



THINK
SOCIAL

Module 3

Establishing objectives and plan. From dreams to plan



Co-funded by the
Erasmus+ Programme
of the European Union



THINK
SOCIAL

2017-2021 ERASMUS+ ACTION 10

Aims of module 3: “Establishing objectives and goals. From dreams to plan”

- Explain how to define the **objectives** of a social enterprise
- Describe the steps and phases to create a **social business plan**
- Explain how to generate **social impact**.



Co-funded by the
Erasmus+ Programme
of the European Union



THINK
SOCIAL

2020-2023 Erasmus+ KA2

SOCIAL BUSINESS

A **social business** (or social enterprise) is an organisation "whose goal is to achieve a social mission through commercial activities" (Pache and Santos, 2013)



Co-funded by the
Erasmus+ Programme
of the European Union



THINK
SOCIAL

SOCIAL ENTREPRENEURSHIP



Source: Young Entrepreneurs Forum



Co-funded by the
Erasmus+ Programme
of the European Union

https://www.youtube.com/watch?v=Fqch5OrUPvA&ab_channel=YoungEntrepreneursForum



SOCIAL OBJECTIVE

"Social objectives of business refer to the obligations of a business towards customers, employees, investors, suppliers, the government and the general public."*



Try to give a definition of

“objective”. Objective: a goal or.

* Source: <https://www.economicdiscussion.net/business/social-objectives-of-business/31850>



SOCIAL OBJECTIVE

Social – this term is related to the society, the others (the employees, the customers, the city, the country where you are)

The **Social Responsibility** of your business is what you want to achieve for others through your business, such as providing a job to someone, helping other people as a service, making the environment cleaner or appealing.

When planning your **Social Objectives**, think about: what will my business provide To and For the society? What will it do WITH others?



SOCIAL BUSINESS PLAN

- A social business plan needs the following 4 elements:
 1. "The mission of your social enterprise
 2. The outline of specific actions to achieve your goals and objectives
 3. Establish targets for planning, measuring and improving performance
 4. Project the necessary resources, costs and revenues of your program"

Source: <https://learn.marsdd.com/article/business-plans-for-social-enterprises-se-and-social-businesses/>

- The business plan is a very important document that states what you will do and how you will achieve your objectives. It is like a recipe for your business project



SOCIAL IMPACT



- If your business has a social impact, that means that its activities are improving society or a community. It has a "greater cause" than just making money. For example, it can help other people get a job. It can make people with difficult lives feel less excluded from society.
- It is about doing something useful but also "good" for the rest of society.
- The social impact of your social business should be measurable. For example, how many people are benefiting from your business?



THINK
SOCIAL

LESSON 1

Defining objectives of a social business



Co-funded by the
Erasmus+ Programme
of the European Union



Objectives of a Social Business

Objectives are “the intended end result that an organisation desires to achieve over varying periods of time. Because of time variation, objectives may be specified in different ways in which long-term objectives are supported by short-term objectives.” (Eiilm University, 2021)

Social objectives are objectives of business, which are desired to be achieved for the benefit of the society. (NIOS, 2021).

Traditional businesses have as main business objective earning profit, but social enterprises have as primary objective the achievement of social objectives – objectives that have a social impact.



THINK
SOCIAL

2017-2021 Erasmus+ KA2

What is social Entrepreneurship?



What is Social Entrepreneurship?



Co-funded by the
Erasmus+ Programme
of the European Union

CEDRA Split. (2016). What is Social Entrepreneurship?. Available at:
<https://www.youtube.com/watch?v=aTo0qtdVMpM>



The European Commission has defined a **social enterprise** as:

*“an operator in the social economy whose **main objective is to have a social impact** rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and **uses its profits primarily to achieve social objectives**. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.”*
(European Commission, 2021)

Activity: S.M.A.R.T. Goals





THINK
SOCIAL

2021-2023 Erasmus+ KA2

The Guide to Writing S.M.A.R.T. Goals

SMART GOALS

S = SPECIFIC

M = MEASURABLE

A = ACHIEVABLE

R = RELEVANT (realistic)

T = TIME-BOUND



Co-funded by the
Erasmus+ Programme
of the European Union



The Guide to Writing S.M.A.R.T. Goals

S.M.A.R.T Goals	
S = Specific	Answer the “5W” questions: Who? What? When? Where? Which? Why?
M = Measurable	Example: how many customers do you want to have after one month of opening your business?
A = Achievable	Think of the resources you have or that you are lacking to reach the goal. Do you already have everything you need? Or do you need more resources?
R = Relevant	Which societal needs does it cover?
T = Time bound	Ask yourself how much time is needed for goals to be implemented. Be precise. How many weeks, how many months? You can also start to think about breaking this timeframe into smaller periods. If your goal should be achieved in 6 months, what will need to be already done after 3 months?

Source: Eby, K. (2019). The Essential Guide to Writing SMART Goals. Available at: <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>



EXAMPLES OF SMART GOALS

- **Examples of SMART objectives for a local food social enterprise (ViSEnet, 2021):**
 - To provide 6 employment training placements per year.
 - To provide locally-grown, fresh produce to 30 householders.
 - To raise awareness of healthy eating with 12 workshops per year.

For more examples of identification of objectives check this sources:

- SAMHSA. (2021). Setting Goals and Developing Specific, Measurable, Achievable, Relevant, and Time-bound Objectives. Available at: <https://www.samhsa.gov/sites/default/files/nc-smart-goals-fact-sheet.pdf>
- Tips to build SMART indicators: <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>

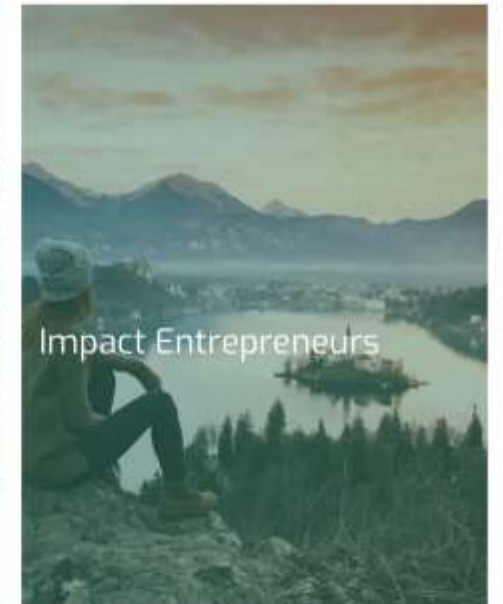


Case Study: Zero Waste Berlin Festival

• CASE STUDY : ZERO WASTE FESTIVAL BERLIN

ZERO WASTE BERLIN FESTIVAL IS FOR

We connect three key groups and develop our workshops, speakers and activities around your specific interests



Co-funded by the
Erasmus+ Programme
of the European Union

Case Study: Zero Waste Berlin Festival



- Zero Waste Berlin Festival provides a space for citizens, impact entrepreneurs and key players to create transformative changes in their everyday life and business.
- committed to achieving a greener economy, a fairer social transition and a climate resilient future.
- Support and Enable the following SDGs:
 - SDG11 Sustainable cities and communities
 - SDG12 Responsible Consumption and Production
 - SDG13 Climate Action
 - SDG17 Partnerships for the goals



Activity: SDG in Social Entrepreneurship



GRI, UN Global Compact & WBCSD. (2015). SDG Compass: The guide for business action on the SDGs. Available at: <https://sdgcompass.org>



THINK
SOCIAL

LESSON 2

BUILD YOUR SOCIAL BUSINESS PLAN



Co-funded by the
Erasmus+ Programme
of the European Union



THINK
SOCIAL

Case Study: Wise Greece

• CASE STUDY : WISE GREECE



Co-funded by the
Erasmus+ Programme
of the European Union



Case Study: Wise Greece

- Wise Greece is an association and a social enterprise.
- It promotes Greek food products made by small farmers.
- A part of the money from the sale is redistributed to children, disabled people, the elderly or the homeless.



DESIGN:
DESIGNERS
TBC →
CREATIVE STRATEGY
MARKETING
KICK IT UP A GEAR → Sales Figures

ACTIVITY: Write a (social) business plan

preferences?

LEVELO



THINK
SOCIAL

2017-2020 Social Action

10 STEPS BEFORE WRITING YOUR BUSINESS PLAN

"How to start up a social enterprise in 10 steps" by the School for Social Entrepreneurs



Co-funded by the
Erasmus+ Programme
of the European Union



ELEMENTS OF A BUSINESS PLAN

1. **Mission**
2. **Capital needs**
3. **Products and Services Portfolio**
4. **Target Markets**
5. **Revenues, expenses, losses, profits**
6. **Team**
7. **Competitors**
8. **Pricing**
9. **Marketing Strategy**
10. **Conclusion**



THINK
SOCIAL

2017-2023 Erasmus+ KA2

STEPS TO WRITE A BUSINESS PLAN

To create your first business plan, try to answer these questions from the School for Social Entrepreneurs guide

1. What is your idea?
2. Who are your customers?
3. Who are your beneficiaries?
4. How will you promote your organisation? (marketing)
5. Who else is doing something similar? (competitors)
6. Steps to achieve your goals.
7. What resources do you need?
8. How much money will you have coming in?
9. How much money will you have going out?
10. How much money will you have left over?

To know more, follow this link: <https://www.the-sse.org/resources/starting/writing-your-first-business-plan/>



Co-funded by the
Erasmus+ Programme
of the European Union



FROM A BUSINESS PLAN TO A SOCIAL BUSINESS PLAN

"While social enterprise business plans address all of the questions needed for any business, nonprofits also need to consider the alignment with **mission, organizational background and structure, and evaluation of both financial and social impact.**"

Propel Non-Profits

Now that you know what is a traditional business plan, let's see the differences between a regular plan and a social business plan



Co-funded by the
Erasmus+ Programme
of the European Union



FROM A BUSINESS PLAN TO A SOCIAL BUSINESS PLAN

Business Plan

1. Mission
2. Capital needs
3. Products and Services Portfolio
4. Target Markets
5. Revenues, expenses, losses, profits

SOCIAL Business Plan

1. Social objective
2. Specific funding programs
3. Positive social impact of products & services
4. May be people in difficult situations
5. Use of the profit for a social cause





FROM A BUSINESS PLAN TO A SOCIAL BUSINESS PLAN

Business Plan

6. Team
7. Pricing
8. Marketing Strategy
9. Conclusion

SOCIAL Business Plan

6. Include vulnerable people or small businesses
7. Fair prices
8. Make your social objectives & impact visible
9. Summarize the Plan with an emphasis on the social dimension of your business





Resource to know more about the differences between a business plan and a social business plan:

"In a business plan, you must clearly articulate:

- **The mission of your social enterprise**
- **The outline of specific steps to achieve your goals and objectives**
- **Establish targets for planning, measuring and improving performance**
- **Project the necessary resources, costs and revenues of your program"**

From "**Business plans for social enterprises (SE) and social businesses**"

<https://learn.marsdd.com/article/business-plans-for-social-enterprises-se-and-social-businesses/>



METHODS AND TECHNIQUES

WHY NOT TAKING A COURSE ON BUSINESS PLAN WRITING?

- For example, you can find a free course for beginner in business planning on the Udemy Platform:

<https://www.udemy.com/course/creating-a-business-plan-for-your-social-enterprise/>

ELEMENTS TO CONSIDER

- Funding available for social entrepreneurs
- Getting legal help
- Finding a social enterprise mentor
- Ask for reviews for your business plan
- Tips for getting your prices right



Co-funded by the
Erasmus+ Programme
of the European Union

More methods & resources on this page: [Social Entrepreneurs School the-sse.org/resources/starting/start-social-enterprise-10-steps/](https://www.sse.org/resources/starting/start-social-enterprise-10-steps/)



THINK
SOCIAL

LESSON 3

SOCIAL IMPACT



Co-funded by the
Erasmus+ Programme
of the European Union



- **Impact** means change, it is the change that occurs in society due to the social business activity.
- **Social Impact:** “A significant, positive change that addresses a pressing social challenge.”

(Michigan Ross Center for Social Impact, 2014)

social impact is what makes a business a social one

The challenges and needs depend on local contexts, they cannot be the same everywhere and cannot be answered the same way. Thus, working deeply on the pressing challenges at a local level is vital to address them and have a social impact. (ASIS, 2020).





Examples of social impact:

- Social impact can be ecological –e.g., carbon reduction due to use of your solution, social –e.g., reducing social isolation, among others. (De Punt, et al.2018).
- Social impact can refer to make use of products that otherwise will end in the garbage, connect people from different generations to avoid elderly isolation, support the development of the communities of indigenous artisans by selling their products, build employment skills for underemployed groups (The Sedge, 2018).
- Examples of rural social enterprises: ViSEnet project. (2011). Guidebook of good practice. Available at:
https://www2.helsinki.fi/sites/default/files/atoms/files/visenet_the_rural_social_enterprise_guidebook_of_good_practice.pdf



Indicator

“Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.”

(OECD, 2010).





Building indicators to assess social impact

SMART

Specific

Measurable

Achievable

Relevant

Time-bound

SPICED

Subjective

Participatory

Interpreted and communicable

Cross-checked and compared

Empowering

Diverse and disaggregated

SPICED indicators can also be presented in a SMART way

Procedures and examples on how both methods can be implemented are available in the following links:

- Lennie, J. (2011) *Equal Access Participatory Monitoring and Evaluation toolkit*. M. 2. Available at:

https://www.betterevaluation.org/en/toolkits/equal_access_participatory_monitoring

- Drexel University and UNICEF. (2019). *Monitoring and Evaluation Framework*. Available at: <https://www.unicef.org/eca/media/13396/file>

- Template to build SMART indicators available at: <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>



Co-funded by the
Erasmus+ Programme
of the European Union



- **Example of an indicator that is SPICED and SMART** (Drexel University & UNICEF, 2019) :

Context of the example: validation study of tools designed to track and assess the results of interventions aimed at changing discriminatory attitudes and social norms towards children with disabilities in Europe and Central Asia.

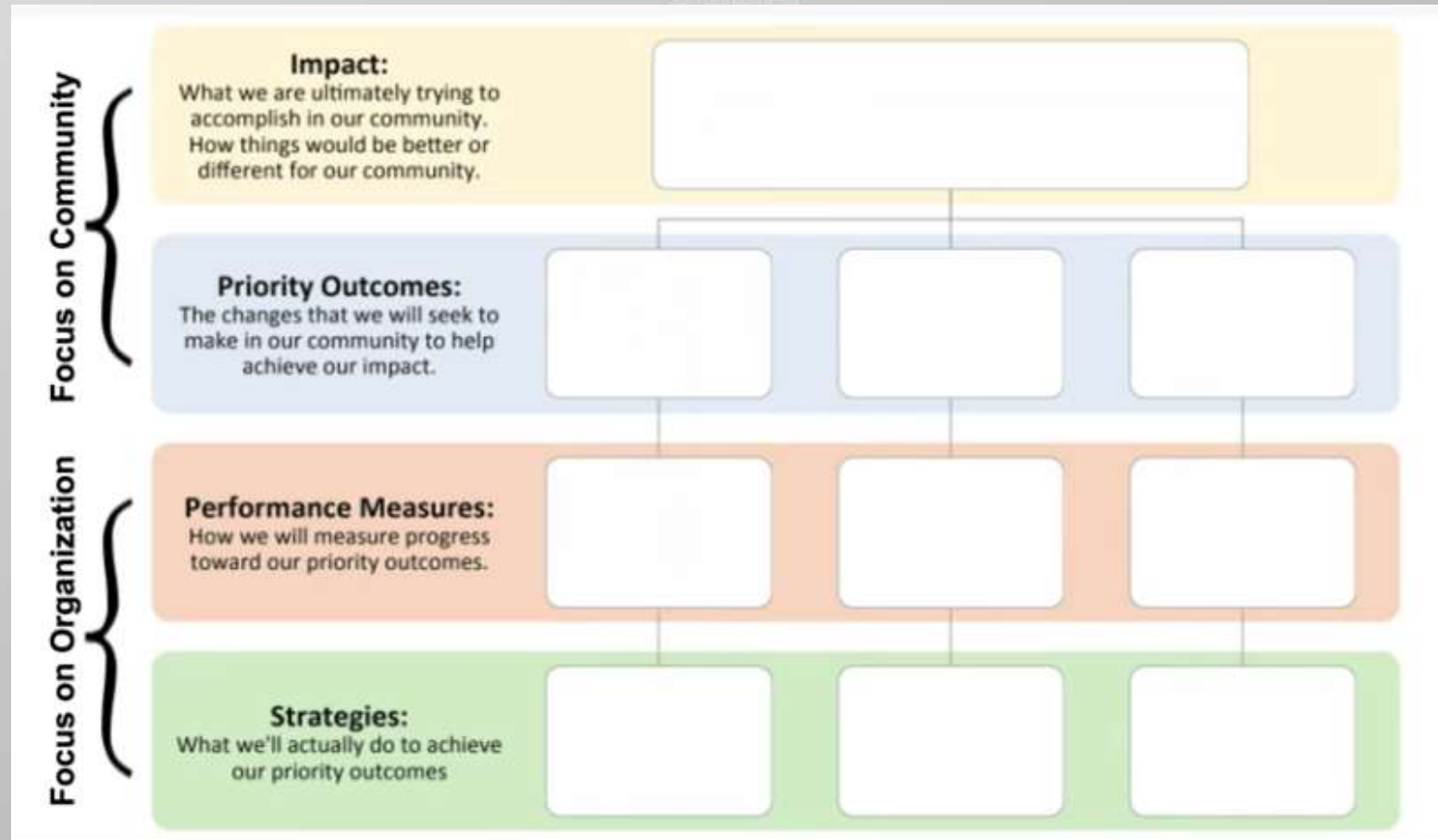
Indicator: 35% of children involved in the program report taking action to reduce social distance by 2021.





THINK
SOCIAL

VIDEO: SOCIAL IMPACT



Source: Common Good Solutions



Co-funded by the
Erasmus+ Programme
of the European Union

https://www.youtube.com/watch?v=lvsx04r91Cs&ab_channel=CommonGoodSolutions



THINK
SOCIAL

2020-2023 Erasmus+ KA2

- **IMPACT**
- **OUTCOMES**
- **PERFORMANCE MEASURES**
- **STRATEGIES**



RESULTS?



Co-funded by the
Erasmus+ Programme
of the European Union

METHODS AND TECHNIQUES TO ASSESS YOUR SOCIAL IMPACT



METHODS INCLUDE:

You can find here 8 best practices to measure your social impact:

<https://blog.submittable.com/measure-social-impact/>

- Using a questionnaire to survey your community or your customers
- Making a logical model
- Checking the UN Sustainable Development Goals
- Choosing metrics: what do you want to count when measuring your impact, e.g. money made, people who visited your business, etc.



THINK
SOCIAL

2020-1-0001-KA201-AT-001

Case Study: DKMS

- CASE STUDY :
DKMS



Co-funded by the
Erasmus+ Programme
of the European Union



THINK
SOCIAL

2017-2021 ERASMUS+ ACTION

Case Study: DKMS

DKMS supports patients that suffer severe blood diseases like leukaemia by organizing campaigns to raise awareness about the importance of stem cells donation and register as many potential stem cells donors worldwide to make possible the access to the only treatment that can save some of these patients lives: a bone marrow transplant from a compatible donor.



Social impact: DKMS has incorporated 10.924.088 people in the world donor registry and has managed 94.281 donations worldwide.

Offices in: Germany, Poland, USA, UK, India, Chile and South Africa.



Co-funded by the
Erasmus+ Programme
of the European Union

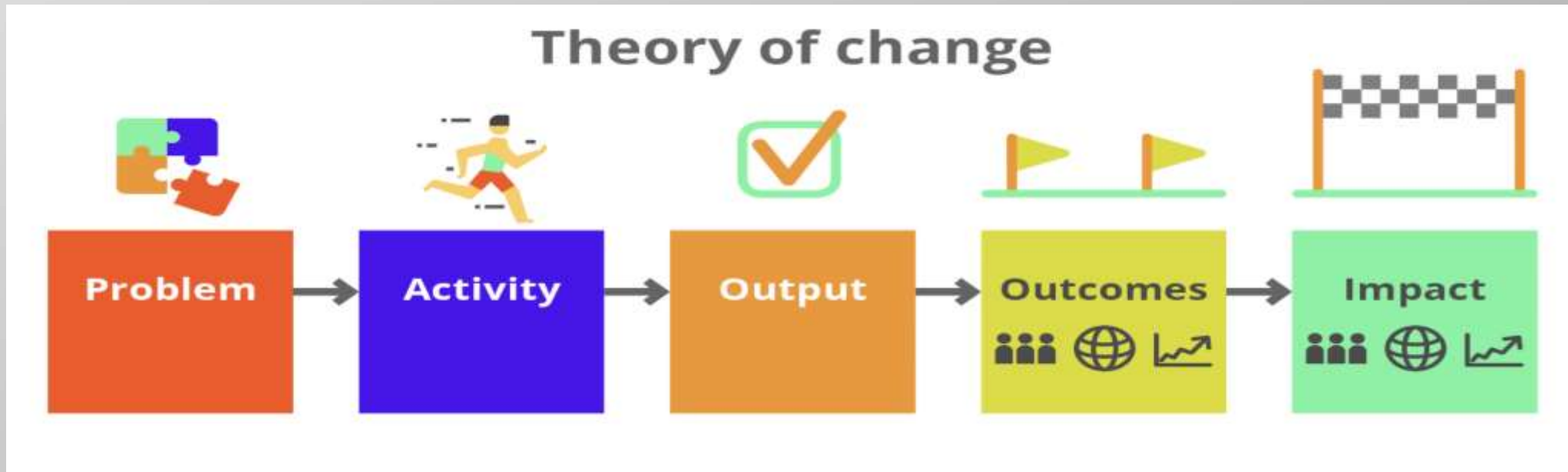
Activity: Build your SE Theory of Change



Photo by [Nothing Ahead](#) from [Pexels](#)



THEORY OF CHANGE



Download template here: <https://diytoolkit.org/tools/theory-of-change/>

Examples of theory of change can be checked by the participants as a guide:

WOCAN. (2021). Wocan Theory of change. Available at: <https://www.wocan.org/our-theory-of-change/>



REFERENCES

- "Inside the Hybrid Organisation: Selective Coupling as a Response to Competing Institutional Logics." Anne-Claire Pache and Felipe Santos, The Academy of Management Journal, Vol. 56, No. 4 (August 2013), pp. 972-100.
- Resource Smart Goals <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>
- Wise Greece <http://www.en.wisegreece.com/>
- Community Impact canvas by Common Good Solutions <https://s4es.ca/media/t0wbcawy/social-impact-canvas.pdf>
- Business Plan structure by The Balance Small Business <https://www.thebalancesmb.com/entrepreneur-simple-business-plan-template-4126711>
- Drexel University and UNICEF. (2019). Monitoring and Evaluation Framework. Available at: <https://www.unicef.org/eca/media/13396/file>





REFERENCES

- The Social Entrepreneurs School the-sse.org/resources/starting/start-social-enterprise-10-steps/
- Creating a Business plan for your Social Enterprise, training Course on Udemy by Maria Wilvenna Añora, <https://www.udemy.com/course/creating-a-business-plan-for-your-social-enterprise/learn/lecture/26823634#overview>
- "Social Enterprise Business Plan" by Propel Nonprofits, <https://www.propelnonprofits.org/resources/social-enterprise-business-plan/>
- "How to Measure Social Impact: 8 Best Practices" by Natalya DeRobertis-Theye. <https://blog.submittable.com/measure-social-impact/>
- European Commission. (2021). Social enterprises. Available at: https://ec.europa.eu/growth/sectors/social-economy/enterprises_en



REFERENCES

- My Social Start- Up. (2018). **Worksheets Beneficiaries (and customers)**. Available at: <https://www.mysocialstartup.eu/app/uploads/2018/09/Worksheets-all-modules-combined.pdf>
- DKMS: <https://www.dkms.org>
- ZERO WASTE BERLIN FESTIVAL: <https://zerowasteberlinfestival.com/>
- ViSEnet project. (2011). Guidebook of good practice. Available at: https://www2.helsinki.fi/sites/default/files/atoms/files/visenet_the_rural_social_enterprise_guidebook_of_good_practice.pdf
- NIOS. (2021). Business studies: Lesson 3 Objectives of Business. Available at: <http://old.nios.ac.in/Secbuscour/cc03.pdf>
- Eiilm University. (2021). Business Strategy. Available at: <http://www.eiilmuniversity.co.in/downloads/Business-Strategy.pdf>





REFERENCES

- OECD. (2010). Glossary of Key Terms in Evaluation and Results Based Management. Available at: <https://www.oecd.org/dac/2754804.pdf>
- Lennie, J., Tacchi, J., Koirala, B., Wilmore, M. & Skuse, A. (2011) *Equal Access Participatory Monitoring and Evaluation toolkit*. Available at: https://www.betterevaluation.org/en/toolkits/equal_access_participatory_monitoring
- WOCAN. (2021). Wocan Theory of change. Available at: <https://www.wocan.org/our-theory-of-change/>
- Eby, K. (2019). The Essential Guide to Writing SMART Goals. Available at: <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>
- ViSEnet. (2021). What is the impact you want to make. Available at: https://ilias.hfwu.de/ilias.php?ref_id=36588&cmd=render&cmdClass=ilrepositorygui&cmdNode=7q&baseClass=ilRepositoryGUI





REFERENCES

- ASIS. (2020). Social impact evaluation and indicators. Available at: <https://socialinnovationstrategy.eu/wp-content/uploads/2020/07/Guideline1-final.pdf>
- De Punt, Seinwezen, Sociale InnovatieFabriek, University of Brighton & West Sussex County Council. (2018). My Social Start-Up. Available at: <https://www.mysocialstartup.eu/the-theory-of-change/what-is-impact/>
- The Sedge. (2018). 22 Awesome Social Enterprise Ideas and Examples. Available at: <https://www.thesedge.org/socent-spotlights/22-awesome-social-enterprise-business-ideas>
- DIY. (2021). Practical tools to trigger & support social innovation. Available at: <https://diytoolkit.org/tools/theory-of-change/>
- Michigan Ross Center for Social Impact. (2014). What Is Social Impact?. Available at: <https://businessimpact.umich.edu/about/what-is-social-impact/>
- BISER, COBUCE, Social innovation centre & Social Entrepreneurs in Denmark. (2018). Social Enterprise Guide Educational Module for Social Entrepreneurs. Available at: <https://www.socialenterprisebsr.net/2018/08/educational-module-for-social-entrepreneurs/>





THINK
SOCIAL

CONGRATULATIONS

On completing the Module 3 of Think Social



Co-funded by the
Erasmus+ Programme
of the European Union