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MANUAL

FOR DIGITALIZATION
OF SOCIAL ENTERPRISES



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1. Introduction

There is a wealth of information on the Internet on how to set up businesses, social enterprises, and we often get lost in the information overload. In addition, there are many tools that we are missing that can be of great use to us. That is why, with this guide, we want to put in order the ideas and offer the existing tools on the Internet to develop or improve your business using digitisation.

The target group of the guide is youth workers, NGOs carrying out activities related to youth work and social enterprises. The guide has been prepared to introduce digital-social entrepreneurship to them and to contribute to the digital transition (digitalization) processes by improving their digital skills.

Throughout the Manual, you will find:

- Digital tools we suggest for you.



Name of the digital tool

Brief description of the digital tool.

words that will make it easier for you to navigate different topics.

#KEYWORD

- Exercises that will help you kick off digitalization of your organisation.

#EXERCISE



1.1 About the Manual

The aim of the guide

- To support the activities of social enterprises, to explain the necessary steps for digitalization, and to provide roadmaps to increase their economic and social sustainability capacities.
- To increase the capacity of youth workers and youth NGOs to produce activities for digital-social entrepreneurship, to manage these activities, and to guide young people in this field
- To show how social enterprises and youth organisations can contribute to environmental sustainability by using digital technologies and tools.

The manual will support target groups in using digital technologies and tools at all stages of social entrepreneurship, including project management, desk research, business model, identifying and solving problems, product/service operations, data management, financial management, marketing, impact management, and education. In this way, while social enterprises develop their own initiatives on sustainability and digitalization, youth workers and youth NGOs will contribute to the emergence of new and stronger social enterprises by guiding young people thanks to their increased capacities. Social enterprises that indirectly benefit society, the environment, and the whole world.

The guide has an intention to answer the following questions:

- How are social enterprises moved to digital environments?
- How are social enterprises established in digital environments?
- How can social enterprises become more sustainable with digital tools and digital spaces?
- Do social-digital initiatives using digital technologies and tools contribute to environmental sustainability?
- What should youth workers and youth NGOs do to lead young people to digital-social entrepreneurship?
- How can target groups develop their digital skills for social entrepreneurship?
- How can ensure that all target groups use digital tools and technologies for new social enterprises or existing social enterprises?

After **Chapter 1** that introduces the context of digital social entrepreneurship and skills, **Chapter 2** will help you navigate the process of starting and running a social enterprise, making sure it focuses on those dimensions that will help you acquire some new, social entrepreneurship skills. **Chapter 3** focuses on selected topics relevant for digital social enterprises and explores additional tools and exercises for improving their digital skills. Last, **Chapter 4** outlines four case studies of social enterprises and the digitalization context and tools to explore as an inspiration.

1.2 Digital tech meets social entrepreneurship

Digital competences represent both an opportunity and a challenge for social entrepreneurship. In today's digital society a specific set of digital entrepreneurship skills can benefit social enterprises adding innovation and social value and so allowing them to successfully achieve their social goal. This holds even more true after the Covid-19 pandemic that has accelerated the digital transformation worldwide, as a matter of fact, those social enterprises that possessed digital competencies and tools have thrived while those that did not keep pace faced more difficulties. Digital tools and competences represent an important opportunity to tackle social problems both at a local and international scale.

#Disadvantaged rural areas & the education issue?

Young people and their educators could access educational materials online.

#Healthcare challenges?

Modern healthcare could be brought through digital dispensing and telemedicine.

#DIGITAL SKILLS

As an example, there are social enterprises run through platforms that allow planting trees, helping reduce CO2 emissions and creating food sovereignty and income opportunities for local communities. All of this could not be possible without access to digital tools and competences by both the social enterprises and the communities reached by their action. Social enterprises have to make the most of the possibilities that digitalization offers so as to reach their social purpose.

In a market that is more automated, digital, and dynamic, entrepreneurs, especially social entrepreneurs will benefit from having a set of foundational skills that help them continually adapt to new ways of working and new occupations.

Three key types of digital skills overlap but it can be a helpful way to group them while you develop your social enterprise.

DIGITAL

Focusing on the design, communication and delivery of services.

Digital helps you to stay relevant and increase your impact, efficiency and sustainability.

DATA

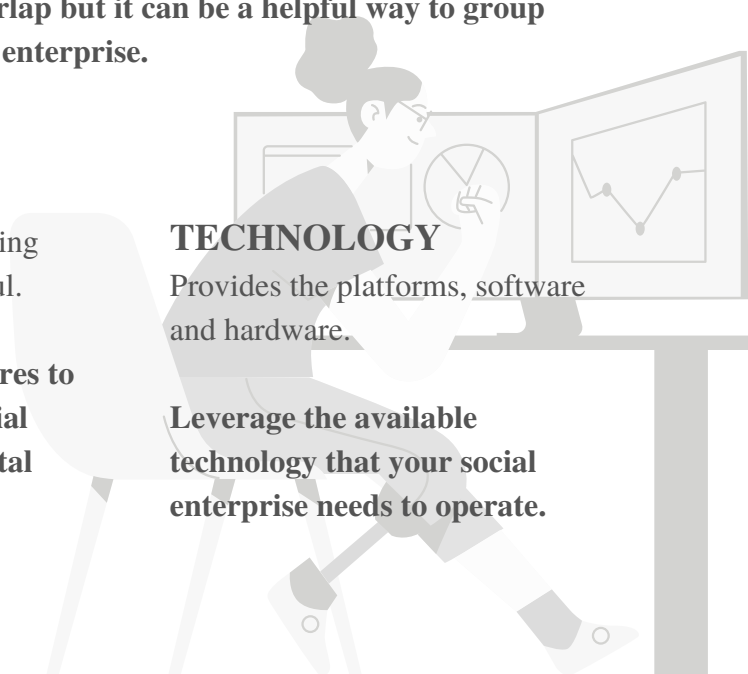
Focusing on making information useful.

Use facts or figures to inform your social enterprise's digital decisions.

TECHNOLOGY

Provides the platforms, software and hardware.

Leverage the available technology that your social enterprise needs to operate.



#NEW SKILLS

If these possibilities offered by digital technologies and digital skills are combined with New Media Literacies, intersection of those can enable innovation and creation of greater social value. The New Media Literacies¹ (Jenkins et al., 2006) constitute the core cultural competencies and social skills that young people need in our new media landscape. We call them “literacies,” but they change the focus of literacy from one of individual expression to one of community involvement. They build on the foundation of traditional literacy, research skills, technical skills, and critical analysis skills taught in the classroom. The **new skills** include:

Play. The capacity to experiment with one’s surroundings as a form of problem-solving.

Performance. The ability to adopt alternative identities for the purpose of improvisation and discovery.

Simulation. The ability to interpret and construct dynamic models of real-world processes.

Appropriation. The ability to meaningfully sample and remix media content.

Multitasking. The ability to scan one’s environment and shift focus as needed to salient details.

Distributed cognition. The ability to interact meaningfully with tools that expand mental capacities.

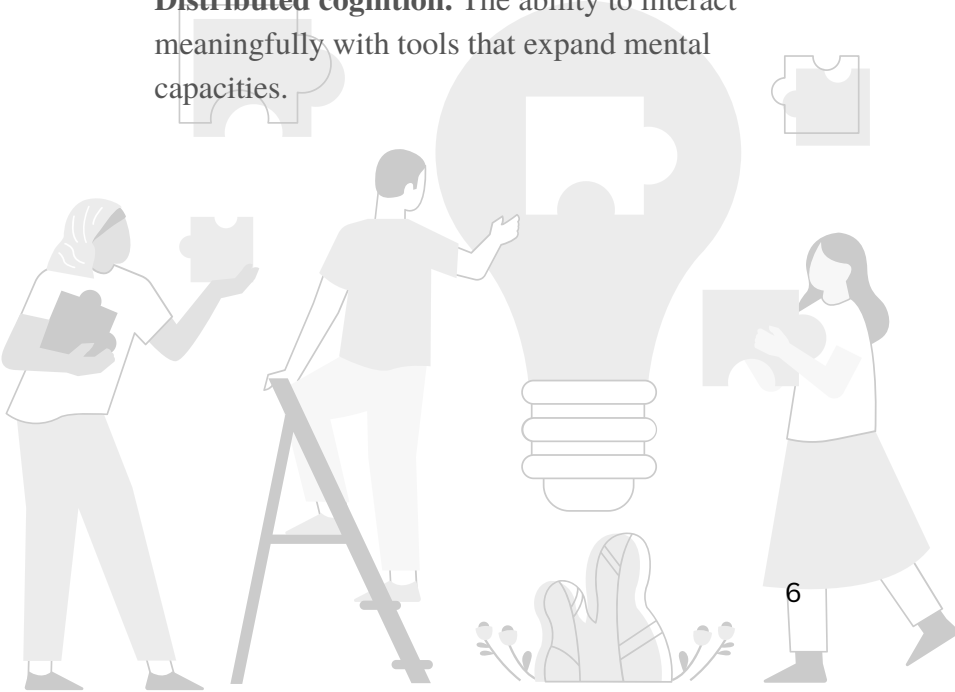
Collective intelligence. The ability to pool knowledge and compare notes with others toward a common goal.

Judgment. The ability to evaluate the reliability and credibility of different information sources.

Transmedia navigation. The ability to follow the flow of stories and information across multiple modalities.

Networking. The ability to search for, synthesize, and disseminate information.

Negotiation. The ability to travel across diverse communities, discerning and respecting multiple perspectives, and grasping and following alternative norms.



2. Roadmap for digital social enterprise

Maybe you are an individual or a team with an idea. Or maybe an existing organization that wants to start a business to address specific social or environmental issues of your interest. Or a social enterprise that is searching for new ways to make its work more efficient and impactful. This chapter will help you navigate the process of starting and running a social enterprise, making sure it focuses on those dimensions that will help you acquire some new, social entrepreneurship skills. It will focus on step by step process of coming from the idea to having your product/service in the market and while doing so, it will parallelly map the digital tools that you can use on the road, once you embark on the journey of making a change through business.

#SETTING UP

The process of making a change through business starts with having a deep understanding of the problem you have the intention to address through it. Before rushing into ideas and design of possible solutions, the key is to allow yourself time and space to research the problem and the target group who has the problem, and validate any conclusion and assumption you came up with about them. Research and validation are important for you regardless of the phase you are in - only with an idea to change the world or a running organization that is rethinking its focus or activities - many start off with the target market they do know very well through their NGO work but can expand their vision with new perspectives and potential (new) markets.



Asana

A task management software that spares time writing emails, meetings, and working on the assigned tasks. It includes features like workspaces, projects and tasks as well as Calendar overview of detailed, Inbox and Files upload option.



Slack

A communication app. It includes channels that are like a room for chatting about a certain topic. Some are open for joining, some are private, with invite only.



Padlet

A tool that is a combination of document and a easy to use website builder where you can create your content (quick bulletin board, a blog, or a portfolio) and share it with others.



Mindmeister

An online mind mapping application that allows its users to visualize, share and present their thoughts via the cloud.

#RESEARCH

Secondary research or desk research is research that collects and analyses the existing information and data out there. It includes both the internal one, generated already by your organisation in your past work. It can also be external - existing research data, research articles and reports, governmental statistics, media content/articles, different kind of credible sources that you can find either online or offline. When starting secondary research, first, one needs to understand what he/she will be researching and then think about where the information about that can be found. Creating a list of the sources of data and information can be helpful at this stage. Keep in mind the date, relevance and the source credibility of the content you come across! Aside from local and national sources you might use, some of the sources of the globally relevant data can be found on different websites and online platforms.

**Think with Google**

Google's Marketing Research & Digital Trends Insights

**Google Scholar**

Search engine of indexed academic information from various online web sources (articles, thesis, books, abstracts)

**UN Global Pulse Library**

Diverse scientific articles, white papers, data innovation guides, project briefs and other types of publications.

**UN data on Sustainable Development Goals**

Data on more than 210 SDG indicators for countries across the globe.

**OECD data**

Organisation for Economic Co-operation and Development's several databases covering wide range of topics.

**World bank open data**

The most reliable database on global development indicators.

Primary research is data collection you conduct yourself by talking to people or observing them. In that way, the researcher gets in-depth responses and insights about the questions he/she has about their people of interest - target users/market. Primary research has a different method of data collection: interviews (face-to-face, phone); surveys; focus groups; and observations. Primary research methods complement secondary research. By gathering their own, new data, researchers can validate and support their findings from the secondary research.

**Google Forms**

Included in the Google Drive suite, it allows you to choose from a range of question options, from multiple choice to drop-downs to a linear scale. You can additionally add images and YouTube videos, or page branching and question skip logic.

**EXTRA!**

"Mom's test" The Mom Test

#BUSINESS MODEL CANVAS

Just before kicking off the roadmap for setting up a (digital) social enterprise, there is a key tool to introduce whenever thinking about setting up a new business or rethinking/redesigning an existing one - **Business model canvas**, originally developed by Alexander Osterwalder and Ives Pigneur, not only widely used in the last 10+ years but also widely adapted for diverse contexts and business focus. Some of the iterations of the original canvas were made to fit the focus of **purpose or impact-driven enterprises**.

Along your process of setting up a social enterprise, taking the steps of the roadmap we are outlining for you, you can use Canvas as this becomes a living document that evolves and iterates as you keep on learning and discovering new dimensions of your business on the way. The business model is actually an overview of the assumptions you make that have to be validated - both in terms of problem-market as well as problem-solution fit. You can use Canvas in its original version or some of its adaptations for purpose or impact-driven businesses. You can also use the template or manually import it in the mind-mapping tools to keep it live in your digital space and share it with your team and collaborators.



Impact Business Model Canvas

A framework for visualizing, evaluating, and refining a business model to achieve both social and financial value, developed by Stanford University.



Social business model canvas on Mural

A template editable online, allowing for teamwork to map out easily and plan a social mission and social business building blocks; based on Strategyzer's original Business Model Canvas



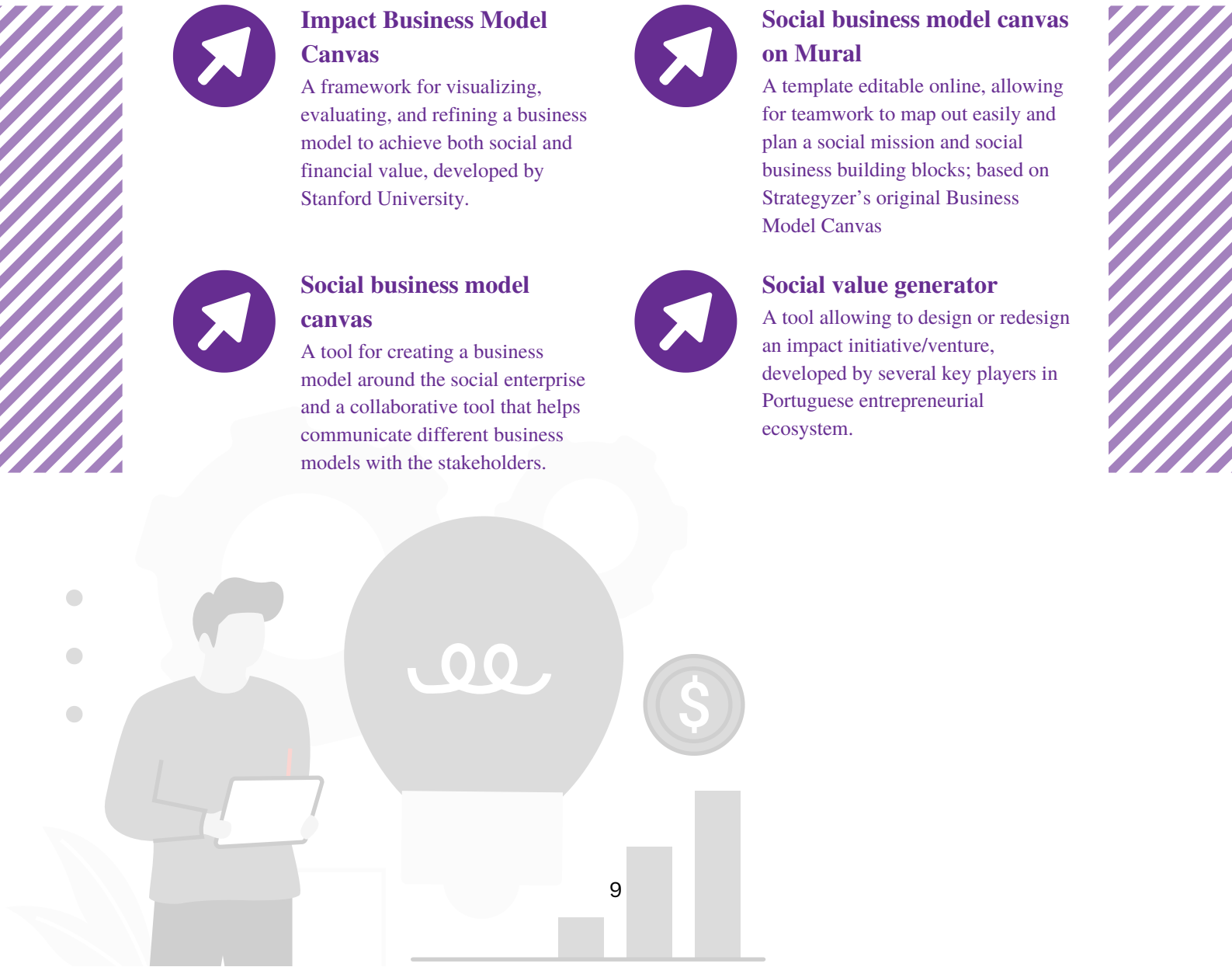
Social business model canvas

A tool for creating a business model around the social enterprise and a collaborative tool that helps communicate different business models with the stakeholders.



Social value generator

A tool allowing to design or redesign an impact initiative/venture, developed by several key players in Portuguese entrepreneurial ecosystem.



#EXERCISE



Researching the problem

Make a group exercise with your team using NESTA Problem definition template. Once you have mapped out your assumptions about the problem you want to address with your venture/project, you can validate them through secondary research.

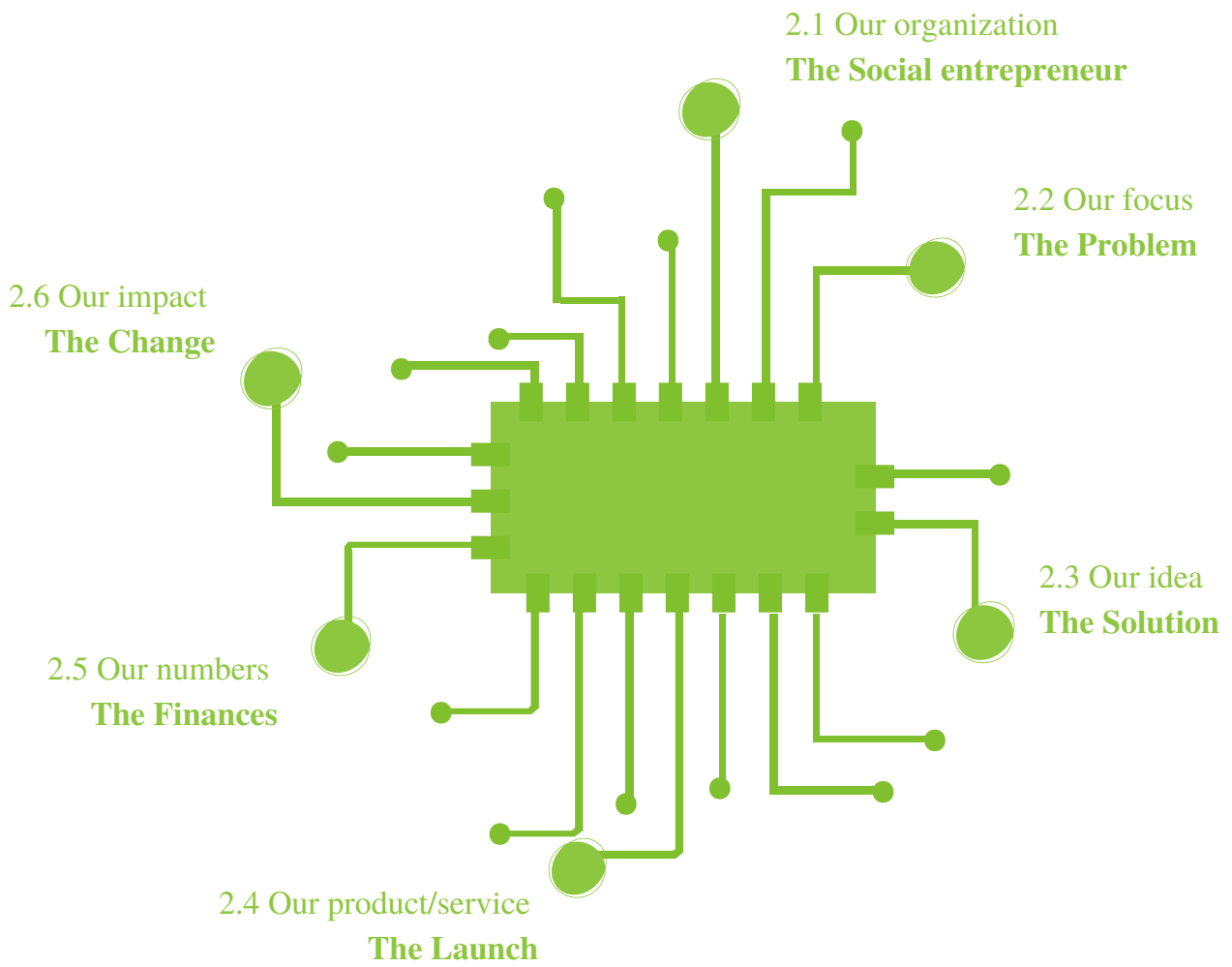
Open ASANA project management tool and set up a workspace for your new venture/project for your team. Start by creating a project called “secondary research” that will be dedicated to researching the problem you are trying to address with your new venture/project. Then define the research tasks, add details if necessary, set deadlines and then assign the tasks to different team members.

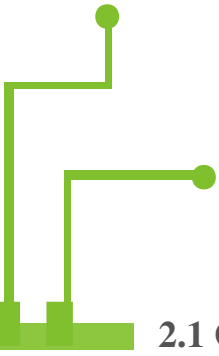
Set SLACK workspace for your organisation, create a channel for your most recent project, invite team members and inform your team about the new project management tool, that you are kicking off the research phase and what are the next steps. You can also open a #general channel and invite the rest of the team to co-create the list of rules you will all abide to when using these 2 digital tools.

Set brainstorming guidelines, provide deadlines, regularly sign in and facilitate other people’s input. You can use Padlet or Mindmeister tool for joint online brainstorming.

Once you get the first information about the problem you would like to address and the people who have it, open Social business canvas on Mural and put in the information you gathered where it is applicable in the “key stakeholders” section.







2.1 Our organization - the Social entrepreneur

2.1.1 Values and Vision

The ability to visualize and articulate a possible future state for an organization or company has always been a vital component of successful leadership. Business owners, plus their stakeholders, can be genuinely inspired if their business has a compelling vision and a clear, worthwhile mission; and these can be powerfully expressed in well-crafted statements.

These statements express the business's purpose to customers, suppliers, and the media, on whom it can have the same effect as well.

These statements are the words leaders use to explain an organization's purpose and direction. When expressed clearly and concisely, they can motivate your team, or the business as a whole, with an inspiring vision of the future.

Mission statements define the business purpose and primary objectives. They tend to be short, clear and powerful.

Vision statements define your business purpose, it focuses on its goals and future aspirations. These statements are designed to be uplifting and inspiring. They're also timeless: even if the business changes its strategy, the vision will often stay the same.

Values underpin the vision and mission, they are the “core beliefs or DNA” of the business, the “standards” of how the business owner wants to operate the business.



#VISIONING

Vision boards are one of the most powerful success tools that can do wonders to inspire and motivate you, and put you in the right frame of mind. Whether you use them for your business or personal life, creating and using a vision board also adds a bit of fun to your routine, while activating the Law of Attraction and drawing your wants and desires into your life!

When it comes to achieving your goals in business and in life, a vision board is an undeniably effective way to make it happen. It's a visual representation of your goals and aspirations. Think of it as a collage but with purpose. It's essentially a variety of cut-out pictures and words related to your goals that you can either pin to a board or glue to a large piece of paper. When complete, it serves as an inspiring visual reminder of all you're aiming to accomplish.



Vision Board Maker

Free Vision Board Maker on Canva.com- customizable vision board that you can do yourself, by combining your own photos and graphic material or the one available on the platform.



Visual organization and brainstorming for values and vision

XMind is a professional and popular mind mapping tool. Millions of people use XMind to clarify thinking, manage complex information, brainstorming, get work organized, remote and work from home (WFH).



Visual organization and sharing of values and vision with people

Stormboard is a shared workspace and whiteboard app designed to transform the way you work from strategic and vision planning to individual tasks and daily work.



2.1.2 Resource management

All enterprises have finite, limited resources. Therefore, it is crucial to make the best strategic decisions around resource allocation to maximize the productivity of the enterprises' resources. Resource Management is the management discipline of efficiently and effectively deploying and managing resources in order to achieve our organizational goals (e.g. improve revenues, maximize shareholder value, enter a certain market, etc.). Resources can take the form of financial capital, human capital & talent, production resources & raw materials, technology, network & ecosystems, and so forth.

Using technology ensures efficient allocation of key resources. There is less wastage and more effective usage of resources. Technology will show you exactly what's needed so you use specific resources, leaving others free to be utilized for the completion of other projects. Resource management software is a useful tool to significantly enhance the operations of your business. So let's take a look at some of the top resource management tools to keep your projects staffed well and within budget.



Hive

This comprehensive, intuitive, all-in-one project resource tool offers time-tracking and resourcing planning functionality. Resources can be planned, tasked and even laid out with over 6 different layouts from Gantt, Calendar, Kanban, Portfolio and Table, and Label view.



Resource Guru

Resource Guru is a fast and simple resource management tool that can help you schedule people, equipment, and other resources. With a drag and drop scheduler and a unique “clash management system” that helps you prevent resource over-bookings, the Guru will manage your resources and keep you in control.



Float

If you're looking for a tool that can make the “most of your team's time,” check out Float. Float is a resource management tool that helps employees set individual work hours, track time for scheduled tasks and even schedule their own personal time off. It has the functionality to plan projects while adding in both budget and custom time constraints.



Mosaic

If you are feeling techy, then you might want to check out Mosaic. Mosaic is the first of its kind, an AI-powered workforce management software that offers its users visibility into their business and provides an opportunity to improve how they manage their resources. Aimed towards boosting profitability and productivity, this tool integrates with both project and financial management software to gather intelligent data and provide reports and insights about specific resources.

2.1.3 Networks and Community

Leading organizations are leveraging communities to build lasting relationships with their prospects and customers. Community management takes several forms and one of them is community mapping.

Community mapping is a process which enables people to gather accurate information about how a community operates in order to mobilise its members and put them in a better position to represent themselves.

A community mapping activity will allow you to have a better ‘feel’ for the community you're looking to organise/ in. A map of your community and issue will give you a good understanding of your issue within a particular community. This includes potential organising opportunities, potential campaign partners, potential threats and the climate of the community. This information can be useful when you're developing outreach and recruitment plans, launching a product or service and deciding on your messaging. A map can provide an overall sense of direction.

The network is considered one of the most critical resources in an organization, both in the private and public sectors. The widespread use of networks extends the reach of organizations. These remote interactions with customers, suppliers and business partners have significantly benefited countless businesses. It has correspondingly positively impacted the overall productivity of many countries. Such productivity gains, however, are only as good as the network.



TechSoup

Equips changemakers with the technology solutions and skills they need to improve lives locally and globally. TechSoup organizes and provides access to data, convenes activists, and shares knowledge.



WSA

Selects and promotes local digital innovations to improve society. Combining an ongoing series of international events and activities with a global network of start-ups, social entrepreneurs, mentors, jurors, speakers, experts, government leaders, academia, and civil society, WSA is an international platform showcasing cutting-edge examples of how information communication technology can impact society in a positive way.



2.2 Our focus - the Problem

2.2.1 Understanding the problem

One of the main actions to be taken is to reflect on what we want to do. And we should start by asking why instead of what. What is the problem we want to solve? Why? In many cases the problems are not well explored and this first phase is fundamental if we want to do something relevant and that contributes something to the community. Thanks to digitalization, this process can be made much easier and more agile, since there are many tools on the Internet that we can use. The problem, in many occasions, is not knowing how to search the information well, to find the resources we need, therefore, with this guide we want to facilitate this process by offering the tools that already exist to put them in order and that interested people can access them. More than a manual, this is a practical resource for people working in the youth field, companies, NGOs, entrepreneurs, etc., that they can use for their businesses, whether they have already started or are about to be created.

When thinking about my brand, we often focus too much on the product we want to sell instead of the people who will consume it. And this is what we call "customer understanding". A term that refers to a set of actions aimed at getting to know those who use your products or benefit from the services you offer. If there is a relevant and good change to be made, the first rule of entrepreneurs is to validate, so we will now show one of the tools consisting of asking customers. The problem validation questions are a tool to help you conduct your first customer interviews. Importantly, interaction with customers is a crucial part of the problem exploration phase.



Problem validation script tool

Provides you with the sample questions and prompts you need to get the most out of it.



Highlinebeta

A more comprehensive online tool for problem validation. The following is a selection of tests that can be used during this phase. Tests should focus on specific learning objectives in each round and become more sophisticated as the problem is refined.

Moreover, the possibilities through the Internet are endless, since, apart from preparing questions for the target audience, online questionnaires can also be considered. For this purpose, there are several options. When conducting surveys it is important to filter and not send the questionnaire to everyone you know, because if the surveys are sent to family, friends or acquaintances, the surveys will not be impartial and the result would be altered, so it is vital to make a first screening, think about the target audience and depending on the purpose of the company or what we are looking for also filter by age. So, before sending the surveys you should create a database with the precise characteristics you are looking for. These surveys help you in several ways. Not only do they provide you with concrete evidence that people are interested in buying your product, but they also help you find out what features of your product your customers really value.



Google Form

Allows you to plan events, send out a survey, ask questions to your target audience or collect other types of information easily and efficiently.



Microsoft

Creates effective forms with easy-to-use tools and clear design suggestions.



Survey Monkey

Expand your market research capacity to track your brand, test your ideas or consult with your target audience.



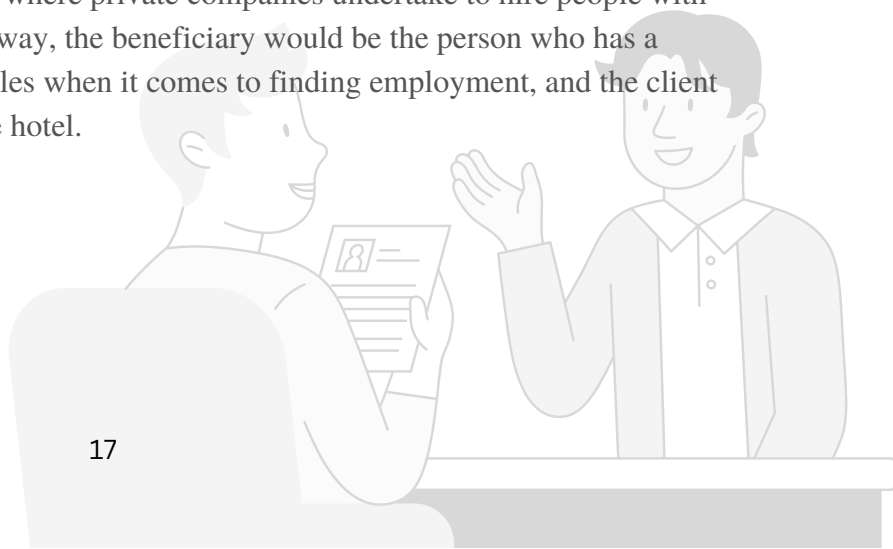
Facebook groups

Reddit or *Quora* help you find people to take your survey and make your life simpler :)

2.2.2 Creating Personas (Beneficiary vs Paying Customer)

In a traditional business model, there is usually no distinction between the customer and the beneficiary. Usually, the person who pays for the product is also the one who receives the value of the product. In a nonprofit or charitable model, the focus tends to be solely on serving the beneficiaries, and donations come from external sources that provide funding rather than customers. Nonprofits turn to external funders because charging their beneficiaries would often undermine their social mission.

An example could be when an agreement is made between municipalities and private companies, for example hotels with cafeteria service, where private companies undertake to hire people with disabilities to carry out this work. In this way, the beneficiary would be the person who has a disability and who may have more obstacles when it comes to finding employment, and the client would be the person who consumes at the hotel.



Behind a beneficiary or a paying customer there is a person, which is why for decades marketing has tried to get into the mind of its potential customers and advocate, on many occasions because of the emotional sphere, to be able to sell a brand. And it is that, having people, with their desires, their preferences, their shortcomings is today unquestionable, so when selling a product or a service, it is inevitable to have the protagonists: people. That is why empathy makes more sense when it comes to knowing what customers want or expect. Only in this way will designers or the people behind the brand know that they are doing a good job.

Keep in mind that the most important aspects at the time of making one, are the following:

- Have clear objectives.
- Identify the users and define their objectives.
- Identify the points of contact with the customer.
- To adjust it to the needs.



Empathy map Canvas

Empathy map canvases help identify and describe the user's needs and pain points as well as exactly what it is that users are looking.



Customer journey map

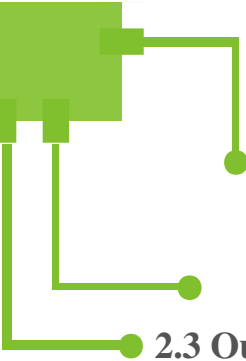
One of the most widely used ways to discover more about customer needs and have a better overall understanding of the journey users are asked to take. It is a visual representation of how a customer interacts with and experiences your business when trying to achieve a goal.



EXTRA!

More templates in Miro

Ready-made templates to help your team collaborate more quickly and efficiently (ideation, research, strategy, mapping etc.)

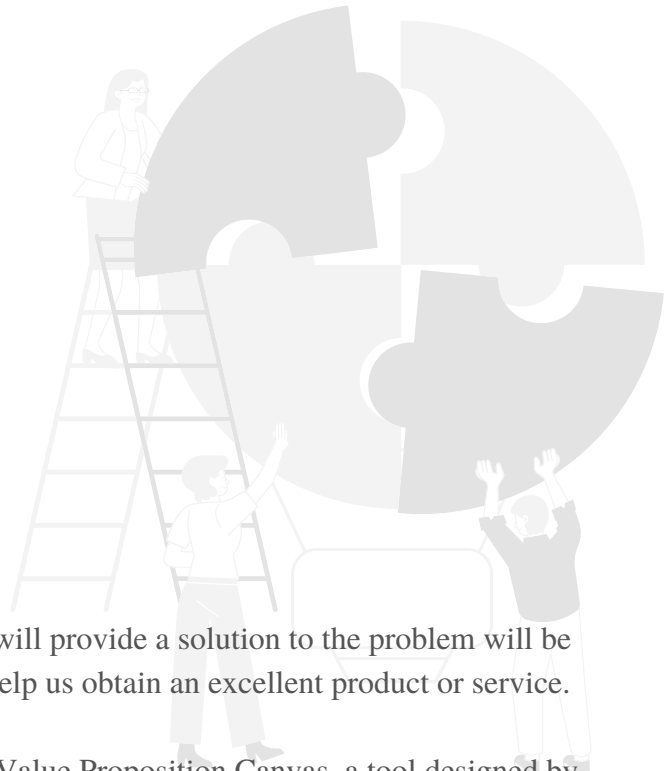


2.3 Our idea - the Solution

2.3.1 Solution - Value proposition Canvas

Once we have identified the business idea that will provide a solution to the problem will be focusing on, we need to have the best tools to help us obtain an excellent product or service.

One of the useful tools for entrepreneurs is the Value Proposition Canvas, a tool designed by Alexander Osterwalder to analyze the value proposition of our product or service from the customer's point of view, so that we will obtain a solution that really makes sense and satisfies their needs.



Value proposition canvas

This platform offers a guide to help you build a complete Value Proposition Canvas by answering several questions. Canvas is a visual representation tool that allows us to analyze the value proposition of our venture from what our customer sees and feels in order to ensure that our venture is social, sustainable and scalable; first we evaluate the customer's needs and then we design a product or service oriented to solve the problem.



Concept board

A collaborative value proposition canvas for teams. This is a team solution. Like the others, it is based on templates and in this case also allows the use of sticky notes, doodles, images and videos to add ideas to the board. It also has a guide that describes the logical sequence in which the different sections and subsections should be filled in, which will help us to complete the canvas.

2.3.2 Analyzing the market

Competitive analysis is a mandatory step for any company wishing to conduct market research, develop a business plan or adopt a new marketing strategy. Taking the competition into account is a priority, since consumers never perceive products in isolation, but in comparison with alternative products that can replace them. Knowing what other companies are doing to position our product or service is crucial to attract our ideal consumer. Therefore, analyzing your competition should be an essential part of any marketing strategy.



MOZ

A tool to monitor the SEO of a website and social media. It allows you to know at a glance the domain authority of any website, the number of sites that link to you or the number of keywords that are in the first 50 positions of Google, and with Moz you can compare your domain with another URL. In other words, you can add your URL to analyze it and compare it with one of your competitors.



QUICK SEARCH

It offers extensive coverage of social networks, news sites, blogs and forums. It also allows you to monitor the conversations surrounding your brand, the influencers talking about it and the trends in your industry.



SIMILARWEB

It offers us information about our web traffic and that of our competitors. It even offers the option of installing a Google Chrome extension to view data while surfing the Web. In addition to providing monthly visits, we can see other data such as the countries of the users who most visit the site and the traffic sources: direct, social, affiliate, email, etc

2.3.3 Validating product-market fit

Once we have analyzed the value proposition of our product or service from the customer's point of view (Value Proposition Canvas) and once we have analyzed the competition to improve our product or service, it is time to carry out product validation in order to ensure that our product connects with the customer before it goes to market. When conducting proper product research, it is also the time to verify that the assumptions made about the customer have been correct.

To do this, a proof of concept, or testing, is carried out, i.e., market research conducted early on to maximize the likelihood of launching a product or service that the public will want to buy. In this way, it explores the viability of a product or service with the target audience from the beginning and improves its development thanks to feedback.

The proof of concept, or concept test, is based on listening to the opinions of the audience and exploring how viable the concept is for them, without prejudice. This provides direct feedback on what customers want, which may illuminate blind spots. It's an open-ended learning process that works both ways: you can keep interacting with the same audience to get their feedback on your developments as they happen. You can take a simple, quick survey if you want high-level feedback, or you can dig deeper to understand the details in more depth.

#SURVEY DESIGN

One of the most widely used techniques to validate our product or service is the survey, as it allows us to obtain information on a wide range of issues at the same time and produce data quickly and efficiently. Some online tools for conducting surveys include the following:



SurveyMonkey

Has products that allow you to measure customer satisfaction over time and compare it to that of competitors; analyze feedback to identify key drivers and revenue impact; improve retention and loyalty by listening and responding to customer feedback directly from the platform; and other marketing and customer experience related products.



Google Forms

Allows you to create and edit online surveys and collaborate with other users in real time. The collected information can be automatically converted into a spreadsheet.



Typeform

Has pre-designed product survey forms, customer feedback forms, lead capture forms, customer satisfaction surveys and other forms and templates to enhance marketing actions.

2.4 Our product/service - the Launch

2.4.1 Minimum viable product?

In many cases, entrepreneurs invest too much time and too many resources when creating a company without knowing if the result will be favorable. With the minimum viable product, entrepreneurs will learn about the market response to the product they intend to sell. Thus, we could define the minimum viable product as a prototype of the product or service to be launched with minimum functions that allow it to be presented to potential customers and test their interest in it. It is used to avoid wasting time, resources and energy on business ideas that would not be profitable in the long term. The objectives of the minimum viable product are the following:

1. Avoid creating or developing something that no one wants to buy.
2. Have the first customers provide feedback in order to know the level of customer satisfaction.
3. Optimize economic resources.



Minimum Viable Product Canvas

Bram Kanstein, startup expert and product builder, developed the Minimum Viable Product (MVP) template to help entrepreneurs talk about their products and refine their strategies. The format of this template is similar to the Business Model Canvas, and serves as a guide to walk anyone through their product idea.



Wix

To create your MVP, you can combine CANVA or some free of charge website building platforms:
<https://www.wix.com/>



EXTRA!

Video - 3 Awesome Minimum Viable Products (MVPs)

2.4.2 Shaping our narrative and stories

Storytelling is a progressive marketing tool that raises awareness about the company which eventually is better converted into long-term customer loyalty. Storytelling in marketing communications is the transmission of the necessary information in the form of a story to capture the attention of the target audience and create the necessary motivation. Storytelling, as a tool of marketing communications, can "humanize" the brand, demonstrate the company's value system, add shapes to its image, and accelerate the process of marketing decisions. It has been proven that storytelling as an art of telling stories is an important means of marketing communication, because stories attract people's attention more, are better remembered, and arouse emotions that are almost impossible to evoke with ordinary commercial messages.

EXAMPLES

Nike established itself in people's minds with great storytelling in the 1990s. They released a brilliant commercial in 1999 to commemorate the career of Michael Jordan. At a time when everyone was pushing a hard sell (because TV airtime was expensive), Nike let Michael Jordan's story speak for itself. "Just Do It" and the swoosh appear at the end, and that's all the space their brand took up. The story made an emotional connection between the fans and the athlete — Nike itself was a tiny part of the exchange.

Airbnb is a marketplace, so the product itself isn't worth telling a story about. Their audience doesn't want to hear about the technology and filters that help them find places to stay, they want to hear stories about the experience of staying somewhere new. They want to know about the people they're staying with. They want to know about the homes, the countries, and the experiences Airbnb's brand makes possible.

2.4.3 Getting our customers - sales and go to market strategy

It seems that the focus on improving the components of services, variety in sale, attention to the quality of products and services, as well as developing a positive atmosphere for customers in providing sales services can have an effective impact on increasing brand trust and improving the behavioral tendencies of customers. To do so, we are going to name different tools that can be used to find customers in Internet:

#FINDING CUSTOMERS

1. **Video Marketing.** On many occasions the power of audiovisuals goes beyond what a simple article can tell you. In addition, nowadays, people prefer to receive a lot of information but in a short time, so short videos are recommended.

2. Online advertising tools. Positioning in Google also generates many benefits although it requires a lot of effort and time. So to support your online strategy, it is positive to resort to online ads and thus attract the users that interest you to your website.

3. Online visibility management tool. There are multiple tools that will allow you to analyze the online visibility of your website.

4. Automated sending of emails. Today there are many technological tools to simplify the time and effort to reach more people.

5. Website. In addition, through the website and social networks, online events can be held to promote the product/service and offer discount coupons. In addition, finding customers and turning them into success stories can also help the brand find more customers.

6. Influencer marketing. Since relatively recently, the figure of the influencer has developed in such a way that even young people want to dedicate themselves to this profession, although it is not as easy job as it may seem. What is certain is that it is a new marketing strategy. This strategy is less invasive than traditional media and also more credible. According to the latest IAB study (2018) 7 out of 10 users follow some influencer, especially women and the youngest. They consider them to be credible and, among them, little advertising.



Youtube



Vimeo



Google Analytics

One of the most efficient, a key tool to check that your Internet marketing is working. It also helps you to know which pages are more successful.



Google Trends

You can find out which topics are of interest.



SEMrush

If you want to go further in the study of online analysis, a tool widely used in digital marketing. It has very useful parameters to understand the performance of your SEO strategy, your online visibility, etc.



MailChimp

With this tool you can get new customers by email. It also recommends ways to get more opens, clicks and sales.

2.5 Our numbers - the Finances

Social enterprises, as any other business, have to be financially sustainable to be able to deliver the societal/environmental value and impact they envision. Regardless if you are in the phase of only starting a social enterprise, restarting after a long period of stagnation, growing it or starting a new project within the existing organization, you will need financial resources to keep going. This simply means you will need money to cover your costs of delivering your product/service to the market. You might have your own resources or you will need to fundraise.

2.5.1 Revenues and costs + cashflow forecast

#CASHFLOW STATEMENT

At any of the phases your enterprise is, you have to have the clear picture of your finances - how much and when will have to go out (COSTS) and how much and when will come in (REVENUES) in a given period of time; this will give you a clear picture if you have enough cash to cover your ongoing costs and if not, how much will you need and where you will get it from. Financial statements that showcase your revenues and your costs are called Cash flow statements. What they do is compare the sum of the revenues to the sum of the costs on a regular time basis – usually monthly. Revenues represents money coming in from sales of product(s)/service(s), company's investments (e.g. interest from savings account, dividends), royalties and licensing payments for appropriate use of company's intellectual property and from the sales of company's assets.

There are two types of costs - fixed and variable. Fixed costs are rent payments, salaried employees, capital Investments and (some) maintenance, utilities (phone, water, electric, etc.), insurance, taxes (on property, plant, and equipment) and others things that do not depend on the number of units produced. Variable costs are materials, supplies, production wages, contracted labor, sales commissions / distribution costs, equipment maintenance and other things that depend on the number of units produced (e.g. royalties paid).

2.5.2 Setting the price of the product/service

A big challenge for social entrepreneurs - the consumer is the beneficiary. The producta/service an enterprise sells serves the organisation's impact or purpose mission. For the enterprise, good business is not only maximizing net revenue (using a higher price), but at the same time, maximising impact (e.g. reaching more beneficiaries). Setting a price is not making a guess and going forward with it. Important things to keep in mind are:

Decide your pricing strategy answering questions of what is your impact goal and how does it inform your price? Note, you might end up with the price lower than the competition's, maybe even lower than your own cost. You maybe compensate this difference with higher price for another portion of the market or from other products you sell.

Know well how much it costs you to produce one unit of your product/service (adding the fixed costs to the variable costs), dividing by the volume produced. Generally, prices lower than unit costs are unsustainable over time.

Understand your competition, price and value proposition of their product. Once you know your costs and have a strong value proposition to compete with them, you can navigate better the decision on the price of your own product/service. Don't lower your prices out of humility. Consumers tend to see low prices as an indicator of poor quality.



Google Sheets

Collaborate on data, from anywhere - establish a ground truth for data in your online spreadsheet, with easy sharing and real-time editing. Use comments and assign action items to keep analysis flowing.



USEFUL!

Article on Cost Structure

2.5.3 Financing options, presenting an idea to an investor

In different business phases, there are different financing needs and sources. Generally, this can be divided as follows:

BOOTSTRAPPING - early stage

Bootstrapping is self financing or financing a business through personal savings, as well as initial sales or from money that is either lended or invested in by family and friends. In this way, a young company maintains control over its business with no investors or bank behind their neck, although due to constrained resources, it does not have money to grow as rapid as wanted.

CROWDFUNDING - startup stage

Crowdfunding is fundraising money through a model that involves donations from diverse individuals and/or organisations allowing an entrepreneurs to reach more donors than through conventional fundraising forms as donors can be people who she/he knows or complete strangers who want to financially support his/her idea.



GoFundMe

An American for-profit crowdfunding platform allowing people to raise money for diverse events - from from life events (celebrations and graduations) to challenging circumstances like accidents and illnesses.



Indiegogo

As it says on its page: "Indiegogo is where early adopters and innovation seekers find lively, imaginative tech before it hits the mainstream", Indiegogo is one of the oldest crowdfunding platforms where you can solicit funds for an idea, charity, or start-up business.

EQUITY INVESTMENT - startup stage, operations

Selling shares is one of the most common ways to finance a venture. It can be a difficult decision to sell a stake in a company to people you barely know, thus is important to find the right Investor - get to know him or her well before going any further. Investor can be someone who already knows your work and who you know well. Investor can be any High Net Individual, Angel Investor (Philanthropy), or Corporate investor and VC - Venture Capital.



Funderbeam

A funding and trading platform that connects companies and investors to buy and sell equity stakes. The platform allows the founders to gain exposure, legal support, a funding manager, or an investor network.

GRANTS - early stage or innovation

A grant is a type of financing that acts as an award typically given by a company, foundation, or government to an individual or a company. Grants do not have to be paid back, under most conditions but are given to achieve certain objective(s) that have to be proved to the grant provider. Grant offers an opportunity to get initial funding needed to start a business namely cover costs like business proposals, research work without the financial pressure of repayable loans.



VIDEO

EU Funding for impact entrepreneurs

LOAN - growth and scale up stage

Loan is a financing option when a certain amount of money is lent to a company (or individual) by a bank or other financial institution. In doing so, the borrower incurs a debt, which she/he has to pay back with interest and within a determined period of time. Loan allows for relatively fast access to capital.

#MAKING PITCH DECK

**PITCH**

Collaborative presentation software, enabling modern teams to craft and distribute beautiful presentations more effectively.

**CANVA**

A graphic design platform that is used to create social media graphics and presentations. The app includes readymade templates for users to use.

**SALESHANDY**

An excellent tool to send out bulk emails. It allows you to use up to 50 custom merge tags to personalize your emails with problems of your prospects to get more replies.

**STORYDOC**

Storydoc lets you create engaging interactive presentations, white papers, case studies, and more that set you apart from your competition.

For any of these, you need to know clearly what you want to achieve with your business and what is your goal? Namely, you have to define:

- How much money do you need?
- How long will these finances last?
- What other resources are you likely to need?
- Where will you end up with this money?
- What level of participation do you want from the investor / money giver?
- What is the planned use of finance?
- Where will this investment get you to?

You adapt your communication strategy and narrative according to the investor/money giver. In some cases, there will be clear guidelines and templates to fill, in other, you will be free to find the best way for your enterprise to present yourself credibly to the entity/person providing financial support.



2.6 Our impact - the Change

2.6.1 Planning the next steps

It's obvious that in order to achieve your goals, you're going to need to set them. However, we tend to forget to use specific tools for goal setting. There are several kinds of tools for you to use, and when leveraged properly they can be just as impactful as setting a goal and striving to achieve it.

The digital tools presented below are the glue that keeps a goal-setting system together. The more of them you've got keeping your system intact, the more valuable it is to have them around. Here are some suggestions for tools and how to get the most out of them.

#PROJECT MANAGEMENT



Basecamp

A platform created by Google for project management. While it's built for groups to help organize teams, there are features that help your enterprise in setting goals and planning activities.



Todoist

To-do lists are powerful as they are like mini-goals that lead into your bigger goals. Todoist is like that, but it allows you the opportunity to set more significant goals as well.



Coach.me

With Coach.me not only can you create goals and milestones, but it also gives you access to a whole community of like-minded people all reaching for goal success.



Goal Budy

An actual goal-setting system that puts you through the paces to create SMART goals. You can then use the same platform to track your progress and keep yourself focused on the goals ahead.



Move Mountains

This platform is an impactful one. Move Mountains is a free platform that offers various courses to help you stay motivated on your goals. It's ideal for people who need a coach to keep them accountable.



Toodledo

This app provides a sense of flexibility, as it makes it possible for you to set and reach your goals easily. Toodledo is a great time and task manager, and it provides you with features to customize it and fit all of your needs.

2.6.2 Impact Management

When talking about the finances of your organization, things are straightforward - you analyze numbers, but when it comes to articulating some of the social or environmental impacts you are creating, it becomes a complex yet essential thing for your venture to do. In order to do that, you need your impact management process in place.

This is essentially a process of measuring and managing the creation of social and environmental impact in order to maximize and optimize it. It is important for you internally as it will provide you with insights to make decisions that support your mission. It will also give you data to communicate your results and impact to the external audience.

#THEORY OF CHANGE

The Theory of Change is the backbone of any social and environmental impact measurement system. And it is powerful because it is VISUAL. It is a roadmap outlining steps needed to achieve your overall mission/long-term goals (and setting the ground for your KPIs which will help you track and measure your social impact). It is a clear, comprehensive, and straightforward way of saying what you DO, what you are trying to ACHIEVE and HOW are you planning to do so. What is happening with your intervention that would otherwise not happen. This is vital for any organization, or project aiming to create positive impacts, track and measure them and showcase them.

After Theory of Change, you will need an IMPACT MEASUREMENT PLAN with all the Key performance indicators. A Measurement plan is based on your Theory of Change and in essence lays out what should be measured and how. Each element of your Theory of Change should be measurable and by attaching measurements (that would prove the success of your activities and planned outcomes) to the elements, a complete system can be outlined.



DIY Template **Theory of Change**

Nesta's Theory of Change tool helps to clearly articulate and connect your work to your bigger goal, spot potential risks in your plan by sharing the underlying assumptions in each step. This tool can also aid in aligning team members to the larger end goal, and help them understand their role in achieving it.



DIY module **Theory of change**

This module will support your understanding and use of the DIY Theory of Change Tool.



EXTRA! **VIDEO**

Toolkit | Theory Of Change

#EXERCISE

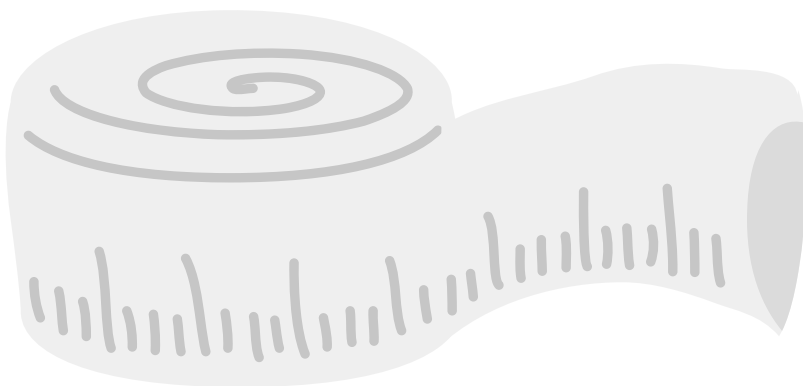


Gather your team and introduce them the importance of Impact measurement process and Theory of change as a basic tool to establish the process.

Use NESTA template and start from defining with the rest of the team the long term change you envision your venture/project would provoke. Then focus on the problem and after that on audience.

Brainstorm, discuss and align as these 3 dimensions will be key for you to later on define INPUTS – OUTPUTS – OUTCOMES – IMPACTS. Do not forget to fill in the assumptions below each of the sections!

Soon, you will have a draft of your Theory of change - live document that you and your team can update, iterate and use to further specify your impact measurement process.



2.6.3 Management and teamwork

Project performance is not only determined by the type of management tools and processes used, but also depends to a large extent on how these tools are integrated with the work process and the project team to support activities towards scope, quality, schedule and cost objectives. Teamwork is more important in organizations than work done individually to deliver results efficiently and effectively. Indeed, there is a positive relationship between collaboration between team members and team performance because, when working as a team, team members' skills are pooled and their efforts are enhanced, the time spent on work is reduced and the efficiency of the results is increased. When you work as a team, you achieve great things.

Teamwork is becoming increasingly important in the development of organizations as it brings numerous benefits to both the organization and the employee. We can see some of the advantages:

- There is greater motivation.
- Promotes effective communication.
- Improves brainstorming.
- Reduces stress levels.
- Improves brainstorming.
- Knowledge management and the sharing of ideas fosters learning.
- Increases the commitment of team members.

#TEAMWORK SKILLS

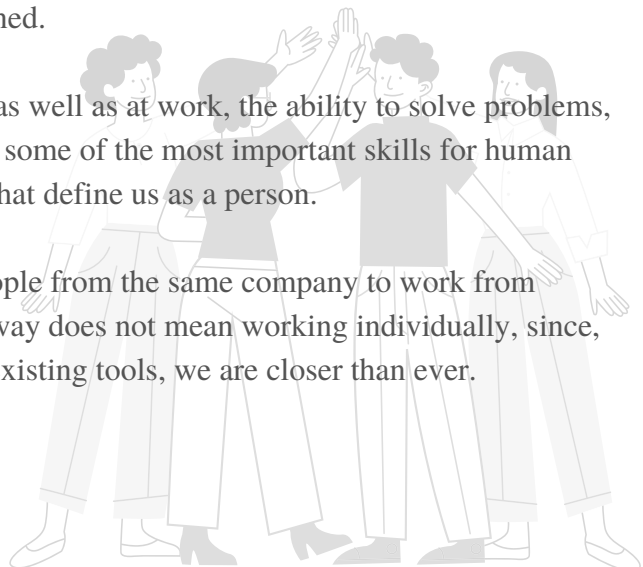
Working in a team also requires a series of skills that can be divided into three groups:

Social skills: These are the ones that will help you to relate to people. To respect their interests, choices and opinions while at the same time expressing your own.

Professional skills: These are essential in any job, both your training and your experience have given you certain skills that need to be strengthened.

Personal skills: Fundamental in our daily lives, as well as at work, the ability to solve problems, empathy, sincerity, listening skills etc. These are some of the most important skills for human beings in any area of their lives. They are those that define us as a person.

Teleworking is a growing reality that allows people from the same company to work from different geographical locations. But being far away does not mean working individually, since, thanks to digitalisation and the large number of existing tools, we are closer than ever.



**Slack**

An enterprise messaging app that connects people to the information they need. By bringing people together to work as if they were part of the same team, Slack transforms the way organizations communicate. It helps you work in a more connected, flexible and inclusive way.

**Microsoft Teams**

A unified communication and collaboration platform that combines persistent workplace chat, video meetings, file storage and application integration.

**Google Drive**

You can save, share and collaborate on files and folders from a mobile device, tablet or computer. Drive integrates with Documents, Spreadsheets and Presentations, cloud-native collaboration apps that enable your team to create content and collaborate more efficiently in real time.

**Trello**

Unifies your tasks, teammates and tools. It is simple, flexible and powerful. All you need are dashboards, lists and cards so you can clearly see who is doing what and the tasks to be done.

3. Digitalization of social enterprises

Tools + exercises for improving digital skills

3.1 Data Management

Data management is a critical function for social enterprises, as it enables them to understand and measure their impact, make informed decisions, and demonstrate their value to stakeholders. Social enterprises are organizations that use business strategies to achieve social and environmental goals. They often operate in sectors such as social services, education, healthcare, and environmental conservation, and they rely on data to support their operations and achieve their mission.

3.1.1 Effective data management key components for social enterprises

- **Data collection:** This involves the processes and systems used to gather data from various sources, such as program participants, staff, clients, donors, and external partners.
- **Data storage and organization:** This includes the systems and technologies used to store and organize data, as well as the processes and policies in place to ensure data is accurate and secure.
- **Data analysis:** This involves using statistical and analytical tools to examine and interpret data, and to identify trends, patterns, and insights that can inform decision-making and strategy.
- **Data reporting and communication:** This includes the processes and systems used to communicate data and insights to stakeholders, such as program participants, staff, donors, and external partners.

Effective data management requires a combination of technical expertise, strong systems and processes, and the commitment of all staff to follow established protocols. It is important for social enterprises to prioritize data management in order to make informed decisions, measure their impact, and demonstrate their value to stakeholders.

3.1.2 Useful digital skills for data management in social enterprises

- **Data entry:** This involves inputting data into a computer or database in a consistent and accurate manner. Data entry skills include the ability to type quickly and accurately, as well as the ability to understand and follow specific data entry guidelines and protocols.

- **Data analysis:** This involves using software tools to analyze data and extract insights from it. Data analysis skills include proficiency in statistical analysis techniques, as well as programming skills in languages such as Python or R.
- **Data visualization:** This involves using tools to create charts, graphs, and other visual representations of data to communicate insights in a clear and concise manner. Skills in data visualization include the ability to use software such as Tableau or Excel to create visually appealing and informative charts and graphs.
- **Database management:** This involves using software to organize, store, and manage large amounts of data. Skills in database management include proficiency in SQL (Structured Query Language) and the ability to design and maintain databases.
- **Project management:** This involves using tools and techniques to plan, organize, and track the progress of data-related projects. Project management skills include the ability to use project management software such as Asana or Trello, as well as strong communication and organization skills.
- **Communication:** This involves the ability to clearly and effectively communicate data-related insights and findings to stakeholders. Communication skills include the ability to write clear and concise reports, as well as the ability to present data in a clear and compelling manner.

It is also important for social enterprise data management to have a strong understanding of the organization's mission and goals, as well as the specific data needs of the organization. This includes knowledge of the industry in which the organization operates, as well as a deep understanding of the data available to the organization and how it can be used to support the organization's goals.

3.1.3 Digital tools, websites, and platforms for data management in social enterprises

- **Asana:** A project management tool that helps teams track their work and stay organized.
- **Google Sheets:** A spreadsheet program that allows you to create, edit, and collaborate on spreadsheets online.
- **Airtable:** A cloud-based database platform that offers features like spreadsheets, calendars, and kanban boards to help you manage and visualize your data.
- **Microsoft Excel:** A spreadsheet program that allows you to create, edit, and analyze data in various ways.
- **Salesforce:** A customer relationship management platform that offers tools for managing customer data, sales, and support.
- **Tableau:** A data visualization tool that allows you to create interactive charts, maps, and dashboards.
- **Zoho Analytics:** A cloud-based business intelligence platform that offers a range of **tools** for data analysis and reporting.
- **Datawrapper:** A tool for creating charts and maps that can be easily embedded in websites or shared online.
- **OpenRefine:** An open-source tool for cleaning and transforming data.

It is very important to consider the specific needs of your social enterprise when choosing data management tools and platforms. Some things to consider include the following:

- The types of data you need to collect and manage (e.g. financial, operational, customer).
- The size and complexity of your data.
- The level of security and privacy required for your data.
- The need for collaboration and sharing within your team or organization.
- The budget and resources available for acquiring and maintaining tools and platforms.

#EXERCISE



3.1.4 Exercises that can be useful for data management in social enterprises

- **Data mapping:** Identifying and visualizing the relationships between different data points.
- **Data cleaning:** Removing errors or inconsistencies from your data.
- **Data analysis:** Using statistical and analytical techniques to extract insights from your data.
- **Data reporting:** Creating reports or dashboards to communicate your findings to stakeholders.

Data Mapping:

- **Purpose:** Data mapping is a technique to help you understand the relationships between different data points and identify any potential gaps or redundancies in your data.
- **Steps:**
 - Identify the data points that you want to map.
 - Create a visual representation of the relationships between these data points. This can be a flowchart, diagram, or graph.
 - Label each data point and the relationships between them.
 - Review your data mapping to ensure that it accurately represents the relationships between your data points.
 - Repeat the process as needed to refine your data mapping and ensure its accuracy.

Data Cleaning:

- **Purpose:** Data cleaning is an important step in data management as it helps to remove errors, inconsistencies, and outliers from your data, making it more accurate and useful for analysis and reporting.

- Steps:
 - Identify the data that needs to be cleaned. This could be data that is missing, incorrect, duplicated, or outliers.
 - Develop a plan for cleaning the data. This could involve filling in missing data, correcting errors, or removing duplicates or outliers.
 - Implement the plan by using tools such as Excel formulas, data validation, or scripting languages like Python or R.
 - Validate the data by performing a quality check to ensure that the cleaning process has been successful and the data is now accurate and consistent.
 - Repeat the process as needed until all the data has been cleaned.

Data Analysis:

- Purpose: Data analysis is the process of using statistical and analytical techniques to extract insights from your data. This can help you to identify trends, patterns, and relationships between different data points.
- Steps:
 - Define the research questions that you want to answer with your data analysis.
 - Choose the appropriate statistical or analytical techniques for your research questions. This could include regression analysis, hypothesis testing, or clustering.
 - Prepare your data for analysis by cleaning and transforming it if necessary.
 - Perform the analysis using software such as Excel, R, or Python.
 - Interpret the results of the analysis and draw conclusions based on your findings.
 - Communicate your results to stakeholders through visualizations, reports, or presentations.

Data Reporting:

- Purpose: Data reporting is the process of creating reports or dashboards to communicate your findings to stakeholders. This can help you to share insights and make data-driven decisions.
- Steps:
 - Identify the stakeholders who need access to the data and the insights you want to communicate.
 - Choose the appropriate format for the report or dashboard, such as a table, graph, or chart.
 - Prepare the data for reporting by cleaning and transforming it if necessary.
 - Create the report or dashboard using software such as Excel, PowerBI, or Tableau.
 - Customize the report or dashboard to meet the needs of your stakeholders.
 - Review the report or dashboard to ensure that it is accurate, visually appealing, and easy to understand.
 - Share the report or dashboard with stakeholders and gather feedback to refine it as needed.

3.2 Education

3.2.1 Our Values & Vision Exercise: How to create your Digital Vision Board?

Why are the Vision Boards a necessity for entrepreneurs? Vision boards are fantastic tools for entrepreneurs, to visualize the next level you want to move to, personally and professionally. Visualizing what you have not accomplished yet but would like to is always a great source of drive for entrepreneurs.

A simple tool as a vision board can be a powerful activation of efforts and intent that make your dreams a reality. Aspiring for professional success through vision boards facilitates higher financial goals, greater expectations, more rewarding experiences, an overall higher level of functioning that can only help progress your entrepreneurial spirit. Consider this a mapping out of your journey, a review of your goals – probably your cheapest investment as an entrepreneur but the potential value to you is immeasurable. Setting greater standards financially and professionally, and having a constant reminder of that conscious decision top of mind, will power the path to success.

Here are 7 tips that you can find helpful to create your Vision Board:

1. Be Clear About Its Use

Your vision board is going to be a visualization tool, carrying images and words that will drive you to achieve your goals and fulfill your dreams. As such, don't move forward with your vision board thinking of it as a wish list or a to-do list.

2. Get the Pre-Work Going

There's pre-work to be done before you begin creating your vision board! We suggest you start with assessing what you've desired for your business over the past 6-12 months in the areas like branding, sales, community development and list goals and intentions in each category that you want to bring change or grow.

3. Narrow Down

Business goals, and quite a few personal goals, can be long-term, requiring you to put in time and effort. By having too many such goals in your mind, you might get overwhelmed easily. Instead, think in terms of baby steps and break down your goals into simpler, manageable steps.

4. Gather Representational Images

You can browse images online and download and print the ones that catch your eye. A word of advice: Don't let your perfectionism get in the way and compel you to continue your quest for ideal images! Most importantly, don't think when choosing images, but feel! Do pick a handful of motivational affirmation words too.

5. Arrange

Have a theme and format in mind for your vision board. You can look for inspiration online, but follow your heart if you want to do something original! Another thing to be mindful of is that having too many pictures on a single vision board can prevent you from focusing on your goals. To avoid clutter, only choose pictures that inspire you the most. Alternatively, consider creating more vision boards.

6. Put It to Use

No matter how inspiring your vision board is, it will fail to inspire you if you put it up in an obscure place. So put your board up where you can see it every day. Think of a place where you can stand or sit for a while each day and get positive vibes as you view your vision board.

7. Redo the Board as many times as needed

You don't have to stick with the same vision board arrangement for the whole year! There are bound to be changes in your life, so feel free to re-arrange images and affirmation words to reflect the same.

#EXERCISE

3.2.2 Exercise / How to create a vision board?

1. Open

Launch Canva and search for “Vision Board” to kick-start your design.

2. Choose a vision board template

Explore our gallery of ready-made layouts to find a design that matches your theme or motif. You can also click File then Create a new design to start a new project from scratch.

3. Upload your own images

Replace the template's images for your own via the Uploads tab, or grab a few stock images from Canvas's library. Drag and drop them onto your design and adjust their placement.

4. Customize your design

Personalize your vision board however you want. Mix and match different colors and fonts. Use grids and frames to add structure. You can also include stylish effects and animations to make your digital vision board come alive.

5. Print or share your vision

Download your design for print and display, or set your virtual vision board on your phone or computer backdrop. If you're comfortable with the idea, you can even share it on your social accounts, so your customers can be in on your goals.

3.2.3 Building online learning

Articulate 360°

Online Platform for workplace learning. This tool will enable you to simply build online learning quickly and effectively. Starting from templates in hundreds to grow your e-learning skills and create courses in minutes. Easily add interactive activities, quizzes, and other lean-forward moments that keep your learners engaged.

Featured resources for the users:

1. Course Building support

E-Books to learn the ropes or brush up on e-learning essentials by guiding the way to building courses your learners will love. As well as curated articles from experts with tips on how to up-level your e-learning skills.

2. Tutorials

The Platforms offers a wide range of tutorials to support users in their learning and training development process such as: getting started with e-learning (how to create and edit presentations, quizzes, engaging activities), Practical Instructional Design Basics, visual design for e-learning and much more.

3. Articulate Community

An online Forum, where users can join conversations happening about Articulate products and get advice, inspiration, and help.

4. New assets—no added cost

Fresh templates and images are continuously added to the Content Library, so you have an ever-expanding library of assets at your disposal, at no additional cost.



3.3 Financial management

3.3.1 Need for digitalization of financial management

Financial management is an essential part of the financial health of the organisation. Financial tools can help manage your savings and track expenses, Financial analysis tools are highly useful in evaluating the market and enabling businesses to make informed decisions. Many times, organisations use manual systems and structures that many times leads to disadvantages. In case your organisation faces any of the following situations, it is time to use the digital tools:

Time-consuming and complex processes: If your financial processes consume productive hours of employee and alot of their attention, they bring down the productivity of the business.

Scaling: As your operations and business expands, the volume of financial transactions and events also increases, making manual systems impossible to follow the dynamic.

Manual errors: Financial reports and databases frequently contain errors as a consequence of manually run systems.

Low transparency: Manual financial management systems do not enable transparency of financial transactions.

3.3.2 Financial management tools for different finance processes

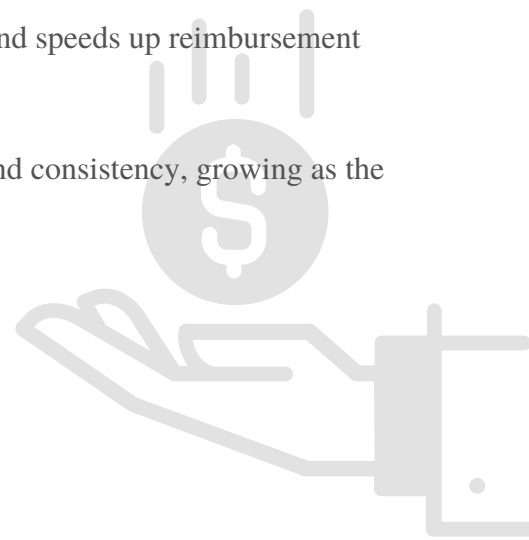
Financial planning: Developing strategic plans, identifying financial resources and getting and generating resources to achieve business goals can be facilitated by digital tools.

Cash flow management: Cash flow management tool automates the creation of the cash flow statements.

Budgeting and managing a budget: Creating budgets for business operations, or specific project budgets, as well as cash budgets can be done accurately using budgeting software.

Expense management: Facilitates employee spending monitoring and speeds up reimbursement claim validations, approvals, porcessings and payments.

Payroll management: Payroll management tools ensure accuracy and consistency, growing as the business grows.





Inventory tracking: Automated inventory tracking from multiple locations is possible through digital tools saving time and money.

Tax preparation: Tax software uses data from diverse complementary systems and provides input to accountants for the purpose of tax preparation.

3.3.3 Digital tools and platforms for financial management

Zoho Invoice is online invoicing software that helps you craft professional invoices, send payment reminders, keep track of expenses, log your work hours, and get paid faster—all for free!

Wave apps has a variety of free accounting tools to easily manage payroll or business receipts. It is probably the best free accounting software for small social enterprise, but if your business is growing fast or has plans of expanding, you could quickly outgrow Wave. Instead, an affordable option like Zoho Books may be a better suited.

Quick Books and Xero are popular paid but affordable accounting software alternatives. They'll let you customise invoices, track expenses, manage CIS deductions among other things.

Expensify allows users to manage expense transactions, upload receipts, generate receipts from online sales and automatically create expense reports while allows finance teams to approve and export reports.

Revolut Business - a banking alternative specifically designed for businesses and freelancers around the world whose business frequently involves foreign transactions with the capacity to receive, hold, and exchange funds in more than 30 currencies.

#EXERCISE



3.3.4 Exercise / Cost structure

Cost structure is important as it will help you have an overview how much it will cost you to produce your product/service. This insight will help you both in defining its price and at the same time and also to figure out how much volume you have to sell to cover your cost and make your cash flow projections. Make your cost structure - open Google form and list all of your costs, direct and indirect.

3.4 Marketing

3.4.1 E-commerce

Marketing is the whole of the activities that concern the whole of the business and require very detailed studies. It is necessary to develop a correct approach in the planning and management of these activities and to ensure that the concept of marketing is better placed in the minds.

In previous sections we have been talking about some strategies to get more customers using videos, automated messages, advertising on social networks or on the website. But a section that we wanted to treat separately is E-commerce. Something fundamental when it comes to digitizing the company since it has been for years a fundamental step since practically, if you are not on the Internet, you do not exist.

In this modern world of technology, E-commerce is becoming a very significant option for many businesses as there are lots of companies that are interested in developing their online stores. E-commerce becomes one of the preferred ways of shopping as they enjoy their online presence because of its easiness and convenience. Because of its convenience, consumers can save time as well as money by searching their products easily and making purchases online.

3.4.2 Tools to manage an E-commerce

1. CRM (Customer Relationship Management) is a software-based customer relationship management program that allows you to establish a connection between your company and your customers. It allows you to efficiently organize all the information about your ecommerce's current and potential customers. In this way, it centralizes data such as the purchase history of your customers, your interactions through the various communication channels (social networks, virtual chat, Whatsapp ...). You can use: Holded, Hubspot, Agile CRM, Zendesk, among others.

2. ERP (Enterprise Resource Planning) is a program that helps to plan the company's resources, in order to have a global vision and management. It is a solution that helps you optimize routine operational tasks and save valuable time and money. You can use: Sage, Olive, Altamira, among others.

3. OCR (Optical Character Recognition) is a program that analyzes and performs optical character recognition of text. In other words, it recognizes text in photos or image files and transforms them into editable text. Having an online business implies a digitization process greater than that of conventional stores. In this way you can operate 100% digitally, without the need to have files in physical or paper format. Also, for example, if

we scan an invoice, the OCR program will detect the relevant data and will directly dump it into the management or accounting program with which it is integrated. Some of them: Klippa, Microsoft Lens, Chronoscan. And also you can use it online: Online OCR.

4. Cloud storage One of the biggest advantages of digitization is the respect for the environment, since digitizing everything also means less printing. Having all documentation stored online is an advantage when it comes to saving information, searching for it or sharing it. Physical storage devices are effective but limited. They need to be transported and are susceptible to damage and failure. In the cloud we can have as much storage as we want. In addition, file transfer is facilitated to the maximum by using a single link. The advantages of having these storage systems are the following: easy access, easy to use, files are at less risk of disappearing, and economic saving. Some of them: Dropbox, Google Drive, Microsoft OneDrive, etc.

5. Internal communication tools Just as communication with customers is important, it is also important with partners, so having a space where they can meet online, especially nowadays, when teleworking is so present, is essential. It is not always possible to communicate in person, so making use of tools that facilitate communication is very important for e-commerce today. These programs, in addition to helping us to have a more fluid communication, facilitate remote work, allowing us to increase the comfort of our work. Some collaborative platforms: Slack, Trello, Visme. In addition, there are also different programs for meetings: Skype, Zoom , Webex, Wonder, etc.

In addition, smart systems, simulation, cyber security, cloud technology, virtual reality, big data, data analytics, mobile devices, blockchain, communication technologies, project management, etc. are basic technologies required for digital commerce.

#EXERCISE



3.4.3 Exercise for improving digital skills

Mock disaster simulation

Social media disasters can also happen, which can leave the company in a bad situation. If this happens, you need to be prepared, so try running a simulation.

Ask a colleague to post an unwelcome comment on a company social network. See how quickly you can get the team together and review social profiles to do damage control and devise a strategy for responding.

3.5 Environmental sustainability

3.5.1 Contribution to environmental sustainability

Steps for social enterprises' contribution to environmental sustainability through the use of digital tools and techniques:

- Use energy management software: This software can help to track and monitor energy use in real-time and identify areas where you can reduce consumption. This can include everything from turning off electronics when they are not in use, to optimizing your HVAC system.
- Implement a paperless office: Reducing the amount of paper that you use, will reduce the demand for natural resources. Also going paperless, reduces the energy required to produce and transport paper, and the pollution associated with these processes.
- Use digital marketing and communication: Examples such as email marketing and social media, can help to reach a wider audience without the need for physical materials, such as brochures or flyers which has an impact on reducing environmental impact; also, this can often be more targeted and cost-effective than traditional marketing methods.
- Use video conferencing and online collaboration tools: These tools can help you to reduce the need for travel, which can have a significant environmental impact. You can connect with team members, clients, and partners from anywhere, at any time and reduce the carbon footprint, as well as save you time and money.
- Support environmentally-conscious suppliers: Look for suppliers who are committed to environmental sustainability, and use digital tools to track and monitor their environmental impact. You can also use digital tools to collaborate with suppliers to find ways to reduce your environmental impact together.
- Use cloud computing: That can help you to reduce your energy consumption and carbon footprint by allowing you to store and process data remotely, reduce the energy required to power and cool your servers, as well as reduce the amount of electronic waste that your business generates.
- Implement a telecommuting policy: Allowing employees to work from home can help to reduce your environmental impact by reducing the need for commuting. This can save energy and reduce pollution, as well as improve employee productivity and morale.
- Use energy-efficient devices: Upgrading your devices and equipment to more energy-efficient models can help you to reduce your energy consumption and carbon footprint, as well as save you money on your energy bills.
- Invest in renewable energy: Investing in renewable energy sources, such as solar panels or wind turbines can help you to reduce your carbon footprint, as well as provide a long-term hedge against rising energy prices.
- Partner with organizations that support environmental sustainability: Such organizations include non-profits, government agencies, and other businesses. By working together, you can amplify your impact and create positive change on a larger scale.

3.5.2 Digital skills

Digital skills that can help social enterprises working on environmental sustainability:

- **Data analysis and visualization:** Being able to analyze and interpret data related to environmental issues can help a social enterprise make informed decisions about its sustainability efforts. Tools like Excel, Google Sheets, and Tableau can be useful for analyzing and visualizing data.
- **GIS (geographic information systems):** GIS software allows users to map and analyze data in a spatial context, which can be particularly useful for understanding and addressing environmental issues.
- **Project management:** Digital project management tools like Asana, Trello, and Basecamp can help social enterprises plan and coordinate their sustainability efforts, and track progress towards their goals.
- **Social media and online communication:** Social media platforms and other online communication tools can be used to engage with stakeholders and raise awareness about environmental issues.

3.5.3 Tools, websites, platforms

Tools, websites, platforms, and exercises for environmental sustainability in social enterprises:

- **Carbon footprint calculator:** This can help you measure the carbon emissions associated with your organization's activities. Some options include the Carbon Trust Footprint Calculator and the Environmental Defense Fund's Carbon Calculator.
- **Projectdrawdown.org:** This website features a comprehensive list of solutions for reducing greenhouse gas emissions, ranked by their potential to reduce emissions. You can use this resource to identify the most impactful actions your organization can take to reduce its carbon footprint.
- **Energy audit:** An energy audit can help you identify opportunities to save energy and reduce your organization's carbon emissions. This can be done through a professional energy audit, or you can use online resources.
- **Supply chain management:** Implementing sustainable practices in your organization's supply chain can help reduce your environmental impact. This can include choosing suppliers that have a strong track record of sustainability, as well as working with them to implement more eco-friendly practices.
- **Employee education and engagement:** Educating your employees about environmental sustainability and engaging them in efforts to reduce your organization's environmental impact can be an effective way to drive change. This can include providing training on eco-friendly practices, setting up employee green teams, and implementing sustainability-themed team-building exercises.

- **Sustainability reporting:** Communicating your organization's efforts and progress towards sustainability can help build trust with stakeholders and drive positive change. There are a number of frameworks and standards that organizations can use to report on their sustainability efforts, such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).
- **EcoAct:** This company provides sustainability, consulting services to help organizations reduce their environmental impact and become more sustainable. They offer a range of services, including carbon footprint assessments, sustainability strategy development, and sustainability reporting.
- **The Natural Step:** This organization helps businesses and other organizations implement sustainable practices with training, consulting, and other resources to businesses to adopt more sustainable practices.
- **GreenBiz:** GreenBiz is a media company that provides news, analysis, and events related to sustainability and corporate social responsibility. They offer a range of resources for businesses presenting themselves and evolving to be more sustainable.
- **The Sustainable Business Network (SBN):** The SBN is a network of businesses, organizations, and individuals that offer a range of resources and services to help businesses become more sustainable, including training, consulting, and networking opportunities.

#EXERCISE

3.5.4 Exercises

Digital Carbon Footprint Calculator:

Instructions:

- Research online carbon footprint calculators and select one to use.
- Complete the calculator by answering questions about your technology use, such as the number of hours you spend on your computer or phone, your internet habits, and your energy-saving practices.
- Reflect on the results and discuss with others what you can do to reduce your carbon footprint.
- Take steps to reduce your carbon footprint, such as turning off your devices when not in use, using energy-efficient chargers, and reducing your screen time.

Online Waste Reduction Challenge:

Instructions:

- Implement as many of the digital waste reduction tips as you can over a set period of time, such as a week or a month. These may include uninstalling unused apps, deleting old files and photos, and reducing screen time.
- Track your progress and share your experiences with others.
- At the end of the challenge, reflect on the impact that reducing digital waste had on your life and consider ways to maintain these positive habits.

- **Eco-Friendly Social Media Campaign:**

Instructions:

- Use social media to raise awareness about environmental issues and promote eco-friendly practices.
- Create posts, videos, or other content that can be shared with your friends and followers.
- Use hashtags and tag relevant organizations to reach a wider audience.

- **Digital Storytelling:**

Instructions:

- Share your own environmental sustainability journey through digital storytelling.
- Use resources, such as tips for filming or podcasting, to help you create your content.
- Be creative and use your own unique voice to share your story.
- Share your content with your friends and followers on social media to inspire others to take action.



4. Case studies

4.1 Nuru International



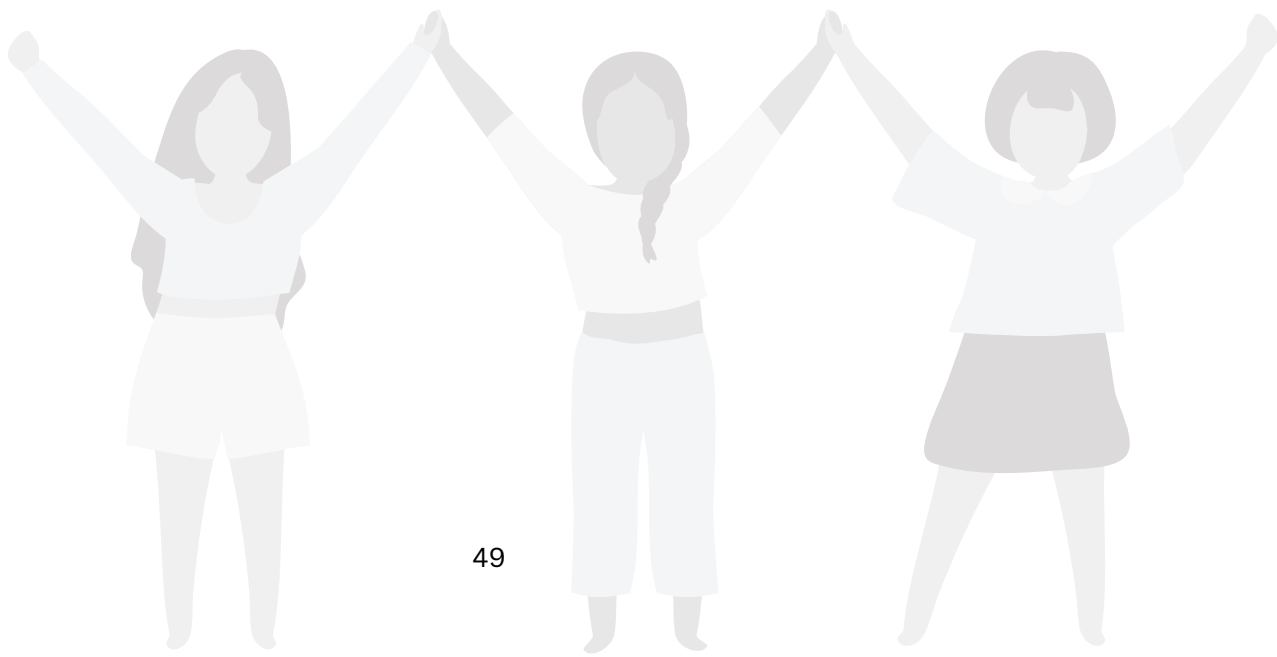
- **Founding year:** 2006
- **Legal form/structure:** Non-profit organization
- **Focus and activities:** Ending extreme poverty in remote, rural areas through sustainable agriculture, financial inclusion, and community-led development
- **Digitalization context:** By raising awareness and promoting the implementation of appropriate and disruptive digital solutions to agricultural development challenges, the Nuru aims to sift through the hype, capture the learning of its members, and promote digitalization with the most significant potential to accelerate rural development.
- **Digital tools:** [Agricultural technology guide for advancing professional farmer organizations](#)
- **Results:** By using digital tools, Nuru International has been able to more effectively track its progress and impact, identify areas for improvement, and communicate its results to stakeholders.



4.2 Pro Mujer



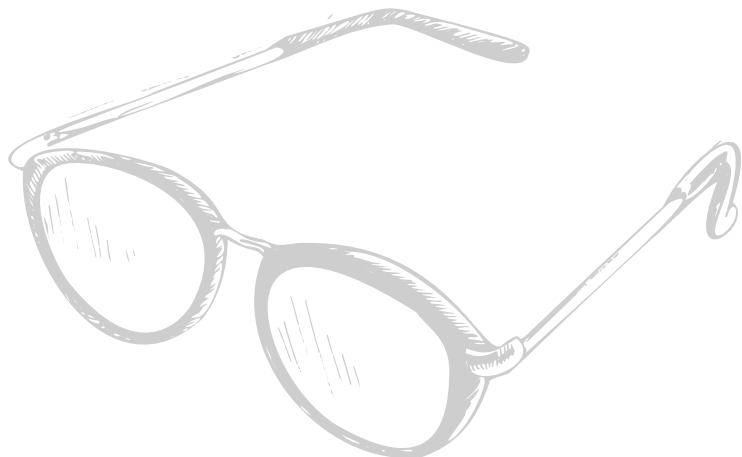
- **Founding year:** 1990
- **Legal form/structure:** Non-profit organization
- **Focus and activities:** Empowering women in Latin America through microfinance, health education, and training programs
- **Digitalization context:** Pro Mujer uses digital tools to improve its client outreach and services.
- **Digital tools:**
 - **Mobile banking:** Pro Mujer uses mobile banking to disburse and collect loan payments. This makes it easier for customers in remote areas to access and repay loans. (www.promujerdigital.org)
 - **SMS reminders:** Pro Mujer sends SMS reminders to customers to remind them of upcoming loan repayments and health education sessions. Pro Mujer uses SMS gateway services such as Twilio, Nexmo or Plivo to send SMS reminders to its customers.
 - **Digital record-keeping:** Pro Mujer uses digital tools to store and manage customer information and transactions, improving transparency and accountability. Pro Mujer uses cloud-based tools Salesforce, and Google Suite to store and manage customer information and transactions.
 - **E-learning:** Pro Mujer also uses digital tools to create e-learning platforms and online courses to train its staff and communities in various topics, such as financial literacy, health education, and business management. Pro Mujer uses e-learning platforms Coursera, and Udemy to create online courses and train its staff and communities.
- **Results:** By using digital tools, Pro Mujer has been able to reach more clients in remote areas, increase client retention, and improve the delivery of its services.



4.3 VisionSpring



- **Founding year:** 2001
- **Legal form/structure:** Non-profit organization
- **Focus and activities:** Providing affordable eyeglasses to low-income individuals in developing countries
- **Digitalization context:** VisionSpring uses digital tools to improve its supply chain management and customer service.
- **Digital tools:**
 - **Mobile data collection:** VisionSpring uses mobile phones to collect data from its programs, such as information on sales, inventory, and customer demographics. This data is used to manage its supply chain and optimize its operations. VisionSpring uses mobile phones with Open Data Kit (ODK) for data collection, this is a free and open-source software that allows to create forms and collect data using mobile devices.
 - **Digital inventory management:** VisionSpring uses digital tools to track its inventory and ensure that it is able to meet customer demand. VisionSpring uses inventory management software such as TradeGecko, BrightPearl, or SkuVault to track its inventory and ensure that it is able to meet customer demand.
 - **Digital marketing:** VisionSpring uses digital marketing tools to promote its products and services, such as email campaigns, social media, and search engine optimization to reach more customers and increase awareness about its mission. VisionSpring uses digital marketing tools such as Mailchimp, Hootsuite, or Google Analytics to promote its products and services and reach more customers.
- **Results:** By using digital tools, VisionSpring has been able to more efficiently manage its operations, increase its reach, and improve the customer experience.



4. Aquadat



Founding year: 2017

Legal form/structure: Private company

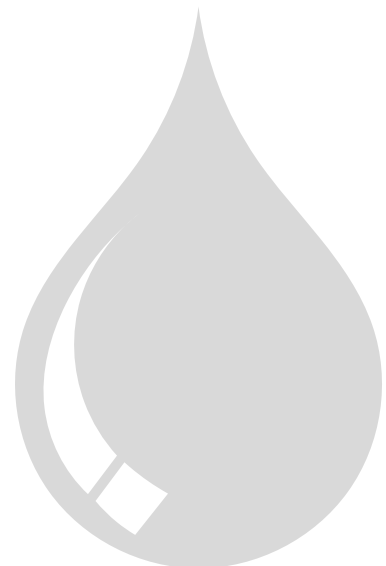
Focus, activities: Aquadat's mission is to generate and transform water data into positive economic, social and environmental impact. Aquadat focuses its project on offering integral solutions that enable intelligent water management, aimed primarily at companies and public institutions.

Digitalization context: powered by watertech Aquadat transforms water quality data into decision-useful information

Digital tools:

- Data: Multiparametric data generation (from sensors and external sources).
- Cloud: Collect in the AquaRADAR cloud all the information from sensors connected to any IoT network (Sigfox, Lora, etc).
- Data Science: Transformation of data into useful information for decision making.
- Certification: Blockchain, Timestamp TSA, CAs Certification Authorities.
- Visualization: Dashboard, customized administration panel.
- Prediction: ML and AI predictive algorithms.
- Integration: All information can be extracted from the system, and even integrate external sources easily with REST and SOAP APIs.

Results: By using digital tools, Aquadat efficiently manages the integral water cycle and contributes to risk prevention. Through open technology it transforms water data into cognitive capacity for decision making in real time.





Annex - Online collaboration tools

A.1 Online Communication Tools

Effective communication is the key to successful teaching and learning, whether in a physical classroom or a virtual classroom, either in formal education or non-formal education. However, maintaining online communication with not one, but over twenty learners at the same time is undoubtedly challenging. Communication platforms help overcome it; they enable communication with larger groups, with video conferencing, instant messaging, audio calls, virtual rooms, and more, with any device and from anywhere.

Zoom: It became extremely popular during the Covid-19 pandemic, with teams across the world working remotely and video conferencing tools.

Zoom helps businesses and organizations bring their teams together in a frictionless environment to get more done. Their easy, reliable cloud platform for video, voice, content sharing, and chat runs across mobile devices, desktops, telephones, and room systems.

Zoom is a cloud-based video conferencing tool that lets you host virtual one-on-one or team meetings easily. With powerful audio, video and collaboration features, this remote communication tool connects remote team members with each other.

MS Teams: Microsoft Teams is a cloud-based team collaboration software that is part of the Office 365 suite of applications. The core capabilities in Microsoft Teams include business messaging, calling, video meetings, and file sharing. As a business communications app, Teams enables local and remote workers to collaborate on content in real-time and near real-time across different devices, including laptops and mobile devices. Microsoft Teams integrates with other Office 365 applications, including Exchange, PowerPoint, and SharePoint. Microsoft Teams launched in March 2017. New features are added to Teams frequently.

Google Meet: Formerly known as Hangouts Meet is a video-communication service developed by Google. Securely connect, collaborate, and celebrate from anywhere. With Google Meet, everyone can safely create and join high-quality video meetings for groups of up to 250 people. Starting in early May 2020, anyone with an email address can sign up for Meet and enjoy many of the same features available to our business and education users, such as simple scheduling and screen sharing, real-time captions, and layouts that adapt to your preference, including an expanded tiled view.

A.2 Online Whiteboards

Online whiteboards or digital whiteboards help emulate the classroom whiteboard/ blackboard experience with the learners. Most of these tools offer an infinite canvas with shape libraries for creating different types of diagrams, charts, graphs, and other visualization purposes (i.e. creating posters, graphic organizers, etc.).

Creately is widely used by educators for a variety of purposes. The Visual Workspace for Team Collaboration (Planning, brainstorming, or designing visually, drawing flowcharts, diagrams, mind maps, and more) Creately is one of the simplest ways to work visually and collaborate with your team - From sketching out concepts, analyzing processes to brainstorming plans, use Creately Diagrams to think and collaborate visually.

Jamboard is G Suite's digital whiteboard that offers a rich collaborative experience for teams and classrooms. Watch your creativity unfold: you can create a Jam, edit it from your device, and share it with others. Everybody can collaborate on the Jam anytime, anywhere. For businesses and schools that use Jamboard hardware, you can use your phone or tablet to join or open a Jam on a nearby board.

A.3 Document Management Tools

From test papers to lesson plans, there's an array of documents educators has to maintain regularly. A central location to store, organize, and manage all these documents is essential to properly keep track of them, especially when you are teaching remotely. Tools such as **GSuite**, **MS office**, **OneDrive**, **Dropbox**, and **Evernote** simplify the process of maintaining the documents you own. Store all documents, files, etc. in the cloud which allows you and your students to access them with any device from anywhere. Neatly organize documents in relevant folders and subfolders making it easy to retrieve them Quickly share files and documents with anyone with a single link or as a file. You can also adjust permission settings, changing them to Edit, View, and Suggesting mode on GSuite apps. Collaborate with students on editing and reviewing documents, add comments and suggestions and track changes with version history.

A.4 Online Quiz Makers

Whether you are teaching online or in a physical classroom or in a youth work context, quizzes are a great way to check a student's and participants' performance. Online quiz makers make it easy to

- 1) Create, format, and share assessments online, and
 - 2) Create answer sheets which allow you to easily track and score the answers of each student.
- **Kahoot**: this is one of the most famous online tools for education.
 - **Quizizz**: a quiz that can be compared to Kahoot, less known but technically great, with a lot of options for questions and a really engaging meme feature.

A.5 Creative tools

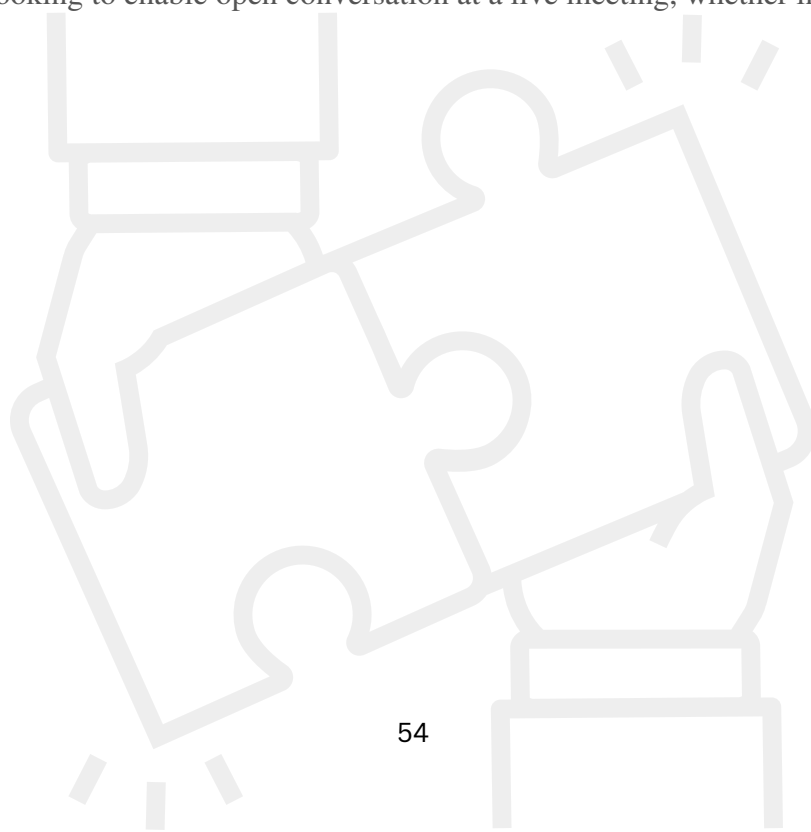
Piktochart is a web-based infographic application that allows users without intensive experience as graphic designers to easily create professional-grade infographics using themed templates. An important feature of Piktochart is its HTML Publishing capability, which generates infographics that are viewable online with multiple clickable elements for users. Additionally, the program provides tools to add interactive maps, charts, videos, and hyperlinks.

Canva is a graphic design platform, used to create social media graphics, presentations, posters, documents and other visual content. The app already includes templates for users to use. The platform is free to use but offers paid subscriptions like Canva Pro and Canva for Enterprise for additional functionality. Canva is a tool loaded with enough easy-to-use features and functionality that anyone can create a variety of engaging content that gets shared.

Mentimeter enables you to turn meetings, workshops, training, conferences or classes into interactive experiences that are fun for both you and your participants. Create Word Clouds based on your audience's impressions, ask a quick Multiple-Choice question to let your audience vote, or energize the entire room with a Quiz competition! More than 25 million people all over the world already use Mentimeter for interactive presentations.

If you're tired of PowerPoint, **Visme** offers some beautiful presentation templates for you to use, each with its own collection of slide layouts. From images to infographics, eBooks, and videos, these Web-based tools use predesigned templates along with drag-and-drop functionality to enable you to create a whole host of engaging content to fuel your marketing efforts.

Slido is an easy-to-use Q&A and poll platform. It helps people to get the most out of meetings and events by bridging the gap between speakers and their audiences. From internal communications professionals to trainers, team leaders, conference organizers and individual presenters, Slido is used by anyone looking to enable open conversation at a live meeting, whether in-person or virtual.



A.6 Collaborative learning

Trello is a visual list tool that can be used for project management, collaboration, and much more! When Trello launched in 2011, the developers described it as “a web page where you make a bunch of lists. Each list contains cards. Each card is a thing that someone might want to work on”. On the back of each card, there’s room for including a description, conversations, file attachments, links, checklists, labels, and more. So why use this instead of just covering your whiteboard in post-it notes? You can invite others to collaborate with you on your Trello board. This tool ends up being useful for group projects, collaborations with your colleagues, etc.

Padlet is presented more like a Pinterest board but without all the clutter and ads. Padlet’s website describes the tool as, “Somewhere between a doc and a full-fledged website builder, Padlet empowers everyone to make the content they want, whether it’s a quick bulletin board, a blog, or a portfolio”. The “free” version of Padlet is generously-featured enough to be used in a classroom or for group projects. You can collaborate with classmates or colleagues in Padlet simply by knowing their email addresses. Padlet is set up more like social media- a user posts text, a link, or a file- and other users may comment on, favourite, rank, or even grade the posting (based on the settings you select). A benefit of Padlet is that it can be set up to be private. Padlet offers mobile apps, and the option to share or embed a full board into Canvas. There are also mobile apps and browser plug-ins available to make adding to your Padlet wall easier!

Popplet is perhaps the simplest tool to capture and organize ideas. With a few clicks on your screen, you can make “Popplets” (little squares) and add text and images. It’s easy to connect the Popplets, rearrange them, change their colour, and even adjust their shape. Popplet is great for learning in the classroom and at home. Students use Popplet to think and learn visually. Students learn to generate new ideas by capturing facts, thoughts, and images. They learn to make simple mind maps in just a few steps.

MIRO is the online collaborative whiteboard platform to bring teams together, anytime, anywhere. Miro is an endless virtual whiteboard to brainstorm and write down visual projects. You can add videos from YouTube and Vimeo and Google Docs from your Google Drive to the Whiteboard. Students can collaborate on teamwork on different devices. They can add little memos and comment on them with the mini-chat.

Piazza is a free, easy-to-use Q&A discussion platform for educators and teachers to efficiently manage in-class/ workshop/training questions and answers. Students and participants can post their questions and collaborate to edit responses to those questions. Instructors, trainers, and teachers can also answer questions, endorse student answers, and edit or delete any posted content.



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