not offer services. Once you have found the most relevant market processes and competitors in your field, you can strive to learn communication and marketing techniques. However, you should avoid unethical behaviour such as copying your competitors' work.

Once you have completed these processes, you should start taking more concrete steps. You should choose a short and easy to write a name for your start-up or business. You can take the first step by getting a website domain name with your name. You should create a website for the product you will sell or the service you will provide with your domain name that describes your business well and covers your services. In this way, your business becomes widespread among consumers or users and their access to the website becomes easier. If you do not want to build a website, you can use ready-made platforms and communication networks by paying certain fees.

Once you have chosen the channels to reach consumers or customers and the steps that will make your startup stand out, you should now focus on your products or services. Before launching your products or services, you should work to measure their suitability. At this point, some questions you ask yourself can guide you in the right direction. Do your products or services solve a social problem or bring innovation? If it solves a problem or is innovative, what is it? Can you implement this initiative better than your competitors? Can consumers understand the core idea behind your initiative? If you were a consumer, would you buy your product or service? Negative answers to these questions will create important opportunities to improve your business.

After questioning and developing your venture with these questions, you can create a prototype and start testing it in real life. In trials, you can bring your products or services to a small number of consumers with limited features. You can use feedback from surveys or consulting services to reveal you're true capacity. This will increase the likelihood that you will make a marketable venture.

Promoting your start-up or business is one of the most important steps. You have made financial and strategic plans, you have completed trials with your prototypes, you have created time by using flexible hours and now you need to start selling your products and services. So you need to introduce your start-up and your products to consumers and attract them. To do this, you must first get to know your target audience well and determine the consumer profile. Then you should prepare content and promotional materials that will attract consumers. Finally, you should choose the right channels to deliver the materials you have prepared to your target audience. While doing all this, you should not forget to examine the methods of your competitors and use different and more interesting methods. In this way, consumers will decide faster whether it is worth the price they will pay.

Since you will be a social-digital start-up, you should be on social media. But as mentioned above, you should address an appropriate area for your target audience. Trying to reach everyone with internet access will not lead you to success. The main focus of your venture should be in line with the interests of your target audience. In addition, you should consider the aforementioned email marketing. But be careful because consumers may contact you directly through this channel. You should be prepared for the answers you need to give them.

One of the most effective ways to bring your social-digital initiative to the target audience is advertising. Advertising is the fastest way to influence consumers. But as with other methods, you need to determine your target audience and consumer profile well. Otherwise, the money, time, and effort you spend on advertising may be wasted.

Finally, you need to do good content marketing. Since you will be a social-digital start-up, you need to prove your physical presence to customers and answer all their questions until they feel comfortable about becoming a customer. You can do this through the channels mentioned above, such as email, blogs, and social media. Or you can use your creative channels to produce rich materials. You just need to explain and express yourself and your initiative more. In this way, you can achieve long-lasting results without spending anything economically. Content marketing will enable you to develop long-term relationships with your target audience. Long-term relationships can have a greater impact than advertising and can lead to your target audience adopting you, recommending you to more people, and supporting your venture.

2.8 Internet Analysis

If you are going to be a social-digital entrepreneur, you need to learn to analyse and understand the data of your website or the platform you are using. Reading and understanding data doesn't mean you have to decipher very complex graphs and numbers. To learn the basics of analysing your data, you just need to know the 4 maths operations. Learning how many people visit your website every day and which products and services they are interested in will help you develop a strategy.



You can use Google Analytics and similar analysis tools for this. By learning through which platform or channel your target audience reaches you, you can learn the areas of promotion and advertising where you are strong or weak and complete your deficiencies. This will also give you important information about which channels are popular or which of your products attracts more attention.

Another point you should apply for internet analysis of your start-up is SEO services. SEO can be simply defined as all the improvement work done for search engines about a website. SEO allows you to reach the highest number of visitors in search traffic for these words by ranking higher in search engines with relevant keywords. In other words, you can reach your visitors easier and faster by making your initiative and the platform you use compatible with search engines. Therefore, you can make your initiative more understandable, easier to use, and accessible on the internet.

Since you will have already done competitor analysis and market analysis when you set up your startup, you can also use this data for internet analysis and SEO.

In this way, you can create roadmaps by tracking the most visited pages of your website, organic traffic increase, and new visitors on a weekly and monthly basis.



2.9 Usability and User Experience

One of the most important things you need when you have a social-digital initiative is to adopt new technologies and methods. One of these advancements in the competitive space is UI (user interface) and UX (user experience) design. UX greatly improves the usability of a website. In this way, you can gain an advantage in retaining, converting, and satisfying your target audience. Here are the points you should focus on to increase the usability of your startup and website.

First of all, you should focus on functionality. Aesthetically, a site with beautiful colors and images is often a beautiful thing. But if your site is not usable, it will be abandoned by customers.

You should pay attention to the readability of the content and texts on your site. The choice of font and font size, the colors you use, the position of links, and the use of grammar are often decisive for customers.

You should avoid confusing site layouts and links. You should direct customers and users where they need to be - to your products and services. You should avoid multiple options on the same page and your links should not lead customers to pages they don't need.

Manage your website traffic well. The time and attention span of customers and users on a website are very short. If your site loads slowly or if they cannot find what they are looking for in a short time, they will leave your website.



Learn where and when to share your ads and content marketing materials. Avoid ads that distract from important information. Even if your ads are relevant, you should not overwhelm customers and users with too many ads. You have to prove that your website is always working properly. Customers should be sure that your website is working properly when they want to return to it. Too many errors and broken links can turn customers away from your site.

You should diversify your use case. Your website should work in a large number of internet browsers. You should also make sure that your website is compatible with various technological devices such as computers, phones, and tablets. To have all these features, you can get UI, and UX design services or you can learn them yourself and apply them to your startup. Well-designed user and customer experiences will make your startup more widely recognized. Because caring about user experiences will make you a customer-oriented startup.

UI & UX

2.10 Inspirational Stories



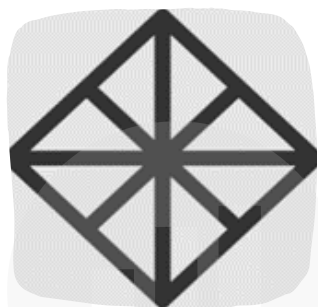
Feelif - Best European Social Innovation in Europe 2017 is Feelif, a Slovenian startup that develops multimedia devices for the blind and visually impaired, and accompanying multisensory digital games and educational content. With the help of this social innovation, users can feel shapes, explore geometric diagrams, draw, play games, and more. Feelif was also named global champion and the world's best digital solution by the 2019 World Summit Awards.

Too Good To Go - Founded in Copenhagen, Too Good To Go is an app that connects customers to restaurants and stores with unsold, surplus food, enabling customers to buy excess food at a lower price than usual. It's a win-win situation for both consumers and the environment. So far they have saved more than 20 million meals and reduced nearly 40 million kg of CO2 in their efforts to combat food waste.



Re-Food - The goal of Re-food is to eliminate food waste and hunger in local communities while strengthening local social bonds. Their main focus is on economic, environmental, and social sustainability.

Geopaideia - Geopaideia is an active group of citizens with different backgrounds and work experience who share a common idea. Their quality of life depends on their contact with nature and a deeper understanding of their world. Geopaideia is a social enterprise that aims to promote and protect the environment, supporting sustainable growth and working for the future of a balanced relationship between us and the environment.



Chatterbox - In light of the refugee crisis all over Europe, Mursal Hedayat decided to turn his personal experience into a business idea. After experiencing the challenges of integration as a refugee, he decided to start a company that would train and employ refugees to give online and face-to-face language lessons in their native language. Founded in 2016 and based in London, Chatterbox today offers courses in Mandarin, French, Farsi, Turkish, Arabic, Korean, Hindi, Spanish, and many more languages.

Elvis and Kresse - This company turns old fire hoses into luxury accessories. They create unique, handmade products from a range of reclaimed materials. Elvis & Kresse was founded in 2005. This business reclaims and transforms materials and donates 50% of the company's revenue to charity. Their signature bags and wallets are made from impressively functional reclaimed materials such as decommissioned fire hoses, parachutes, and pressure blankets.



Simbioza - Simbioza is a social enterprise that aims to improve the quality of life and well-being of two target groups - the elderly as well as youth - by providing unique employment, networking, and mutual learning opportunities.

Otsimo - Otsimo is a project that offers games through an online portal to give children with autism the necessary knowledge and skills at home. It makes education easier and more accessible for them and their parents.



2.11 Sustainability and Financial Plan

Entrepreneurship and sustainability are concepts that have become very important in recent years. Sustainability appears in two senses. The first one is related to nature and our environment. The scarcity of natural resources relative to the world's population forces many industries to think about recycling and less energy consumption. But the sustainability we are going to focus on is the sustainability of digital startups and other businesses to survive in the face of tough competition.



In recent years (especially during the Covid-19 pandemic) there has been a significant increase in the number of digital startups. However, the majority of startups are in danger of disappearing within the first few years because they cannot cope with the challenging conditions. Therefore, you should work towards the sustainability of your digital enterprise. You should pay attention to financial difficulties, financial constraints, and effective use of financial resources in your digital-social enterprise. In your digital-social enterprise, you should focus on how financially efficient it is rather than how the work is done.

For your digital social enterprise to be sustainable, you should develop strategies to survive competitive conditions and crises with minimal impact, avoid financial distress, and grow and shrink in a planned manner. For your digital-social enterprise to be sustainable, you must first analyze the competitive conditions well. In other words, if you offer a product or service for sale at a higher price than your competitors, you should explain your added value and advantage well. In this way, you should ensure that the target audience prefers it despite its high price. Differentiate your digital-social initiative. You need to offer something special to customers that are different from other brands, startups, or any organization that provides services. This way, your startup can become sustainable.



Equity funding is not always the only way to go. Because sometimes you need more economic resources to grow your startup. Financing it with equity can lead to the bankruptcy of your startup in case of future problems. For this reason, you should apply for solutions such as sponsors, SME loans, and investor support for your startup.

You should be open to new ideas. New ideas can take a startup from where it is to very different dimensions. For this reason, you can be open to new ideas in many different areas and ensure that your venture continues on its way safely and for a long time. Sustainable ventures are very important because of their longevity. Entrepreneurs can stand for a long time with their sustainable ventures and overcome these problems even if the venture fails.



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