European Social Economy Network (@ESEN)

Curriculum for Social Entrepreneurs

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1. Introduction

What is the @ESEN training Programme?

The training program is an online/real world educational format to empower students of social enterprise to engage with their own idea or existing social enterprise. We have carefully refined the best practices and teachings of the social enterprise sectors of our partner countries to assure that the students are able to apply them in his or her entrepreneurial journey.

Who is this for?

The ESEN training is about helping beginners and advanced practitioners in the realm of social enterprise to understand and utilise the potential of social enterprise using best practice examples and contemporary educational methods. A team of experts from various EU countries have designed this program to achieve this goal.

 Aim of the training programme

This training is not meant to be all inclusive or done linearly. It aims to give student a full scope overview of social enterprise studies and additional content and leads if further study is desired. If the practitioner is well versed or has no interest in a specific topic he or she will be able to move into the next subject effortlessly. We do provide additional literature if there is a very deep interest in the subject. This document defines the structure of the training and defines how the goal of the training is reached by the participants.

Structure of the learning programme

Broadly speaking, the training is separated into five silos. The first silo is business management giving the students an overview of management skills needed for the setup or management of a social enterprise. The second silo of knowledge is 'how to convey your social innovation and impact'. Here we focus upon the product and its value proposition. Then we turn towards social enterprise marketing. This is then followed by a financial silo going into financing. The last sector to touch opon is human resource management in social enterprises.

Here is a short overview of our main themes and the structure of the curriculum:

0.1 Basics in Social Economy and Entrepreneurship - An introduction

1.1 Social enterprise Business plan - Laying out the foundation

1.2 Risk Assessment / Progress monitoring - Monitoring and assessment

1.3 Strategy - Finding your next steps

2. Overview of the Training Curriculum

Below you find an overview of the curriculum. However, please keep in mind this is modular and can be completed online or in the real world.

	Modules	Topics	Duration (hours)
0	**Introduction**	0.1 Basics in Social Economy and Entrepreneurship	2
		Total Duration:	**2**
1	**Business Management**	1.1 Social enterprise Business plan	2
		1.2 Risk Assessment / Progress monitoring	2
		1.3 Strategy	3
		1.4 Stakeholder identification and analysis	2
		Total Duration of Module:	**9**
2	**Social Innovation and Impact**	2.1 Prototyping / Testing	3
		2.2 Value Proposition	3
		2.3 Social innovation process	3
		Total Duration of Module:	**9**
3	**Social Enterprise Marketing**	3.1 Market Assessment	7
		3.2 Marketing planning as a part of SE's activity	3
		Total Duration of Module:	**10**
4	**Fundraising & Resources**	4.1 Financial Strategy	2
		4.2 Wealth Shares - power sharing among stakeholders	2
		4.3 Pitching	2
		4.4 Activate untapped community finance and power (e.g. diversifying revenue sources)	2
		Total Duration of Module:	**8**
5	**Human Resource Power**	5.1 Working with a team	4
		5.2 Diversity Management	4
		Total Duration of Module:	**8**
		Total Duration of Training:	**46**

3. Detailed Description of the course

In the table below you may find a detailed description of the Training Curriculum content per each Module, together with its foreseen learning outcomes formulated in terms of Knowledge, Skills and Competences.

Module 0: Introduction

Objectives of the Module

This module aims to provide a substantial understanding to novices in the field of Social Entrepreneurship on the following:

- History and definition of social enterprise
- Best practice examples of how social enterprises can transform society and be profitable
- Course overview

The main objective is for individuals to develop an understanding of social enterprises in order to create a social enterprise of their choice. This module focuses on establishing an understanding of social enterprise and gives the participant an overview of what to come in this course.

Total Effort in Hours:

15 minutes - onboarding, warm up

30 minutes - discussion about SE

30 minutes - presentation about SE and its history

30 minutes - presentation and possible follow up discussion about course structure and what is to be achieved

Mode:

The activities can be done via both blended or online learning. Instructions of each activity will be provided in order to enable individual learning.

1.1 Onboarding:

The facilitator uses a list of possible onboarding methods to make the participants feel welcomed and valued. Ground rules for the interaction between us are outlined (safe space, care for self, others and the whole). Participants are introduced to one another and to the project as a whole.

To improve group coherence and assure mutual sympathy the course facilitator will deploy games as ice breakers. They include but are not limited to: The Candy Game, the Marshmallow Game, a Scavenger Hunt, Two Truths and One Lie, Paper Airplane Game, Year of the Coin, One Common Thing, Speed Networking and more.

1.2 Discussion about Social Enterprise(SE):

The main learning objective is to identify and develop a mindset about what SE could be. Given the big divergence of various definitions and legal boundaries of SEs in various countries all over the world this discussion will highlight this point. It is facilitated to highlight that the boundaries between NGOs, SEs and MNCs can sometimes be blurry.

1.3 Presentation about SE and its history

This presentation to the participants will emphasise the various definitions and histories of SEs world wide. In doing so, the presentation will highlight how the various social enterprises coped with uncertainties and challenges by taking a proactive attitude. This will heavily rely upon the best practice examples in the ESEN report. Further, examples will highlight how SEs affect social and economic dynamics and effected sustainable systemic change.

1.4. Presentation and possible follow up discussion about course structure and what is to be achieved

The facilitator will illustrate to the participants how the course structure is aimed at empowering them as social entrepreneurs. Any open questions regarding the content and its real life impact will be discussed during this part. Vital is the empowerment and excitement that should be implemented here in the participant.

Topics:	
1.1 Onboarding	
1.2 Discussion	
1.3 Presentation	
1.4 Structure	
Knowledge	**Skills**

● To engage with the course	1.1 To find any info about the course that you might have forgotten 1.2 Basic understanding of SE

Competences

- The student will be able to understand and engage with the curriculum. They will gain competencies towards the history and definitions of social enterprise.

Module 1: Business Management

Objectives of the Module

This module aims to provide a substantial understanding to Social Entrepreneurs on the following:

- The business models used in a social enterprise and how to select the most appropriate according to the elements of each social enterprise
- The design of the products to match the processes and supply chains
- The risks associated with a social enterprise and the management of these risks
- Developing a stable operational strategy of the organization and planning resources based on it
- Create Social Enterprise Business plan using the Canvas model as a foundation

The main objective is for individuals to develop and improve their skills, knowledge and attitudes in relevance to the organizational structures within social enterprises in order to create a social enterprise of their choice. This module focuses on strategic business planning and strategic thinking skills regarding the scope of the business and the resources it holds.

Total Effort in Hours:

2h- Social Enterprise Business plan

2h Risk Assessment / Progress monitoring

3 h – Strategy

2 h - Stakeholders identification and analysis

Mode:

The activities can be done via both blended or online learning. Instructions of each activity will be provided in order to enable individual learning.

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Content (outline):

1.1 Social Enterprise Business Plan:

This activity involves the development of an effective business plan. To create a business plan, SEs need primarily to identify the business models used in a social enterprise. A business model should encompass, firstly, the internal organisational structures and external stakeholders and secondly, a resource strategy which refers to the financial and human resources the enterprise will be using.

There are various Social Enterprise Business models, such as:

1. **Entrepreneur support model** refers to selling business support services directly to the entrepreneurs in its target population.

2. **Market Intermediary model** refers to marketing or selling their clients' products or services.

3. **Employment model** refers to the provision of job opportunities and job training to clients.

4. **Free-for-Service model** refers to when a customer buys a service for a social benefit.

5. **Low-income client model** refers to selling social services to low-income clients.

6. **Cooperative model** refers to when members pay a fee to be provided with member services.

7. **Service subsidization model** refers to funding social programs by selling products or services.

8. **Organizational support model** refers to funding social programs by selling products or services through a parent organization.

All business models share the goal of achieving sustainability by finding innovative ways to support their enterprises financially. Specifically, the profits gained are reinvested in the enterprise. Once the SE identifies the business model to be used, the business plan should be designed and encompass the business model canvas which will help to identify the entering market route, a SWOT analysis, the target group and market research to provide the innovation of the product. The business model can be conducted through the business model canvas to help SEs analyse the key elements of their businesses. This topic will ensure that

SEs learn to create a social enterprise business plan through the business canvas model and the structure provided. Activities will involve the creation of a business model, quizzes e.g. Truth/False and Multiple Choice questions which will offer a description to choose from in relation to the social enterprise business models and the business plan elements in order to ensure the understanding of the Social Enterprise Business Plan.

An important element of the business plan is to recognise the financial procedures of the organisation. Students will get familiar with the concept of Supply Chain Management. The main learning objectives are to identify the supply chain stages which refer to the management of activities related to the distribution of the product or the service to the client. Supply Chain is the procedure from the raw production to the delivery of the service/product to the client. When supply chain management is successful, the overall company's costs are reduced and profitability is increased.

The topic aims to provide understanding on a company's overall costs and ensure its supply chain is optimized. Activities will involve multiple choice questions which will focus on understanding the elements and the purpose of the supply chain management.

1.2 Risk Assessment / Progress monitoring

This topic will emphasise the understanding between a risk and an opportunity and the use of techniques and methods to ensure an effective risk management in a social enterprise. Risk Management involves the ways in which a social enterprise copes with uncertainties and challenges by taking a proactive attitude to protect its organization. SEs should identify the risks related to the enterprise's staff, property, liability, resources and compliance-regulation framework. A case study of a social enterprise handling risks will be placed in order to ensure that SEs get familiar with the risks associated with a social enterprise and identify those risks in relation to staff, property, liability, resources and regulations. The Risk Assessment Matrix will be used as a template to identify the probability and the impact of each risk and place it into a priority level (low-medium-high). SEs should at least describe one risk per category and how to handle it (staff, property, liability, resources and compliance).

1.3. Strategy

Strategic planning is the basic concept of good and reasonable planning. With this strategy, we can set rational and achievable development goals and plan the company's activities in advance, and on this basis plan the use of the company's resources and their needs. A good strategy is also ethical path planning, hence elements such as the mission, vision and value system of the enterprise are at its core. These elements are particularly important to our stakeholders. During study of this topic you will find answers to your questions: What are the foundations of your business, what are you focusing your attention on when building the

strategic future of your company? How do you set strategic and operational goals?

1.4. Stakeholder identification and analysis

Organizations establish relationships with various entities that more or less affect the company. These relationships can be very diverse. They can be formed consciously or, as unfortunately often happens, are considered irrelevant to the efficient functioning of the organization.

The starting point in the stakeholder management process is identification of individual entities and an analysis of their interests. It is necessary to ask Who are the stakeholders? How do they affect my organization? Then consider how significant their impact is and which entities/groups are key stakeholders in a given case. In this purpose helpful will be creation of a map of stakeholders.

Topics:
1.1 Social enterprise Business plan
1.2 Risk Assessment / Progress monitoring
1.3 Strategy
1.4. Stakeholder identification and analysis

Knowledge	Skills

- To recognize different business models
- To recognise what is needed to write a business plan
- To understand what a SWOT analysis is
- To recognise the activities related to supply chain management and decision-making process
- To understand the costs related to the supply chain including logistics, transportation and delivery costs.
- To understand the risks associated in a social enterprise
- To set strategy and strategic goals, define mission and value system
- To understand who the stakeholder is
- To recognise the key factors of stakeholder impact on entrepreneurs

- To explain the elements of each business model
- To define the role of the supply chain and production line management
- To identify the risks associated with running a social enterprise
- To prioritize the risks presented in a social enterprise using a case example
- To analyze the mission and vision of the organization
- Enterprise resource planning
- To determine impact of stakeholders on the enterprise
- To identify key stakeholders

Competences

- To design a business plan based on the business model canvas.
- To justify the use of supply chain management decisions to compare the effectiveness and ineffectiveness.
- To create a risk assessment strategy based on risk prioritization and explain the decision.
- To define the mission and vision and build an enterprise value system, and on this basis define the strategic and development goals of his or her company and identify the necessary resources.
- To identify key stakeholders, analyze main needs and expectations.

Module 2: Social Innovation and Impact

Objectives of the Module

This module focuses upon prototyping of ideas, services and or products. It teaches the learner how to write and identify a value proposition. It strives to aid the student in identifying their USP (unique selling point) and core business proposition. The module shall convey how to prototype a product and bring it to a point where client feedback and learnings from other modules refine the product to get to market.

Collectively the goal of this module is to improve essential parts of their social business focused upon the core service and product, identifying their main draw and appeal as well as to implement it in the real world, for testing purposes.

Social Innovation focuses on the process of identifying and understanding issues that can be found on the United Nations Sustainable Development Goals (SGD), in other words, social, economic, environmental or cultural problems that can be addressed using innovative and sometimes technological approaches. The social entrepreneur develops these ideas that have the potential of becoming commercialised with the intention of creating a sustainable business and at the same time, having a positive impact in society. This is why the process of creating a prototype and making sure that the product or service that the social entrepreneur creates has a value to the end user, is very important.

Total Effort in Hours:

3 hr Prototyping
3 hr Value proposition
3 hr Social innovation process

Mode:

Blended online and real world

Content (outline):

Prototyping and Testing - what are the fundamental or core parts of your product or service? Once identified, we will build and test these parts in order to assess if they work well, as intended. In doing so we follow the design cycle of freezing the design, testing it, reiterating the design or changing it to what we have learned and retesting it. This may be done many times to assure a smooth running prototype that works as intended.

The value proposition is what is at the heart of your product or service. In order to identify the right value proposition, the student entrepreneur needs to identify all the benefits their

product offers.

They will have to describe what makes these benefits valuable. Following this step they will identify the customer's main problem and connect this value to the buyer's problem. Finally the student will differentiate him or herself as the preferred provider of this value. This includes work with other models to iterate the prototype based on financial restraints or customer feedback.

It is important for both of these aspects to always keep in mind the end user, analysing its needs and really understanding their point of view. Tools such as the empathy map, can help the student start the process of "walk through their shoes" in order to test and prove if the prototypes created and the value proposition intended, would in fact benefit the customer and cover the need that is being addressed with the product or service.

Topics:

2.1 Prototyping / Testing
2.2 Value Proposition
3.3 Social innovation process

Knowledge	Skills
- To understand the end user's needs - To prototype a product or service - To plan the appropriate testing phases; - To iterate and refine the prototype or Minimum Viable Product (MVP) - To identify, test and refine a value proposition and your USP - To link the interactions with learnings from other modulus (like costs and customer feedback) - To prioritise one or more of the Sustainable Development Goals (SDGs) in order to develop a product or service to address it	- To complete a product design cycle, inclusive design and human centered design - To pitch to stakeholder, communications, reflective methods - To shape and understand your value proposition to different stakeholders and clients

Competences

The student will be able to prototype a service and/or product to a point where it can be introduced to the market or to investors. They will be able to identify their USP using stakeholder analysis and stakeholder communications. They will be able to identify value propositions based on different clients and needs. Last but not least they will be able to evaluate stakeholders in order to find out if their social activities work like intended.

Module 3: Social Enterprise Marketing

Objectives of the Module

The purpose of this Module is for the learners to understand what social enterprise (SE) marketing is and develop their skills in planning it.

The participants will know and understand how to market a social enterprise's product/ service and mission. They will be able to implement this knowledge into their everyday practice:

- Who is the target audience of their SE's product/service and mission?

- How can they meet their needs with the SE's product/service?

- How to create a proper marketing strategy for their SE's product/service and mission?

After the completion of this Module, the participants will be in a position to:

- Understand the concept of Social Enterprise Marketing and know how to implement it into practice.

- Understand how to build a bridge between their SE and customers.

- Discuss issues and challenges of SE Marketing from personal and organizational perspectives and share experiences

- Communicate effectively.

Total Effort in Hours:

10 hours (1 hour = 60 min): 7 online or blended, 3 individual work (flipped learning).

Mode:

The activities can be done via both blended or online learning. It includes 3 hours of individual activity before the session (flipped learning).

Content (outline):

3.1 Marketing planning as a part of SE's activity

3.1.1. What is marketing planning, and why is it considered as part of the SE activity?

Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably. [source: The Chartered Institute of Marketing, https://www.cim.co.uk/media/4772/7ps.pdf (18.11.2020)]

Marketing focuses on the fundamental practices that every company/ SE has to carry out - identifying customers, researching their needs and preferences, analysing factors that influence their purchasing decisions and persuading them to buy products and services from you rather than a competitor. All this requires a strategy that is coordinated, considered and realistic in terms of making the most effective use of the resources and budgets available.

The process of considering the seven Ps and together to form a cohesive strategy is called marketing planning.

It involves deciding on:

- Who your target market(s) are?
- How you meet their needs with your products and/or services
- How to market your SE and its mission, your products and services effectively?
- How to create a proper marketing strategy for the future?

Traditionally, these considerations were known as the 4Ps — Product, Price, Place and Promotion. As marketing became a more sophisticated discipline, three 'Ps' were added: People, Process and Physical evidence.

- Product - SE has to find out what customers need or want and then develop the right product/ service with the right level of quality to meet their expectations, both now and in the future.
- Price - SE has to find out how much customers are prepared to pay for its product/ service, regarding its quality, competing with larger rivals, value-adds or better value for money. making a profit.
- Place - SE has to find out how to make its product/ service appropriate and convenient for the customer due to the right place, the right time and in the right quantity (while keeping storage, inventory and distribution costs to an acceptable level).
- Promotion - SE needs to decide how to communicate what it does and what it can offer customers regarding offered product/ service and its mission and social impact. SE must gain attention, be appealing, send a consistent message and - above all - give the customer a reason to choose SE's product/ service.
- People - SE has to be aware that its reputation rests in the hands of SE's team. It must be appropriately trained, well-motivated and have the right attitude.
- Process - SE has to decide how to make the process of delivering the product/ service to gain customer satisfaction. Customers may want reassurance they are buying from a

reputable organization which acts with the respect of social values.
- Physical evidence - SE has to decide how to confirm the assumptions of the customer, low their uncertainty while he/she decides on choosing the product/service.

All elements of the marketing mix should be considered together. SE cannot, for example, develop a product/ service without considering a price, or how it will reach the customer.

3.1.2. What is special about marketing in social enterprise?

A social enterprise is a unique way of doing business. The key difference between it and other businesses is the fact that a social enterprise is a business created to further a social purpose in a financially sustainable way. (source: https://www.nesst.org/social-enterprise (11.02.2021).

A SE is distinguished from a conventional business because it is established to tackle a problem or promote a cause as its primary intention. Tackling that problem or challenge becomes the organisations' 'social mission'.

Despite the fact that social enterprises apply business principles and practices to achieve social good, the key elements of the marketing activity for a large profit-making company and a small co-operative or social enterprise are the same, but the scale can be different.

As social enterprises are fundamentally no different to normal businesses apart from their social mission. Although profits are not the primary motivation behind a social enterprise, revenue still plays an essential role in the sustainability of the venture. In fact, sustainable revenue differentiates a social enterprise from a traditional charity that relies on outside funding in the form of donations or grants to achieve its social mission. Regarding this, SE's should put all that the organisation intends to do in a business plan with the respect of its social mission and having in mind the social impact.

3.2 Target Audience Mapping and testing

3.2.1. What is ES's target audience; why and how to do it?

A target audience is simply a specific group of customers most likely to respond positively to SE's product/ service. It is crucial to know who SE's audience is. Most often the target audience analysis is based on specific factors like:

- Demographic: age, gender, education, marital status, etc·
- Psychometric: values, beliefs, interest, personality, lifestyles, etc.
- Behavioral: purchasing or spending habits, user status, brand interactions, etc.

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- Geographic Areas: neighborhood, city, region, etc.

Benefits from the targeting the audience:

- Figuring out what every customer wants, and meeting those expectations, will keep SE in business. SE knows that it needs to improve and extend existing products, and sometimes develop new ones.
- SE can speak directly to a defined audience - marketing messages resonate more deeply with audiences when readers can relate directly to the information. SE can focus on crafting messages for one specific audience. When it speaks directly to the people it wants to target, it is more likely to attract the right people.

3.2.2. Targeting the audience in SE's practice

When defining their audience for social enterprises SE has to both define its customer and the community it impacts (a "traditional" company only needs to understand their customer).

Targeting the audience in two steps:

1) Conducting target customer research to understand your audience's interests, challenges and needs. Defining various persona
2) Defining the audience - creating a concise target audience to which ES can direct its content marketing efforts.

Useful questions to define ES' target audience:

- What problems does your product/service solve?
- Which demographic characteristics influence the decision-making process?
- Which psychographic traits impact content consumption?
- How does your audience prefer to engage with brands similar to yours?
- How does your audience prefer to engage with your mission?
- Is your audience segment large enough?

Topics:
3.1 Marketing planning as a part of SE's activity **3.2 Target Audience Mapping and testing**

Knowledge	Skills
The Participants:	The Participants:

- Know and understand the 7 Ps mix: Product, Price, Place, People, Process and Physical evidence and can implement it into practice.
- Understand what unique challenges ESs face with regards to marketing their products/services/ mission.
- Know and understand what the target audience is and what benefits SE can get from targeting.
- Know how to target the audience and can implement this knowledge into practice.
- Know how to communicate with the target audience and implement this knowledge into practice.

- Increase their skills due to targeting the audience in SE's practice and analyzing the market.
- Increase their skills due to marketing communication in SE's practice.
- Can connect the Module's content with their everyday activity. They can use it to solve some practical problems/ face real-life challenges.

Competences

The participants will:

- Develop a positive attitude towards planning SE's marketing
- Develop a positive attitude toward running a business and keeping and communicating social values at the same time.
- Develop a positive attitude towards their process of learning.
- Increase their motivation to put what they learned into everyday practice.

Module 4: Fundraising & Resources

Objectives of the Module

The module aims to support the learners to acquire knowledge about the range of funding opportunities available to social enterprise organisations, as well as to learn how to develop compelling bids, tenders and pitches in order to finance their organisations.

Learners will understand how to build an effective financial strategy which allows them to manage resources effectively, monitor performance, improve decision-making, plan for the future and identify problems before they occur.

The learners will learn about the WealthShares model and its application in social enterprise in order to understand how resources can be used and/or generated in enterprise and/or in projects "*maximising ...the ...potential for power and wealth sharing, and improve community well-being*".

The module will provide learners with needed competences for pitching their social enterprise ideas to investors. Finally, the module deals with how to diversify revenue sources by activating untapped community finance and power.

At the end of this module, the participants will be able to:
- to identify different funding opportunities available for social enterprises
- -to develop compelling bids, tenders and other campaigns for financing the social enterprise
- - to build an effective wealthy financial strategy
- - to apply the Wealth Shares model for raising capital contributions by stakeholders
- - to pitch the social enterprise idea to an investor
- - to diversify the revenue sources by activating untapped community finance and power.

Total Effort in Hours:
The duration for this module is 8 hours distributed as follows:
4.1 Financial Strategies for social enterprises: approaches and scenarios- 2h
4.2 Wealth Shares - power sharing among stakeholders - 2h
4.3 Pitching - 2h
4.4 Activate untapped community finance and power - 2h

Mode:

The module activities can be carried out both blended or online learning based on the participants' needs.

Content (outline):

4.1 Financial strategy

The purpose of this activity is to accompany participants on the analysis of an effective financial strategy approaching:

- basics of **legal and financial aspects of the social enterprise**, such as:

  o Design stage: to find the resources to conduct a feasibility study and to look for resources to build a technical capacity.
  o Start up phase: to acquire the equipment needed, social investment or funding, to prepare financial forecasts as part of the business planning process – budgets, cash flow, income and expenditure.
  o Business development phase: to break even, to achieve a profit (with or without borrowed funds), to identify ways to minimise risk and maximise returns.
  o Growing/scaling business phase: to increase sales through suitable financial strategies; to advise on systems and processes to manage and monitor financial performance; expansion into new markets.

- **examination of the essential financial documents,** in order to have an overview of the structure and contents of Income Statement, Cash Flow Statement, Break-even Analysis, Balance Sheet of the social enterprise

- **the FairShares model** to identify the primary and secondary stakeholders for your enterprise

  o Setting up ownership, governance and management systems to distribute wealth and power to all key stakeholders

  o Identify the purpose of the enterprise beyond sharing power and wealth more equitably (definition of the social enterprise mission/vision).

  o Definition of values and principles which guide the choice of goods/services offered and addressed to each identified stakeholder.

  o Analysis of social, environmental and economic impacts.

4.2 FairShares

  o Analysis of social enterprise by going through the fairshares business plan and canvass

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4.3 Pitching

    o   Getting investors' attention by pitching to them.

    o   Preparing an effective presentation using the appropriate tools and language.

    o Carefully choose the content and wording necessary to convince the investor about motivations and trigger points for investors

    o   Analysis of the main advice for looking for investments.

    device a pitch deck and one pager for financial investors

4.4   Activate untapped community finance and power (e.g. diversifying revenue sources).

o   Community power: a democratic ownership process where local groups are investing in their own communities and using the returns to support their local economy.

o   Community financing: a means of obtaining capital for social enterprises, enabling them to achieve their goals.

o   map hidden revenue and wealth flows in communities

o   map economic dynamics inside the community and think about activating them for the social enterprise

o   map community problems and resources , explore a business opportunity out of this dynamic

Topics:
4.1 Financial Strategy
4.2 Wealth Shares - power sharing among stakeholders
4.3 Pitching
4.4 Activate untapped community finance and power (e.g. diversifying revenue sources).

Knowledge	Skills
- Social enterprise values and principles - Basics of financial strategy in a social enterprise - Funding opportunities: private and public sources - Basic understanding of FairShares	- To identify the elements of an effective financial strategy, outlining an implementation plan using also FairShares model; - Deploy FairShares principles into action - To diversify the revenue sources by

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principles
- Bids, tenders, campaigns (fund raising, crowdfunding ecc.) for financing the organisation
- Social enterprises financial objectives
- Primary and secondary social enterprise stakeholders
- Definition of the social enterprise mission/vision
- Public speaking skills
- Community finance and power

looking for untapped markets;
○ To identify suitable bids, tenders, drafting the related documents, forms and templates;
○ To care for fundraising campaigns;
○ To identify the social enterprise stakeholders and assign them the right power;
○ Able to define the social enterprise values and principles;
○ To present the social business idea to investors with the appropriate tools and media.

Competences

- To collaborate actively to the implementation of the social enterprises financial strategy, aware of the organisation's mission, vision and available resources;
- To free up resources, with a diversification approach, analysing the different opportunities (grants, bids and tenders, crowdfunding, ecc.);
- To care for the drafting of memoranda, documents, forms and template for the participation to bids, tenders;
- To care for fundraising and crowdfunding campaigns;
- To pitch investors, preparing the needed set of materials and documents.

Module 5: Human Resource Power

Objectives of the Module

The purpose of this chapter is for the learners to understand what a team is and to realize the value of effective teams. Moreover, through this module the learners will be able to communicate effectively in a team, use team building techniques to improve the results of the team as well as their own contribution to the results of the team. Learners also will understand the context of Diversity Management, its meaning, benefits, and will be able to use the steps of creating inclusive culture in organizations, means and challenges of the Diversity implementation.

- After the completion of this module the participants will be in a position to:
- Understand the concept of team and team working
- Understand different kinds of personalities in a team and what each of them has to offer to the team results
- Introduce the Diversity Management, implementation of related strategies and management processes in a working environment
- Discuss issues and challenges of Diversity management from personal and organizational perspectives and share experiences

Total Effort in Hours:

4,5 Hours

Mode:

The activities can be done via both blended or online learning. Instructions of each activity will be provided in order to enable individual learning

Content (outline):

5.1 Working with a team

5.1.1 Team and team working (25 mins)

- Definition of a team
- Introductory exercise on team building: Let's build bridges
- Characteristics of a team

5.1.2 The stages of team development (25 mins)

- Characteristics of different stages

5.1.3 Characters and roles in a team (25 mins)

- Different kind of characters in a team
- Different roles in a team and the importance of each

5.1.4 Tips for successful team building (35 mins)

- Clear expectations
- Commitment
- Competence
- Control
- Collaboration
- Communication
- Consequences

5.1.5 Ability to work cooperatively (35 mins)

- Effectiveness
- Appropriateness
- Responsiveness

5.2 Diversity Management

5.2.1 Diversity Management in Organizations (35 mins)

- What is Diversity Management in Organizations

5.2.2 Challenges of Diversity Management (45 mins)

- Challenges of D&I Management: Organizational, Cultural and Psychological

5.2.3 Practical Steps for Diversity Management (45 mins)

- Diversity Management on the Journey of the Employee in The Organization
- Sustainable Diverse and Inclusive Culture in the Organization

Topics:

5.1 Working with a team

5.2 Diversity Management

Knowledge	Skills
● Explain the concept of the team	● To demonstrate working co-

- Describe the characteristics of a team
- Outline the stages of team development
- Identify the characters and the role each of them has in team work
- Express and define the concept of diversity management
- Name basic concepts of communication and active listening
- Define the basic conflict styles

- operatively and flexibly as part of a team
- To communicate effectively using voice and body language
- To demonstrate to resolve conflict
- To implement strategies and management processes in a working environment
- To gain critical skills about Diversity Management in organizations
- To demonstrate that can avoid/how to handle cultural diversity in everyday professional practice
- To analyze the challenges in each area as well as principles and means of Diversity practical implementation.

Competences

- To develop positive attitude towards team working
- To gain positive attitude for taking responsibility for one's actions
- To gain positive attitude for 'making it happen'
- To use the necessary steps to create inclusive culture in organizations
- To gain Positive attitude towards collaboration and conflict resolution
- To contribute to the development and sustenance of change that fosters a more inclusive, respectful & productive workforce and workplace.