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of the European Union

Train-the-Trainer course materials

Description of the Work Package 2

6 training modules developed and ready-to-use

Using the contribution generated through the WP1 data collection and additional input from the respective HEIs, 6 training modules have been developed for the capacitation of HEI staff. These modules have been developed by the European partners with regular feedback circles including the Indonesian partner universities. The modules' program has been reviewed by Indonesian HEI partners to make them applicable to the Indonesian context. This is to ensure that the Indonesian HEIs have use for the T-o-T modules after the training has been conducted and even after the end of the INSPIRE project. The six modules will be delivered during two separate training sessions (2 x 3 days of training = 6 Training Modules in total).

In a second step, the trained HEI staff will activate potential social entrepreneurs at their home institutions through World Café events (organized together with their regional business partners) and conduct workshops on social entrepreneurship. During the student workshops, trained trainers will be able to put theory into practice and prepare students to take part in the Business Plan Competition (see WP3). The Indonesian trainers delivering the student workshops will receive support from their European partners during preparation of the workshops. As a final step in this work package, the developed training materials will be re-worked into open educational resources. They will be publicly available for any interested party intending to introduce social entrepreneurship training.

OBJECTIVES

The overarching objective of the 6 modules and their training materials is to empower trainers to become facilitators of identifying social problems and connecting them with business opportunities, in creating a social enterprise. The modules provide suitable knowledge and tools to teach them to your students and potential entrepreneurs. Module parts include: case studies, discussions, group work, brainstorming, idea mapping and other activities, that activate the teaching process for social entrepreneurship. The course will also show numerous examples of social enterprises, that will help students better understand the core concepts and can be very useful in the teaching process.

WP Objectives:

- To develop trainings for dedicated HEI staff from involved Indonesian regions that will help them improve their professional profile
- To convert the training sessions into open educational resources / OERs that will be accessible for the interested public



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- To incite interest among potential social entrepreneurs to take part in the capacitation measures and following project activities
- To create workshops open to students and potential social entrepreneurs, respectively, to capacitate them on basic entrepreneurship topics and connect them with the business partners

Performance indicators:

The performance indicators are the training modules developed for the HEI staff, the OERs as well as workshops conducted. In total, at least 200 people (4x5=20 Train-the-Trainer participants, 4x30=100 World Café participants, 4x15=60 workshop participants) shall benefit from the capacitation measures undertaken in this WP.

The trainings & workshops will be evaluated by the participants and results will be communicated to the project consortium to initiate improvement cycles.

APPROACH

This course, along with other courses and programs, are based on a social constructivist approach to teaching, meaning that people acquire knowledge by adding their building blocks and working together. Each module consists of a leading case study, discussion questions, teamwork activities, reflection and application of new knowledge and skills through business planning. Each module has additional readings and useful links. This hands-on approach helps to engage participants, supports deep learning and personalization of knowledge. Teachers act as facilitators of the construction process and should be fully committed to student success through active engagement and service.

OUTLINE

This course consists of six sequential modules:

1. Identifying and mapping social problems
2. Resources, know-how and partner networks
3. Core Activities of the social enterprise
4. Outputs: products and services
5. Intended social impact, monitoring and measuring
6. Scaling and dissemination

TARGET GROUPS

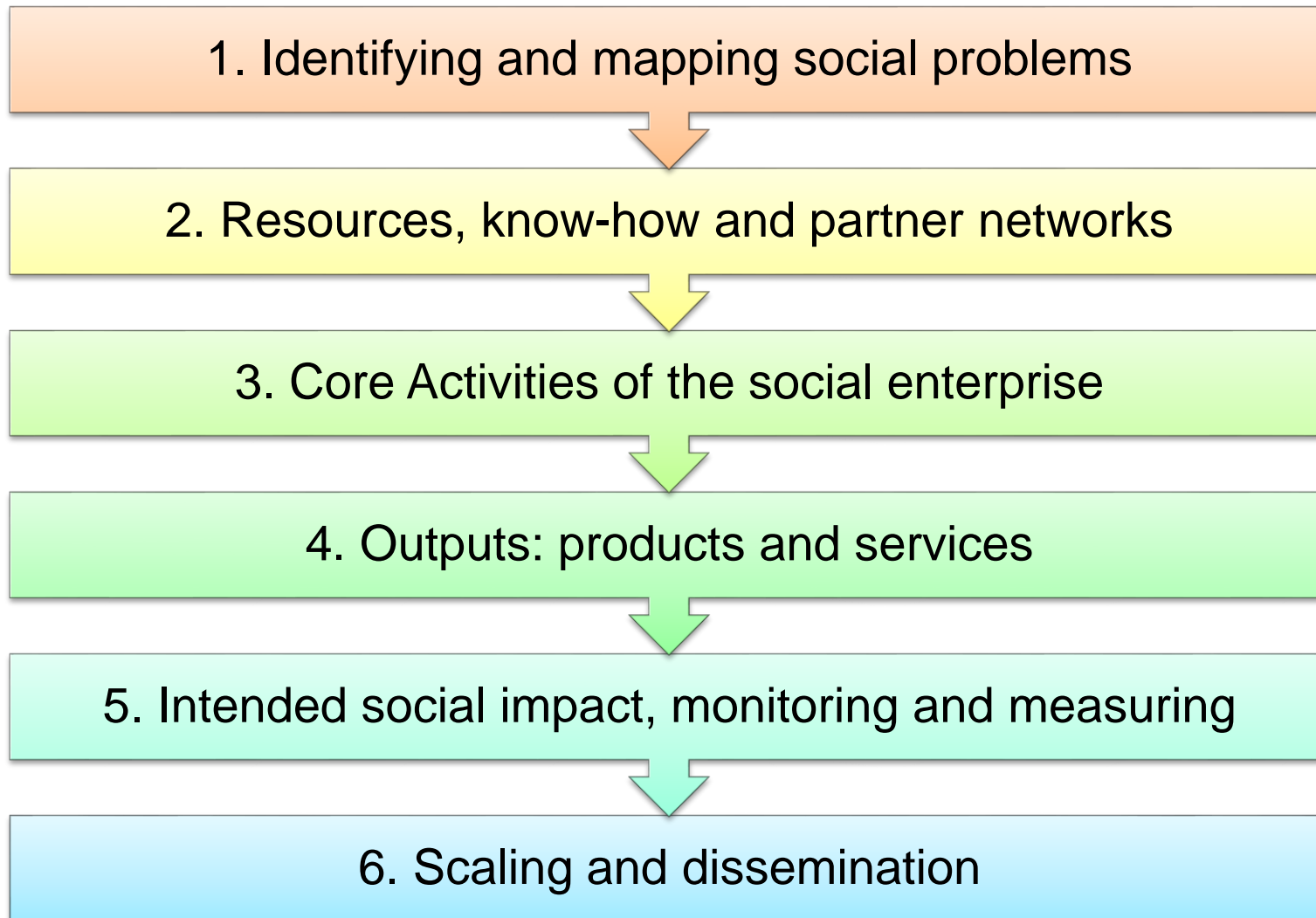
- Teaching staff
- Administrative Staff
- Technical Staff



inspire

Introduction to social entrepreneurship

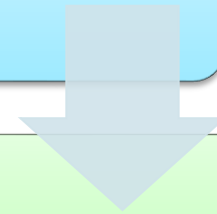
This course consists of six sequential modules:



Meeting in Medan:

17.07.2018

Identifying and mapping social problems



18.07.2018

Resources, know-how and partner networks



19.07.2018

Core Activities of the social enterprise

Agenda / Table of contents

- 1 What is social entrepreneurship?
- 2 Definitions of social enterprise
- 3 Characteristic features of social enterprises
- 4 Delineating criteria for social enterprises
- 5 Useful links
- 6 Business Model Canvas for Social Enterprise

How do you understand
a „social entrepreneurship”?



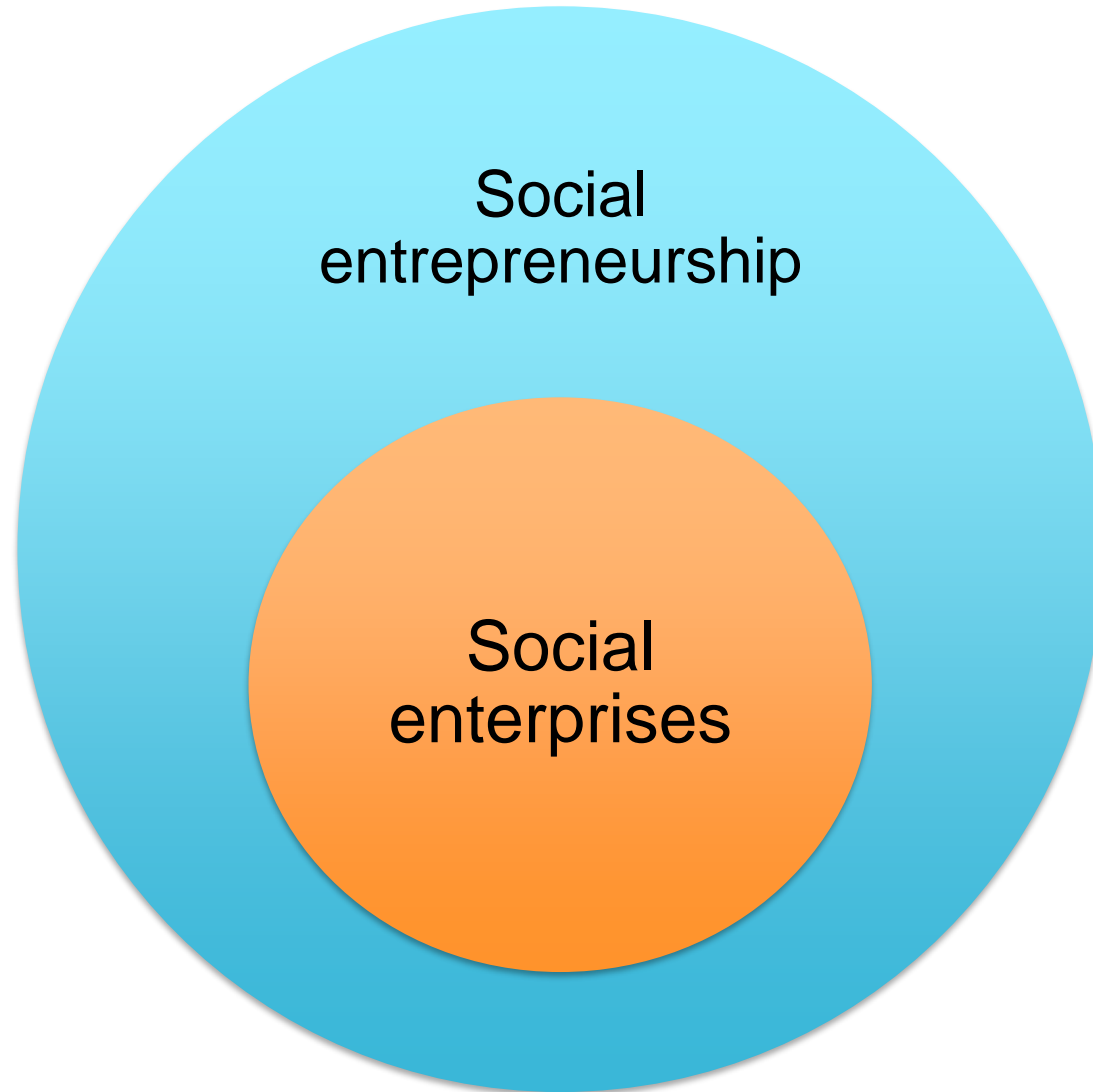


Do you have any experience
with social enterprises?



Social entrepreneurship encompasses all entrepreneurial approaches to addressing social needs. It is a wide umbrella concept that refers to **employing market-based methods and instruments to solving social problems and creating social value added and a lasting social change.**

What is a social enterprise?



Social enterprise definitions

- A business (at least 50% of the income is business based) with primarily social objectives, whose profits are principally reinvested for the purpose of the business or the community (UK law)

- Business organizations that play the role of change agents in the social sector by adopting a mission to create and sustain social value pursuing new opportunities and engaging in a process of continuous innovation (Dees, 2007)

- A business organization or venture that advances its social mission through entrepreneurial earned income strategies (Emerson, 2006)

- A multiple-goal, multi-stakeholder and multiple-resource enterprises that rely on collective dynamics and bear economic risk related to their activity (Defourny and Nyssen, 2010)

Characteristic features of social enterprises

A clear social mission

Hybrid organizations; combining social and economic goals, social and market logic

Own economic activity and revenue generation

Community based and community oriented

Relying on cooperation and networks

Innovative

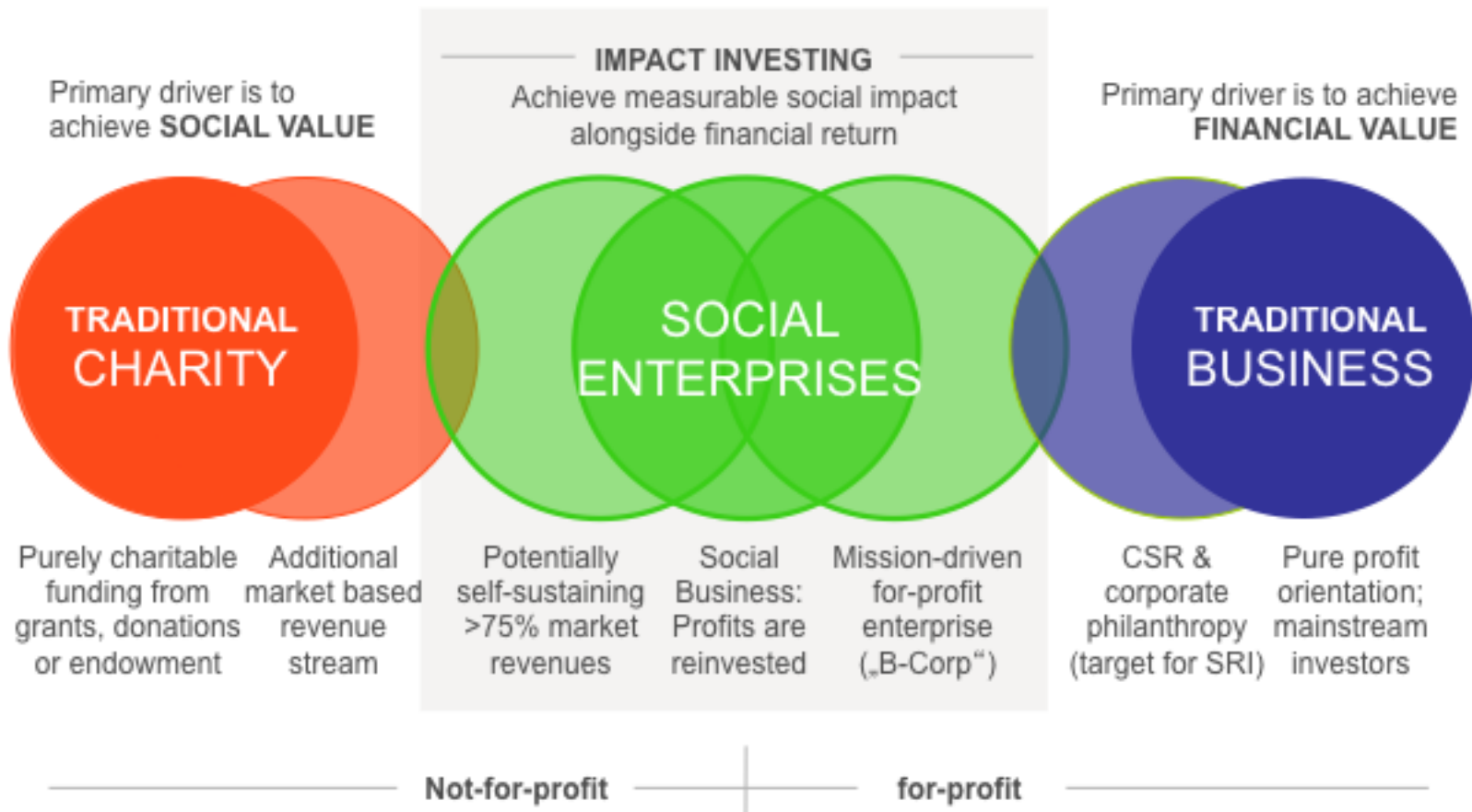
Implementing social change

Various legal forms (depending on country)



Delineation of social enterprises

The business model spectrum revisited



Source: Adapted from J. Kingston Venturesome, CAF Venturesome, and EVPA.

Here Indonesian partners will prepare the possible legal forms for Indonesian social entrepreneurs



Useful links – Social Entrepreneurship

- *Enterprising Ideas*, What is a Social Entrepreneur, PBS Foundation, <http://www.pbs.org/now/enterprisingideas/what-is.html>
- Abu-Saifan, S. 2012. Social Entrepreneurship: Definition and Boundaries,"Technology Innovation Management Review", <https://timreview.ca/article/523>
- The Power of Unreasonable People, <https://www.economist.com/media/pdf/power-of-unreasonable-people-elkington-e.pdf>
- Social Entrepreneurship: The Case for Definition, https://ssir.org/articles/entry/social_entrepreneurship_the_case_for_definition#
- The 10 Greatest Social Entrepreneurs of All Time, <https://www.onlinecollege.org/2012/06/26/the-10-greatest-social-entrepreneurs-all-time/>
- 8 Successful Social Entrepreneurship Examples, <http://www.jeetbanerjee.com/8-successful-social-entrepreneurship-examples/>
- 22 Awesome Social Enterprise Business Ideas, <https://www.thesedge.org/socent-spotlights/22-awesome-social-enterprise-business-ideas>
- Top 10 Social Entrepreneurs In Indonesia, <https://www.top10asia.org/main/top-10-social-entrepreneurs-in-indonesia/>

Introduction to Busiess Model Canvas

Definition of a business model

Chesbrough and Rosenbloom (2002) - The business model is “the heuristic logic that connects technical potential with the realization of economic **value**” (p. 529)

Teece (2010) - “A business model articulates the logic, the data and other evidence that support a value proposition for the customer, and a viable structure of revenues and costs for the enterprise delivering that **value**” (p. 179)

A **business model** describes how an idea will create value.

Concept of Business Model Canvas

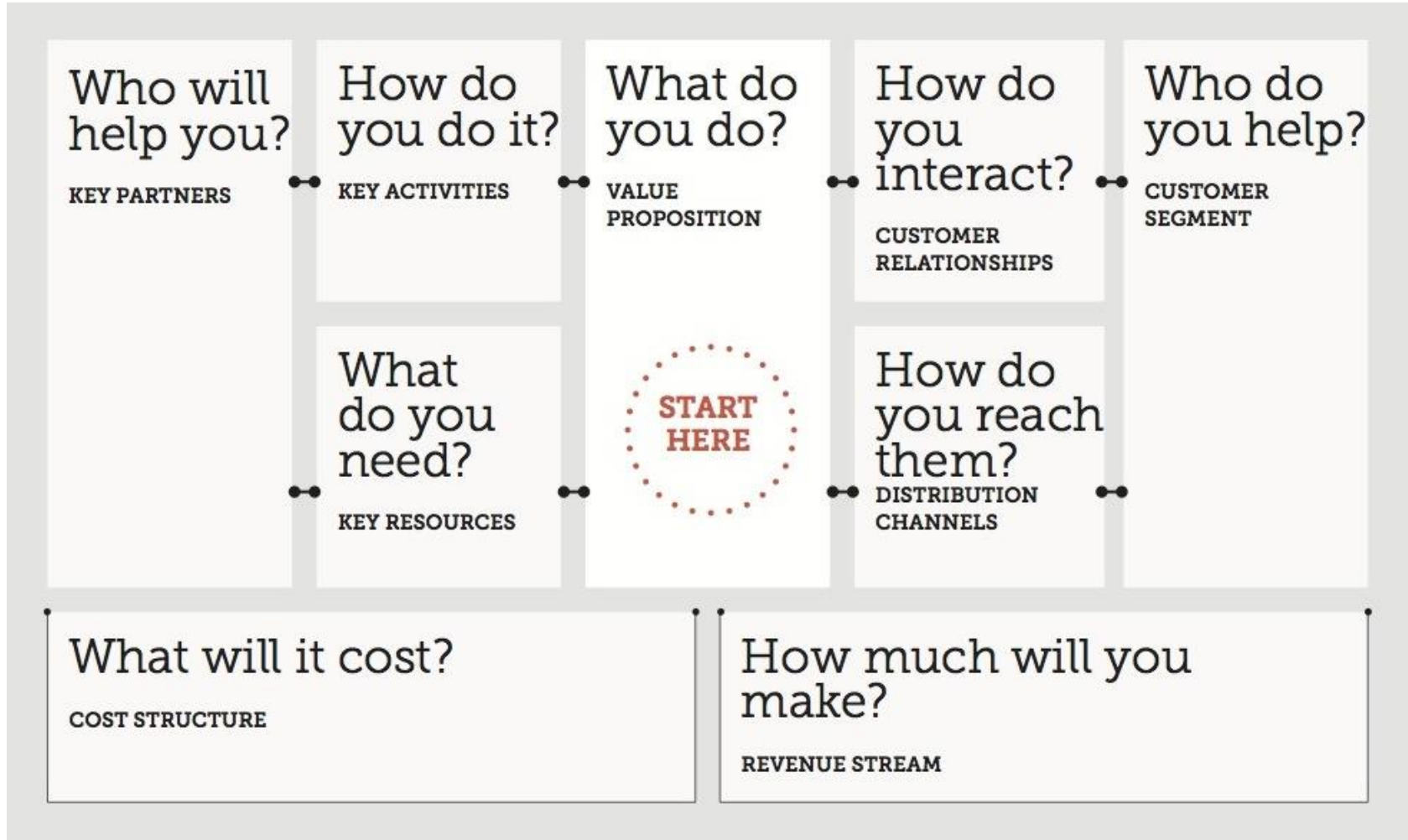


The Business Model Canvas was proposed by **Alexander Osterwalder and Yves Pigneur** based on the book:
„*Business Model Generation: A Handbook for Visionaries*” (2010).

Business Model Canvas:

- ✓ a **strategic management** and **lean startup** template for developing new or documenting existing **business models**.
- ✓ a visual chart with elements describing a firm's or product's **value proposition**, infrastructure, customers, and finances.

Key elements of the Business Model Canvas





Business model canvas:

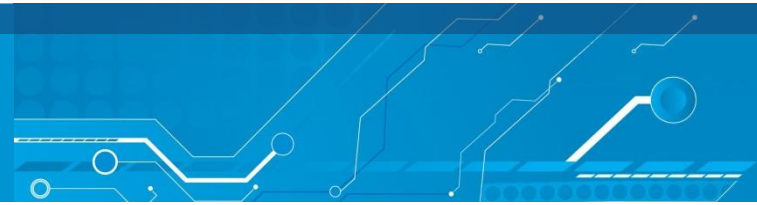
- helps to build businesses by visualization of the most important dimensions
- assists firms in improving their products and services

The structure of the business model canvas
can be used to develop any idea...

...even if you are not planning on turning your idea into
a business.

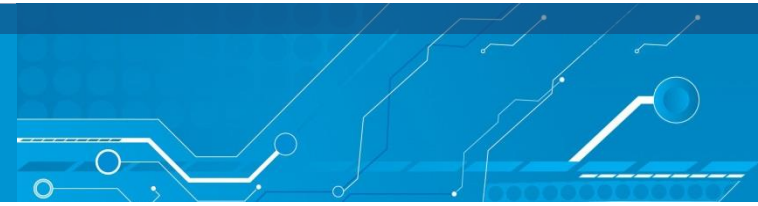
Social Busiess Model Canvas

Social Business Model Canvas – Customer Pesrpective



Customer Segments	Macro-economic Environment	Value Proposition	Product / Service	Logistics / Getting to the Market
	Competitors			Marketing & Communication
Cost Structure			Revenue Streams	

Social Business Model Canvas – Beneficiary Perspective



<i>Social Challenge</i>	<i>Beneficiaries</i>	<i>Resources</i>	<i>Partners</i>	<i>Social Challenge / Impact</i>
	<i>Involvement of Beneficiaries</i>			
<i>Desired Future State / Outputs</i>			<i>Core Activities</i>	

Useful links – Business Model Canvas



- Business Model Canvas (by Alex Osterwalder), <https://strategyzer.com/>
- The 20 Minute Business Plan: Business Model Canvas Made Easy, https://www.alexandercowan.com/business-model-canvas-templates/#Step_7_of_10_Key_Resources
- How to choose proper Business Model for Social Enterprise, <http://socialinnovation.lv/wp-content/uploads/2015/07/Business-model-webam-small.pdf>
- Social Business Model Canvas - The tool for social entrepreneurs, <http://www.socialbusinessmodelcanvas.com/>
- Social business models canvas,
- How to Master the Business Model Canvas for Social Entrepreneurs, <https://www.tbd.community/en/a/business-model-canvas-social-entrepreneurs>
- Understanding the Business Model of Social Enterprise. A Case Study of Indonesia Mengajar, <http://www.diva-portal.org/smash/get/diva2:782135/FULLTEXT01.pdf>
- Take Your Social Enterprise To The Peak of Success By Challenging The Business Model Canvas, <http://socialenablers.co/challenging-the-business-model-canvas/>

Thank
You



Beneficiary Model Canvas for Social Enterprise

Team or Company Name:

COMPANY NAME

Date:

MM/DD/YY

<i>Social Challenge</i> •	<i>Beneficiaries</i> •	<i>Resources</i> •	<i>Partners</i> •	<i>Social Challenge / Impact</i> •
	<i>Involvement of Beneficiaries</i> •			
<i>Desired Future State / Outputs</i> •			<i>Core Activities</i> •	

Beneficiary Model Canvas for Social Enterprise

Team or Company Name:

COMPANY NAME

Date:

MM/DD/YY

<p>Social Challenge</p> <ul style="list-style-type: none"> What is the present situation (numbers, scale of problem, geographical area etc.)? What are the root causes of the problem? What are the factors contributing to the problem? Are there any local problem solutions? Are there any international / foreign problem solutions? <p style="text-align: center;">1</p>	<p>Beneficiaries</p> <ul style="list-style-type: none"> Who are your target beneficiaries (age, sex, location, education, work experience, material status, registered in other foundations/social care organizations)? What are their needs? What are their expectations? <p style="text-align: center;">1</p>	<p>Resources</p> <ul style="list-style-type: none"> What human resources will you need? What material resources will you need? What financial resources will you need? What know-how will you need? <p style="text-align: center;">2</p>	<p>Partners</p> <ul style="list-style-type: none"> What social partners do you want to cooperate with? What business partners will you need? What institutional partners will you involve? What know-how will they give you? How will you build relationships with your partners? <p style="text-align: center;">2</p>	<p>Social Change / Impact</p> <ul style="list-style-type: none"> How will you measure your impact? How will you verify your idea? What will be the adaptation process? How will you scale your idea (spread to other markets / target groups / social needs)? <p style="text-align: center;">5 6</p>
<p>Desired Future State / Outputs</p> <ul style="list-style-type: none"> What is the desired social state of the social problem? What outputs do you expect? Can you put the outputs into numbers? <p style="text-align: center;">4</p>		<p>Core Activities</p> <ul style="list-style-type: none"> What are your core activities? What the core activities are for you beneficiaries? <p style="text-align: center;">3</p>		

Customer Model Canvas for Social Enterprise

Team or Company Name:

COMPANY NAME

Date:

MM/DD/YY

<i>Customer Segments</i> •	<i>Macro-economic Environment</i> •	<i>Value Proposition</i> •	<i>Product / Service</i> •	<i>Logistics / Getting to the Market</i> •
	<i>Competitors</i> •			<i>Marketing & Communication</i> •
<i>Cost Structure</i> •		<i>Revenue Streams</i> •		

Customer Model Canvas for Social Enterprise

Team or Company Name:

COMPANY NAME

Date:

MM/DD/YY

<p>Customer Segments</p> <ul style="list-style-type: none"> Who are the people who will buy your product / service? (Age, living in a city/village, family status, sex, education etc.) Where does he/she get information from? On what basis do they make purchase decisions? Are they looking for comfort and convenience or escape from discomfort or want to solve a problem? Who are they spending time with? What kind of people surround them? What lifestyle do they lead? What are the needs of your customers? <p style="text-align: center;">3</p>	<p>Macro-economic Environment</p> <ul style="list-style-type: none"> What is your target geographical market? What legal changes might affect your enterprise? What economic, social and technological changes might affect your market now and in the future? Are these changes a threat or an opportunity? <p style="text-align: center;">3</p> <p>Competitors</p> <ul style="list-style-type: none"> Who are your direct competitors? Who are your indirect competitors? How your competitors fulfill customer needs? What is your USP (unique selling proposition)? <p style="text-align: center;">3</p>	<p>Value Proposition</p> <ul style="list-style-type: none"> What is the story behind your product / service? What problems are you trying to solve for your customers? What is the market failure / gap / deficiency? What value will you deliver to your customers? <p style="text-align: center;">4</p>	<p>Product / Service</p> <ul style="list-style-type: none"> What are the features of your product / service? What is the core of your product / service? Of what elements does your product / service consist of? What do you offer, that is different from other products / services? Is your product / service innovative? <p style="text-align: center;">4</p>	<p>Logistics / Getting to the Market</p> <ul style="list-style-type: none"> What resources will you need? Through which channels will your customers want to be reached? Who will be your strategic logistic partners? <p style="text-align: center;">4</p> <p>Marketing & Communication</p> <ul style="list-style-type: none"> What will be your price ranges? How will you reach your customers with your story? What communication channels will you use? How will you present your story? What type of relationship does each customer segment expect? <p style="text-align: center;">4</p>
<p>Cost Structure</p> <ul style="list-style-type: none"> What are the major cost drivers? (People, production, distribution, design, materials, technology... etc.) <p style="text-align: center;">2</p>		<p>Revenue Streams</p> <ul style="list-style-type: none"> For what value are your customers willing to pay? What are the sources of revenue? What and how will the customers pay? Will you offer a donor package? <p style="text-align: center;">4</p>		