THINK SOCIAL

PROMOTING SOCIAL ENTREPRENEURIAL
MINDSETS FOR A SUSTAINABLE FUTURE

IO2 - A3
TOOLKIT FOR CREATING
SOCIAL AWARENESS CAMPAIGN

MODULE 5. GETTING STARTED!
MAKING THE FIRST STEP IN
PRACTICE.

Co-funded by
the European Union

THINK SOCIAL

PROMOTING SOCIAL ENTREPRENEURIAL
MINDSETS FOR A SUSTAINABLE FUTURE

Think Social Up-skilling pathway

Educational pack

Module 5. Getting started! Making the first step in practice.

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Objectives and goals

Main Objective

This module aims to provide with the knowledge to put into practice the first steps in the entrepreneurial process. The module will focus on how to apply the previous knowledge acquired and how to deal with risk and uncertainty. We will also include the scope of the learning based on the experience, providing some examples about how to use the experience in the first phase to improve the process of entrepreneurship.

Learning objectives

- Explain how to implement practical steps to create business;
- Introduce some methodologies to evaluate the first steps of your business;
- Explain how to deal with the unexpected situations (both negative and positives);
- Explain how manage the risks and convert them into strengths;
- Identify the lessons learnt and how to implement in the day to day.

Learning outcomes

After completion of this module, the learner (you) will know:

→ the first steps before starting your business;
→ manage the first days of the business;
→ communicate to and with your community;
→ evaluate the first days of your business and use the information to improve it;
→ identify the risk and assess them;
→ mitigate the risk and convert them into an asset for the business;
→ assess your experience to improve the business.

Structure of the module

The content of the module is structure in two units:

Unit 1. First steps of your business

Unit 2. Evaluating risks and feedback

Duration of the module: 3 hours (see "Lesson plan" for more details)

Lesson plan

Module Title:	Getting started! Making the first step in practice		
Unit Title:	Unit 1: First steps of your business		
Description of the Learning Activities	**Duration (in minutes)**	**Materials or Equipment Required**	
Workshop Opening: Start the workshop with allowing learners to introduce themselves and the reason why they have attended this workshop.	10'	Nothing is needed for the opening because it is mainly a presentation/discussion.	
Activity 1: Start the lesson with the following [video] (Additional Learning Resource 1) to introduce the steps needed for starting your own social enterprise. Initiate a discussion using the following questions: - Do you agree with the speaker? - What other steps do you think are needed? - Are there any steps that need extra caution?	25'	• Projector • Additional learning resource 1	
Activity 2: Start the second activity by asking the following main questions: "Do you think that communicating your idea and social enterprise to the community is an important step? How can you do it?" Then, explain to learners the importance of social media in regard to dissemination and explain shortly tips for posts (use of hashtags, simple vocabulary etc.) Then, proceed with a short activity. Split the class in two groups and give them time (10 minutes max) to create a post on Facebook and another one on Instagram for their social enterprise (Activity Sheet 1). Then, each group should present their work and when all groups do so, initiate a discussion concerning the differences	25'	• Projector • PPT presentation. • The handbook by Not Fur' Long (Additional Learning Resource 2) can also be used. • Mobile phone with Facebook and Instagram applications installed	

Description of the Learning Activities	Duration (in minutes)	Materials or Equipment Required
between social media platforms and their posts. Conclude on the importance of adapting your posts based on the platform and the target group by presenting the first case study to the learners.		

Activity 3: Provide learners with a piece of paper and ask them to write down a question that they should be able to ask themselves after the first days of starting their own social enterprise.
 	
Examples:
 	
   -   Am I satisfied? What went wrong?
 	
   -   Should I improve something?
 	
   -   What was above my expectations?
 	
Then, each learner should present their question and explain why they chose that specific one.
 	
The aim of this activity is to collect different questions to help them then reflect on and evaluate the first days of starting a social enterprise.
	20'	• Piece a paper and a pen

Workshop close Short recap of what has been taught in this workshop. Then, give time to participants to ask their questions to clarify points that may have not been clear.	10'	The PPT presentation may be needed to go back to important slides.
Total duration of the unit	**1 hour, 30 minutes**	

Unit Tittle:	Unit 2. Evaluating risk and feedback		
Description of the Learning Activities		Duration (in minutes)	Materials or Equipment Required
Workshop Opening: Start the workshop with allowing learners to introduce themselves and the reason why they have attended this workshop.		10 '	Nothing is needed for the opening because it is mainly a presentation/discussion.

Activity 1: Begin introducing the notions of risk and hazard by asking questions such as: Do you know the difference between the terms risk and hazard? How would you define the action of crossing a road with a lot of cars? A risk or a hazard? Can you share with the rest of the classroom examples of risks and hazards? After this brief discussion, explain the difference between the two terms and present the table of internal and external risk factors.	15'	• Projector • PPT presentation
Activity 2: Present and explain to learners the risk matrix and how it can be interpreted. Then, split the class in two groups and share with them the handout "Looking into risk assessment". After 10 minutes, give them the opportunity to present their own example and their evaluation on risks. Conclude on the risk assessment with the second case study by explaining that taking risk is necessary and not taking them may be impossible.	30'	• Projector • PPT presentation • Paper and pen
Activity 3: Start a brainstorming discussion regarding fighting uncertainty and how experiences can be helpful in tackling it. Questions such as the ones below can help you initiate a discussion: • What is uncertainty and how can it be tackled? • Do you think that experiences can be a way to do so? • Do bad experiences have any benefits for you or your social enterprise? How and what can you learn from bad experiences?	30'	• Projector • PPT presentation
Workshop close Short recap of what has been taught in this workshop. Then, give time to participants to	5'	The PPT presentation may be needed to go back to important slides.

ask their questions to clarify points that may have not been clear.		
Total duration of the unit	**1 hour, 30 minutes**	

Total duration of the Module	**3 hours**

Unit 1. First steps of your business

1.1. What to do before starting a business – previous steps

You acknowledge that the world is not as socially inclusive as it should be, and you have an idea that you believe can help the world become a better place. Even better, your idea can be profitable and make money.

Yet, how can you turn your idea into a real business?

1 **Do your research**

Social enterprise is relatively new and unknown to a lot of people. It is important that you **get familiar with this term** before defining that your business will have a social impact. The above modules will help you learn more about social entrepreneurship and the differences with a "traditional" business (*modules 1 and 2*).

2 **Figure out your market**

Social enterprises are not just businesses that tackle a social issue. They need to also **sell a service or a product** to make money. So, it is important to think about the service or product you are trying to sell alongside with **who is going to buy** what you are offering. Then, the wisest thing to do is to figure out the **competition** that your business will face in the future and **how your product or service can differentiate** from the rest.

3 **Get some advice**

Social entrepreneurship is a relatively new concept yet, it has become known to the world due to its social impact and its success around the world. Therefore, many social entrepreneurs will be happy to talk about their own experiences and how they have succeeded. You can find **testimonials** online or by just asking a local social entrepreneur. In the end, you may find yourself a **mentor**.

Websites to apply for mentorship in regard to social enterprise:

- [Expertimpact](#)
- [Empact](#)
- [Propel by UNLEASH](#)

4   Have a clear social mission

As mentioned above, a social enterprise is different from a "traditional" one mainly because it has a social mission in place. Therefore, it is essential to have **a clear mission** and to be able to explain it not only to the public but also to funders who may be interested in investing in your idea.

5   Figure out your financials

You can find people or organisations that would like to invest in your idea and help you make it a reality. In addition, it is wise to do some **financial planning**, consider **expenses** that may occur in the future and decide on the **price** of your product or services. If you are not that confident with financial matters, try to find some people who are either **from your social circle** or **experts**.

6   Legalise it

The **legalization** of social enterprises in the EU **differs** according to the Member State. Be careful on the forms and rules of the country in which you wish to establish your social enterprise and **follow the procedure**. It may be good to get the right advice from **professionals in legal matters** in order to make it a more straightforward process. How you set up your social enterprise can also affect the salary you might pay yourself, the type of investment you are allowed to receive and personal financial liability if the business fails.

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7 Disseminate your social enterprise

Even if you have everything figured out, your social enterprise needs to become known in society. In order to do so, you should be **active in a digital world** like the one we live in. Some steps are fundamental such as having a **website** and being **active on social media** (*more information in module 5 1.3. Communicate your business in the community*).

8 Write your social business plan

A **business plan** is essential for your social enterprise since it provides all the answers about your business *(more information in module 3 – Establishing objectives and goals. From dreams to plan).*

9 Get prepared for any kind of risk that may threaten your business

You cannot control the future or what it will bring you. Yet, you can **plan ahead** to avoid or reduce stressful situations or unpleasant events for the good of your company *(more information in module 5 2. Evaluating risk and feedback).*

1.2. Tips for the first days of your business

You have completed most of the aforementioned steps, and it is now time to open up your business. Stress and excitement can be the two main emotions of that day, and it is important to keep in mind some **tips** for your business's first days.

→ Reach out to your network

If your business has a physical presence, it is important to **look busy** to attract more people since empty spaces are foreboding for people. Therefore, your **close circle** and your **connections** will become your power crowd.

→ Be prepared for an influx

The opposite situation can happen as well, meaning having too many customers, leading to selling out or booking your services too long in the future. It is then important to have a **plan,** so you don't get caught off guard.

→ Prepare for failure

Many things should be completed before and during the first days of your business. Consequently, **something can go wrong,** even the most minor thing. Therefore, it is important to assume that failures can happen before starting for you and your team to be prepared and if this is the case, **work as a team to solve it**. The wisest thing to do is not to panic.

→ Give a coupon for a second visit

Even if the first days have been a success, the next challenge is bringing customers back a second time. This means that a **strategy plan** needs to be implemented during the first days of your business in order to **give visitors an incentive** such as a coupon for a percentage off for their next visit.

→ Be (extra) active on social media during the first days of your business

The topic of social media is present many times in this document (step 7 in module 5.1.1. and will be explained more in detail in the next section) due to its importance. Being present on social media will give **many benefits** to your company. To promote your social enterprise, it is important to be more active than ever by capturing every moment of it.

→ Collect contact information

By collecting your customers' contact information, you will be able to contact them in the future for future reference and offers. Be careful though, **not to be too pushy** when asking about this kind of information or afterwards.

→Explain your mission and the aim of the company to people and potential customers

Your social business will sooner or later have a social impact on the community. It is important to make it **clear and understandable** to all people visiting your business because if it is something they believe in, they will come back.

→ Absorb everything

Be observant for the first few days and try something new if you find something that doesn't work or you don't like. Remember that the first days are more like a "**trial period**" to evaluate your success and what should be improved *(more information on module 1.4. Evaluate the first days)*.

1.3.   Communicate your business in the community

In our digital world, in which information spreads as fast as possible, **it is easier than ever** to make your idea and social enterprise known in the community. To do so, you need some basic elements.

Name

Your company should have a name as it will give a **proper identity** to the business. It needs to:

- Be catchy
- Be unique
- Be descriptive and linked to your business's idea
- Be short as possible and not hard to spell.

Online name generators are not a bad idea, since they will give you tips and feedback on your ideas. Here is a list that could help:

  o   Wix Business Name Generator
  o   BNG – Business Name Generator
  o   Namelix

Logo

Most businesses have a logo and it has many benefits for your company. It provides a **sense of identity**; it **differentiates you from your competitors** and makes you more **memorable**. It should:

- Be unique
- Be clever
- Be simple and clear
- Be practical

> You can try your own graphic design skills and create your own logo if you feel creative enough by using online tools and websites:
>
> - [Canva](#)
> - [Tailor Brands](#)
> - [LogoMakr](#)
> - [GraphicSprings](#)

Website

When thinking or searching for a name for your business, it is also important to check if a **domain** containing this name exists. Your website should:

- Include all the **necessary information** about your company (the idea behind your business, the social impact it aims to tackle, the funders, contact details etc.)
- Be **up to date** with new information if applicable.
- Provide **a user-friendly navigation** with photos and pictures, making the navigators more interested in your social enterprise.

> Before creating your own website, you should check the domains available. Check the availability in the following websites:
>
> - [GoDaddy](#)
> - [Name.com](#)
> - [SiteGround](#)

> You can even try your own skills in creating one by using user-friendly build-your-own-website companies such as:
>
> - [Wix](#)
> - [Squarespace](#)

Social media presence

Social media is a modern and free way to find clients and to make your social enterprise known. Like all social enterprises, yours has a great story to tell because it has a positive impact in the society. Therefore, using social media platforms could only benefit you by giving you **visibility**.

Make sure that you use the right social media **corresponding to your social enterprise and your target group**.

It is important to be active and use them frequently, especially on **main events** or **during the first days of your business**. Updating it with new arrivals, offers or change of plans (holidays, opening hours etc.) through social media is **a free and fast way** to come closer to your customers and the community. Communicating your social input and expressing your values through social media is a great start to gain new customers.

Offline presence

You can also use offline materials in order to address the local community. **Posters, leaflets, banners or flyers** are a way to attract people that are close to your social business. Yet, it can be **more expensive** and **more difficult** to address more people at once.

1.4. What not to do when setting objectives for a social business plan

The first days of your company have passed, and it is now time to **evaluate your performance**. The following questions will help you reflect on your actions and performance and make you consider alternatives for the issues or problems you have faced during this "trial period". Do not be unrealistic. Objectives should be rational, achievable, and realistic rather than idealistic.

Was it as profitable as you had expected?

Were the customers satisfied?

Was there an issue with the staff?

What was the strong point during these days?

What was the weakest point and how can it be improved?

Was it as profitable as you had expected?

Think about the products or services that you offered and if their amount met your expectations. In other words, consider sales and profitability. To what extent did you achieve the sales volume predicted in your planning?

Were the customers satisfied?

Try to remember the feelings, facial expressions or comments received by the customers during these days. How would you characterize their experience? Is there something that went wrong? Did they come back, or did they share their thoughts online? Which factor(s) (location, price of product/service, environment, staff etc.) was commented positively and which one(s) negatively? It would be a great idea to provide them with a short questionnaire in order to share their thoughts on paper.

Was there an issue with the staff?

It is important to think about the staff, their relations with you and between them and to consider their opinion and/or suggestions for change. To do that, it may be wise to have a meeting with all of them and let them share their views on these few days. They may be the best people to let you know the feelings they received from customers and provide new ideas and suggestions on what needs to be improved. On the other hand, you should also comment on their behavior during these days and give them tips or recommendations on becoming better.

What was the strong point during these days?

Try to find the strong point that was positively accepted by your customers. Was it the fast and effective service by your staff? Was the quality of your product? Was people's interest in the social impact that your company aims to make in society? By answering correctly and with certainty this question, make sure to continue doing that. It is your strong point and one of the reasons why customers will come back.

What was the weakest point and how can it be improved?

Negative situations can possibly happen, especially in the first days. Identify what went wrong and think about alternatives and ways to improve them. What could have been done differently? What bad consequences will it bring if it is not changed?

By answering these questions, you will be able to move forward and challenge yourself with new ideas according to your first experience as a social entrepreneur. Yet, read the next unit of this module to learn how to cope with hazards and risks that can be developed unexpectedly.

Activity 1. Let's post on social media!

Module Title	Getting started! Making the first step in practice
Unit Title	Unit 1: First steps of your business
Activity Title	Let's post on social media!
Type of resource	Activity sheets
Activity code	A5.1
Type of learning	Blended learning
Duration of Activity	20′
Learning outcomes	● Communicate to and with your community
Aim of activity	The aim of this activity is to learn how to share the most adequate posts on social media (mainly Facebook and Instagram) in order to communicate your idea and social enterprise to the community.
Materials Required for Activity	A mobile phone with Facebook and Instagram installed.
Step-by-step instructions	To implement this activity, the facilitator should introduce the following steps: **Step 1:** Introduce social media to learners and highlight on their importance for communicating their social enterprise to the community **Step 2:** Give tips on how good posts should be (use of hashtags, simple vocabulary, inclusion of a photo) **Step 3:** Split the classroom in two groups **Step 4:** Give to the learners the handout needed for this activity (provided below) **Step 5:** Allow to each group the time (10 minutes max) to think about their posts **Step 6:** Give the floor to each group to present their posts and to highlight the main differences between their posts on Facebook and Instagram

Handout	<u>Social media Activity</u> Social media play a significant role to the promotion of your social enterprise. Yet, you should be really active in order to have an efficient and significant result through social media. Try and create adequate posts in Facebook and Instagram in order to introduce your social enterprise to the public. • Think with your team an example of social enterprise • Think of what you would like to share on social media (opening day, an event, new offers) • Create a Facebook and an Instagram post keeping in mind their differences and particularities. • Share it with the rest of the class and explain the procedure followed.

Additional resources

Module Title	Getting started! Making the first step in practice.
Unit Title	Unit 1: First steps of your business 1.1. What do to before starting a business - previous steps.
Title of Reading Material / Video	How to Start a Social Enterprise - Greg Overholt at TEDxYouth@Toronto

Introduction to the resource	A Tedx Talk by a social entrepreneur named Greg Overholt, who explains six steps to make your idea an actual social entrepreneurship. He links each step with a personal example or experience to help viewers relate and reflect on their own idea.
What will you get from using this resource?	Starting your own social enterprise is quite difficult and complicated. Numbering and presenting the different steps that need to be followed may not be enough, therefore, this video provides personal examples by a social entrepreneur to help you understand each step better.
How can you use this resource to develop your own social enterprise?	You can use the six steps presented in this video to start building your social enterprise. Reflect on each step and by listening carefully to the personal experiences of Greg Overholt, try to adapt them to your own situation.
Debriefing questions	After having watched this additional resource, answer the questions below:

	1. As Greg Overholt said, you need to be passionate about a cause to attract other people into your social enterprise. What is your passion and which profiles of people could share this same passion?
	2. Which step out of the six presented do you believe is more difficult to be completed and why? Think about ways to facilitate its completion.
	1. What other step would you add on Greg Overholt and why?
Link to the resource	https://www.youtube.com/watch?v=7178mTndl6A

Module Title	Getting started! Making the first step in practice.
Unit Title	Unit 1: First steps of your business
	1.1. Communicate your business in your community
Title of Reading Material / Video	Social media marketing – A practical handbook by Not Fur' Long

Introduction to the resource	A handbook created by a collective of marketing professionals called Nut Fur' Long to provide strategic and creative support for social enterprises and SMEs. This handbook emphasizes on social media and how each social media platform can help your business.
What will you achieve by using this resource?	As explained in the theoretical part of the teaching material, social media presence is important for introducing your idea and social enterprise into society. By reading this resource, you will learn which platform to

	use for which purpose and you will be presented a list of different tools and resources divided by platforms.
How can you use this resource to develop your own social enterprise?	You can use this resource to define which platforms you will use, which degree of commitment you will apply to these platforms and how you will create engagement.
Debriefing questions	After having read this additional resource, answer the questions below: 1. Which social media platform(s) is/are more adequate for your social enterprise and why? 2. Do you believe that social media presence is important for your social enterprise?
Link to the resource	https://www.the-sse.org/wp-content/uploads/2020/06/NFL_SOCIAL_MEDIA_MARKETING_HANDBOOK.pdf

Case study 1. Send A Cow and their use of social media

Module Title	Module 5. Getting started! Making the first step in practice.
Unit Title	Unit 1: First steps of your business
Case Study Title	Send A Cow and their use of social media

Name of the organisation / social enterprise / best practice guidelines:	Send a Cow
What is the story behind this case study?	Send A Cow is a social entrepreneurship that aims to help African farmers get more productive thus raising their revenue and enhancing their quality of life. They do so by teaching them how to optimize their workflow and implement durable change in the worker's daily life.
Link to the case study	https://sendacow.org/
Why is this a good example for you to follow?	It is a good example not only for their purpose and actions, but for their social media activity. In fact, Send A Cow produces videos explaining what they do and reporting their ongoing progress. In addition, they develop infographics and they share all new information on their Facebook and Twitter accounts. They even have a feature of "supporter of the week".
How can you use this case study to develop your own social enterprise?	You can use this case study as an example of how you can use social media for your own social enterprise.

What impact has this case study achieved?	Social media played an important role for Send A Cow because it became known at a more international level and it gained more supporters (individuals and organisations).
Follow up questions	After having completed this case study, answer the following questions: • Do you think that social media can play an important role for your social enterprise? • Navigate through the social media of Send A Cow (links provided below). What do you like about them and what do you think that needs to be improved?
References	https://www.facebook.com/sendacow/ https://www.instagram.com/sendacow/ https://twitter.com/SendaCow https://www.youtube.com/user/sendacow https://www.linkedin.com/company/send-a-cow/ https://www.entrepreneur.com/article/249379

Unit 2. Evaluating risk and feedback

2.1. What is a risk? Concepts and types.

The term "risk" can be used in many various ways and as a result, it has different definitions based on the context and the field in which it is used. However, the common implication given to this term is **rather negative, suggesting future uncertainty and undesirable outcomes**. In addition, the level of risk reflects the likelihood of the unwanted event and the potential consequences that may occur.

It is important to differentiate it with the term "hazard" since these two terms are often used as synonyms. **A hazard is something that has the potential to cause harm, whereas a risk is the likelihood of harm taking place, based on the exposure related to that hazard**.

Image 1. Hazard vs. Risk

Taken by: *www.eufic.org*

In this module, the focus will be given to risk, and more specifically to **business risk**. This one, according to Investopedia, is an umbrella term **for the exposure of a company or an organization to one or more factors or events that can lower its profits or lead to its failure**. In fact, companies face many types of business risks every day. However, the concept of risk specifically for social entrepreneurship has not been analyzed in depth.

Yet, what are these factors?

Anything that can threaten a company's ability to achieve its desired goals is considered as factor, in other words, business risks, and they can be divided into **internal** and **external** ones. The explanation of this division can be found below:

Risk factors			
Internal		**External**	
Type	**Definition**	**Type**	**Definition**
Human-factor risk	This risk is highly connected with a company's staff and their inability to work; therefore, the production can be decreased. Human-factor risk can include: Union strikes Ineffective management or leadership Dishonesty by employees (embezzlement, theft, fraud) Illness or injury	**Economic risk**	Economic risk includes changes in the market conditions. It can include: An overall economic downturn that can lead to unexpected loss of revenue. Recession Rising unemployment
Technological risk	Technology is a big part of our life therefore, of a company as well. The lack of modernization in this field can lead to production's decrease. This risk can include: outdated operating systems lack of investing in an IT staff to support the company systems	**Natural risk**	This risk is connected to natural disasters that affect normal business operations. For example: Earthquakes or thunderstorms that may affect the ability of businesses to remain open for a period of time. Covid19
Physical risk	This risk is the loss of or the damage to the assets of a company from causes such as fires or explosions.	**Political risk**	It comprised changes in the political environment or governmental policy that is closely related to financial affairs. More specifically, changes in import and export laws, tariffs and taxes may affect a business in a rather negative way.

Table 1. Risk factors

It is evident that internal risks are the ones generated from **within the company** and **can be forecasted**. As a result, they can be controlled up to some level; therefore, there is a good chance of reducing them. In fact, prevention can be the best insurance against internal risks. For example, employee training background and safety checks, equipment maintenance and others, are all crucial risk management strategies for any business. On the other hand, the **external ones cannot be controlled** by a company, neither they can be forecasted. Therefore, it is quite hard to reduce this kind of risk.

2.2. Methodologies to assess the risks

There are several methods to assess the risks faced by your organisation due to the variety of sectors, risks, and organisations; yet the method adopted for a company should suit best to its profile.

But first, what is risk assessment?

Risk assessment is the process or method that is divided in 3 main steps:

1	Hazard and risk identification
2	Risk analysis and risk evaluation
3	Risk control

- **Hazard and risk identification**: Identify hazards and risk factors that may cause harm
- **Risk analysis and risk evaluation**: Analyze and evaluate potential risks associated with that specific hazard
- **Risk control**: Determine appropriate ways to eliminate or to control the risk presented

It is important to carry out suitable and efficient risk assessments **for the sake of your company, your employees as well as of yourself**. It should be developed **prior** to a particular activity or task in order to eliminate, reduce or control any

risk. In addition, it will help you understand your company and staff better from the beginning and identify what the potential risks may be.

How to be implemented?

The explanation below will be based on the aforementioned steps and examples will be given for the steps to be better understood.

1 Hazard and risk identification

The difference between the terms "hazard" and "risk" has already been explained above. In order to identify the hazards of a business, it is wise to:

- Look at all aspects of work
- Include people who work off-site (home, other job sites, drivers, teleworkers etc.)
- Review all of the phases of the lifestyle
- Observe the way the work is organized or done (systems being used, experience of staff working)
- Consider the difference of risks that may exist between groups of people (young or unexperienced workers, people with disabilities etc.).

It may be helpful to create a chart or table.

For this example, the case of a restaurant called "Food Heaven" in which people with disabilities are hired to be included in the labour market and become active citizens of society, is given. Two tasks related to the staff are analyzed as an example, but there are many related to other factors (natural, economic risks etc.).

Tasks	Hazards	Risks
Serving of product to customers	Waiters have to stand for a long period of time	Fatigue, injuries from standing

		Waiters have to face aggressive, arrogant or unsatisfied customers	Increased change of unpleasant situations with customers, decrease of self-esteem or self-confidence
		Waiters have to work under pressure	Anxiety, lack of productivity, fatigue
		Waiters have to carry many plates without falling	Anxiety, first-aid injuries
Delivering of product to customers		Drivers have to work late hours	Fatigue, short rest time between shifts
		Drivers are often in traffic	Increased change of being involved in an accident
		Drivers work alone	May be unable to call for help if needed
		Drivers have to deliver the product fast	Increased change of being involve in an accident

Table 2. Hazards and risks identification

Creating a table like the one above has many benefits because it will help better understandming the tasks involved in the company and the definition and identification of hazards and risks related to the task. By doing so, the first step towards the risk assessment is completed.

② Risk analysis and risk evaluation

This second step is really important because it will help you determine which risks are the most important ones and therefore, prioritize them. However, there is no definite answer or a single way to determine the level of risk, **it is mostly a subjective judgment**. In other words, it is the responsibility of each organization to determine how risks will be ranked and how they should be prioritized based on the company's goals, aims and actions.

A simple risk matrix is the following, showing the relationship between probability and severity, the two factors that will be considered in order to place risks.

Table 3. Risk matrix

Probability rating that can be also related to the aforementioned example of the "Food Heaven" restaurant:

- <u>High</u>: likely to be experienced often, **once or twice per year**
- <u>Medium</u>: may be experienced **once every five years**
- <u>Low</u>: may occur **once during a working lifetime**

Severity rating related to the example of the "Food Heaven" restaurant:

- <u>High</u>: major fracture, significant loss of blood, **serious** injuries, or **fatal** disease
- <u>Medium</u>: injuries requiring **some days off work**
- <u>Low</u>: an injury that requires **first aid only**, short-term pain, feelings or states that can be healed **in a short period of time**

The cells in the table above, correspond to a risk level, as it is shown in the table below:

Description	Colour Code
Immediately Dangerous	
High Risk	
Medium Risk	
Low Risk	
Very Low Risk	

Table 4. Risk rating

In accordance with both tables and how important and dangerous a risk can be, recommended actions should be taken:

- <u>Immediately dangerous</u>: **stop** the process and implement **immediate** controls
- <u>High risk</u>: **investigate** the process and implement controls **as soon as possible**
- <u>Medium risk</u>: **keep** the process **going** yet, it is wise to develop **a control plan** as soon as possible
- <u>Low risk</u>: **keep** the process **going** but, **monitor regularly**. The development of a control plan is also **recommended**

- Very low risk: **keep monitoring** the process

Let's use an example that could happen in the "Food Heaven" restaurant. A waiter who has already had significant experience and feels really comfortable with waitressing is working on a busy night. He needs to carry many plates at once to be efficient and productive. Yet, accidents may occur if the waiter is anxious, distracted or in a hurry. It is likely to:

- Cause a short-term injury that can be controlled with first-aid, and worst-case scenario, by taking some days of work → **Severity: low/medium**
- Occur rarely, once every five years since this waiter is experienced and skilled → **Probability: medium**

When compared between the two tables, this example is between being **a very low** and **high risk**. It mainly depends on the severity of the incident. No matter what, the workplace should decide how to implement risk control measures to reduce or even eliminate any risk.

3 Risk control

After identifying, evaluating, and prioritizing hazards and risks, it is time for risk control to eliminate, reduce or control potential threats that may interfere with an organization's operations and objectives.

How to control risks?

The core concepts of risk control include:

- Avoidance: **to avoid using the same product or service**. For example, after discovering that a chemical used in manufacturing a company's goods is dangerous for its staff, a factory owner finds **a safe alternative** to protect its workers.
- Loss prevention: **to accept a risk but adopt measures to minimize the loss**. For example, the restaurant "Food Heaven", like all businesses, is susceptible to theft. Since there is no way to avoid it, there is a way to prevent it by installing video cameras, security guards etc. In addition, **insurance** can be characterized as risk prevention.
- Loss reduction: **to accept the risk and to seek to limit losses when a threat occurs**. Once again, an example with the "Food Heaven" restaurant, which can have installed flammable material but at the same time, water sprinkled to **minimize the damage** in case of fire.
- Separation: **to disperse key assets so that catastrophic events at one place affect the business only at that location**. Here, the case of a restaurant may not apply if it

is not a chain, but other companies that utilizes a geographically diverse workforce will be able to continue working when issues arise in one location.

- Duplication: **to create a backup plan, often by using technology**. For example, companies' operations will stop if an information system server fails, yet with a backup server available, operations can continue.
- Diversification: **to create multiple lines of business by offering a variety of products or services in different industries**. In the case of "Food Heaven" restaurant, besides serving food, it can have its line of salad dressings, marinades, and sauces in grocery stores.

2.3 Mitigate the risks and fight against uncertainty

In the section above, the risk assessment was explained and analyzed, giving a clear perspective on mitigating risks. Yet, **no risk control technique can keep the company free from potential harm or risk**, especially when risks factors are **external,** and it is more difficult or even impossible to be controlled (*more information in 2.1. What is a risk? Concept and types*). Therefore, it is quite common to fight against uncertainty even if a risk assessment is in practice often.
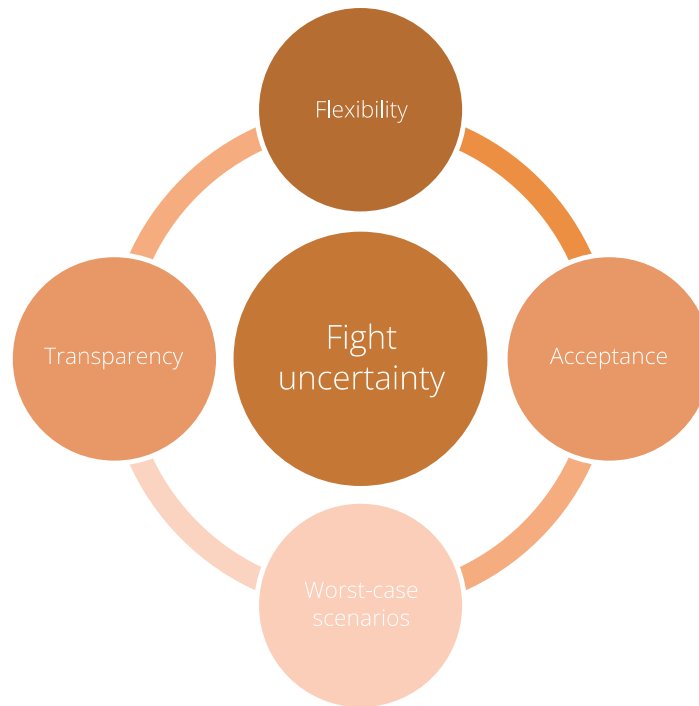
How to fight against uncertainty?

Figure 1. Fight uncentainty

- Flexibility: uncertainty often requires that decisions should be made without having clear, detailed, and completed pieces of information. Therefore, it is important to **be flexible** and to **act without being entirely sure** of the outcome. Then, **monitoring** and **adjustment** accordingly are the following steps to continue based on the plan.
- Transparency: even if you are not sure enough of what to do and how to move forward, it is better to be **transparent instead of presenting a false character**. A transparent leader can unlock the power of those around them. After all, *"it is better to show up authentically with nothing but questions, than to pretend you know it all and learn nothing"*.
- Worst-case scenarios: it is important to not let fear of what could go wrong paralyze you or make you analyze everything without taking action. The best choice is **to go straight into what makes you more afraid and imagine the worst-case scenarios**. Then, ask yourself what the outcomes will be if your fears come true and plan your actions.
- Acceptance: in a world that is rapidly changing, and new concepts, notions and realities are developing, no one has all the answers. It is vital to **accept the unknown and the uncertain and remain curious, ask questions, test ideas and continue learning**. Organizations that pivot quickly to meet market needs and changes are the ones that survive during crises.

2.4. Tips to learn from the experiences (good and bad)

Another important aspect to face ambiguity and act against it, is experience. Experience is used to refer to past events, knowledge, activities or even feelings that helped you learn something, improve, or make up your life and character. Nowadays, having experience is considered an essential skill for personal and professional development. That is why learning through experience is fundamental, as it provides real-life examples and goes beyond theory. After all, a Chinese proverb claims that "*if you want your present to be different from the past, study the past*".

Experiences can have a positive or a negative effect and outcome, yet both types are important and beneficial.

Experiences	
Good	**Bad**
Good experiences are the ones that have positive outcomes for you and your company.	Bad experiences are the ones that have negative outcomes for you and your company.
Positive experiences can: Make you feel confident about yourself and your choice of actions Encourage you to continue what you are doing Be used as a source of inspiration for the future Make your team respect and appreciate you	Negative experiences can: Help you learn from your mistakes Prevent you from making the same mistakes again Make you improve and be more efficient and productive

As it is shown above, despite the outcome of the experiences, they can have a positive impact on you and your team. However, it is a delicate matter since bad experiences can also lead to bad outcomes for your team. Repeating the same mistake repeatedly can cost the faith and trust of your team or your colleagues. Therefore, there are presented below some tips that can help you learn from your mistakes to gain valuable wisdom for the future.
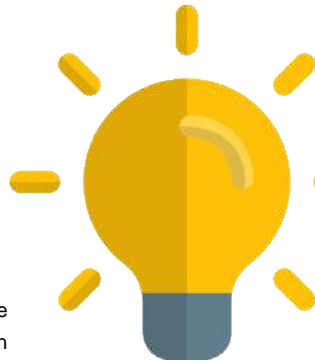
→Acknowledge your errors

Accept full responsibility for your actions in a specific outcome no matter how it affected your company. It can be uncomfortable, but it is fundamental in order to move further.

→Make it harder to mess up

Find creative ways to become more disciplined and do not depend only on your willpower.

→Ask yourself reflective questions

Reflect on your mistakes to be more productive. Questions such as what went wrong, or what could I do better next time, are good questions for flection.

→Make a plan

Make a plan to help you avoid making the same mistake again. Your plan needs to remain flexible in case of change or adaptability.

→Create a list of reasons why you don't want to make the same mistake again

The reasons can be personal or affect other people, but it is important to understand why you want to prevent something from happening again. This will motivate you not to make the same mistake again.
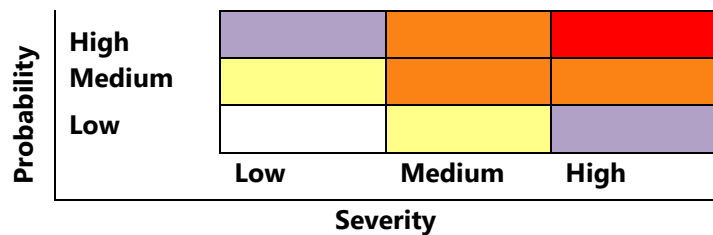
Activity 2. Write your (social) business plan

Module Title	Getting started! Making the first step in practice
Unit Title	Unit 2: Evaluating risk and feedback
Activity Title	Looking into risk assessment Activity Code: A5.2
Type of resource Type of Learning	Activity sheets (AS) Blended
Duration of Activity	20 minutes
Learning Outcome	Identify the risk and assess them
Aim of activity	The aim of the activity is to get to know the risk matrix and be able to understand and use it in order to identify and assess risks in a social enterprise.
Materials Required for Activity	A paper and a pen
Step-by-step instructions	To implement this activity, the facilitator should introduce the following steps: • Step 1: Present the risk matrix to learners • Step 2: Explain how it can be used and interpreted • Step 3: Give to the learners the handout needed for this activity (provided below) • Step 4: Split the class in two groups • Step 5: Allow to each group the time (10 minutes) to think about their own case study and identify potential risks • Step 6: Give the floor to each group to present one risk that their case study may face and discuss with them their interpretation
Handout	<u>Risk assessment Activity</u> It is now time to put in practice what you have just learned in regards to the risk matrix. In order to do so, you need to: • Think with your group about a social enterprise. It can be a restaurant, a youth organisation or a handicraft shop.

- Think about the risks that it may face. (Use the table below as reference) What can they be and what are the consequences that they may bring?

Tasks	Hazards	Risks
Serving of product to customers	Waiters have to stand for a long period of time	Fatigue, injuries from standing
	Waiters have to face aggressive, arrogant or unsatisfied customers	Increased change of unpleasant situations with customers, decrease of self-esteem or self-confidence
	Waiters have to work under pressure	Anxiety, lack of productivity, fatigue
	Waiters have to carry many plates without falling	Anxiety, first-aid injuries
Delivering of product to customers	Drivers have to work late hours	Fatigue, short rest time between shifts
	Drivers are often in traffic	Increased change of being involved in an accident
	Drivers work alone	May be unable to call for help if needed
	Drivers have to deliver the product fast	Increased change of being involve in an accident

- Define their probability and severity.
- Identify their level of risk using the following charts.

Probability	Low	Medium	High
High			
Medium			
Low			

Severity

Description	Colour Code

	Immediately Dangerous	
	High Risk	
	Medium Risk	
	Low Risk	
	Very Low Risk	
	Present some risks that your social enterprise may face, their level and how you and your group came to that specific conclusion.	

Additional resources

Module Title	Getting started! Making the first step in practice.
Unit Title	Unit 2: Evaluating risk and feedback 2.2. Methodologies to assess the risks
Title of Reading Material / Video	Risk Management Framework for Social Enterprise (Risk Assessment of Vegetarian Restaurant)

Introduction to the resource	A study which examines which risks influence the field of business for social entrepreneurship and how these risks affect the aspects of social enterprise.
What will you get from using this resource?	This study includes an applied example of a social enterprise and the potential risks it may face. Through the study, risk assessment methods are applied, which can help you do the same for your own business.
How can you use this resource to develop your own social enterprise?	● It will help you define the risks of your social enterprise, then evaluate them to reduce them in the best way possible. Moreover, more analysis will be given to the different types of risks such as the financial, executive staff, activity and intention and behavior risks.
Debriefing questions	After having read this additional resource, answer the questions below: 1. What risks may your social enterprise face? 2. Do you agree with the study? Are there any points that you don't? If yes, which ones?
Link to the resource	Link

Module Title	Getting started! Making the first step in practice.
Unit Title	Unit 2: Evaluating risk and feedback
	2.3. Mitigate the risks and fight against the uncertainty
Title of Reading Material / Video	Strategy Under Uncertainty

Introduction to the resource	An article which explains four levels of uncertainty and provides strategic analysis to all of them. It concludes with a new approach that can help overcome uncertainty by tackling challenging decisions.
What will you get from using this resource?	By reading this article, you will get more detailed analysis on what uncertainty is and how to be tackled for you to be able to continue your business without enormous distractions.
How can you use this resource to develop your own social enterprise?	By analyzing and understanding how to tackle uncertainty, you will be more comfortable with confronting uncertain situations. Moreover, you will be more capable in applying the four tips provided in the teaching material.
Debriefing questions	After having read this additional resource, answer the questions below: 1. Think about a situation in which you had to fight with uncertainty. Did you fight against it applying one of the four methods mentioned in the article? 2. Think about uncertain situations that you may face in the future. Which method would be the best option? Do you believe that these methods are useful? Elaborate.
Link to the resource	https://hbr.org/1997/11/strategy-under-uncertainty

Case study 2. 65 degrés and their risk taking

Module Title	Getting started! Making the first step in practice.
Unit Title	Unit 2: Evaluating risk and feedback
Case Study Title	65 degrés and their risk taking

Name of the organisation / social enterprise / best practice guidelines:	65 degrés restaurant
What is the story behind this case study?	There are more than 10,000 people in Belgium with Down Syndrome and many more are those with other mental disabilities. Yet, their participation in society is very limited, especially in the labour market. Therefore, the founders of this restaurant want to show that there are no limitations with this group of people and they can easily work and participate in society.
Link to the case study	https://www.65degres.be/
Why is this a good example for you to follow?	It is a good example for you to follow for many reasons: - It shows an example of social enterprise that help people with fewer opportunities be included in society. - It demonstrates that people with Down Syndrome can be productive and capable employees.

	- It proves that risks should be taken, and great outcomes can be developed.
How can you use this case study to develop your own social enterprise?	You can use this case study to think about your own idea. Think about developing something similar, or something with the same purpose. Maybe a café which employs people with other disabilities. Yet, your idea may not be like this one. This does not mean that it cannot be helpful since it shows that risks should be taken no matter how difficult or impossible a situation may seem.
What impact has this case study achieved?	- The 65 degrés restaurant is a well-known restaurant in Brussels with fine dining and exceptional staff. - The UNRIC wrote an article on the occasion of the Food Systems Summit - Many people, associations and enterprises support this restaurant by funding and services. - It is ranked as number 2 restaurant in Brussels (according to Trip Advisor)
Follow up questions	After having completed this case study, answer the following questions: • Would you think that something similar would be possible in your country of residence? • What are the challenges? • How has this example inspired you?
References	https://www.65degres.be/ https://fr.tripadvisor.be/Restaurant_Review-g188644-d15189612-Reviews-65_degres-Brussels.html https://www.facebook.com/65degres/ https://www.thebulletin.be/new-restaurant-employs-people-down-syndrome

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