

SOCIAL Workbook ENTERPRISE FUNDAMENTALS

Exercises and tools to build sustainable and impactful social enterprises



socialstartupstudio.com.au

About this Workbook

Welcome to the Social Enterprise Fundamentals Workbook. This book is a resource for people and organisations thinking about starting a social enterprise. It forms part of the Swinburne Social Startup Studio's Social Enterprise Fundamentals Program. The Swinburne Social Startup Studio (The Studio) is an initiative of the Centre for Social Impact Swinburne and the Social Enterprise Fundamentals have been developed with generous support from the Victorian Government as part of their Skills Development Program for Social Enterprises.



Published by Swinburne University of Technology.

Copyright © 2020, The Authors.

This work is licensed under the Creative Commons Attribution 4.0 International (CC BY 4.0) license. To view a copy of this license, visit <https://creativecommons.org/licenses/by/4.0/>.

Recommended citation:

Ward-Christie, L., Tucker, J., Riseley, E., & Kelly, J. (2020). *Social Enterprise Fundamentals Workbook*. Swinburne University of Technology. <https://doi.org/10.26185/C11H-Y683>



How to use this Workbook

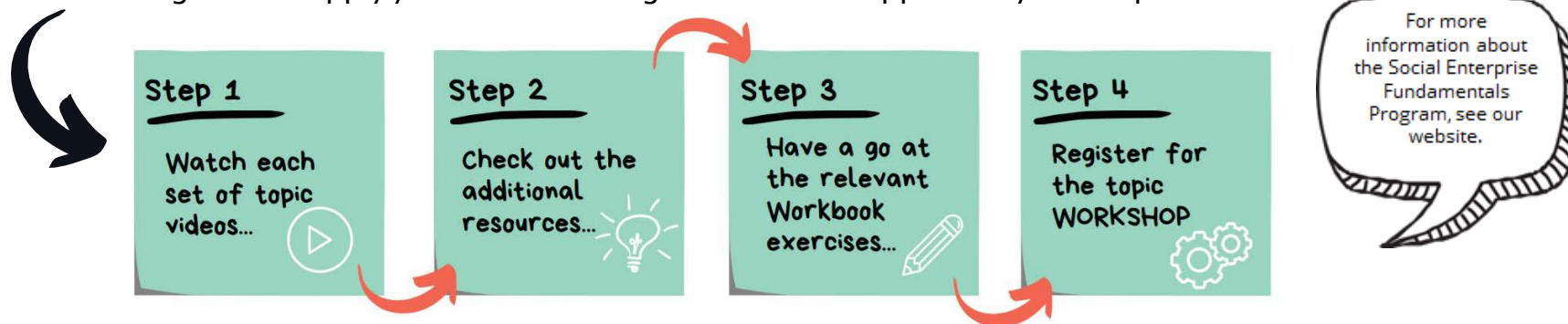
This Workbook accompanies The Studio's Social Enterprise Fundamentals Program.

The Social Enterprise Fundamentals Program consists of four key topics:

- Introducing social enterprise
- Designing for impact
- Social enterprise business model elements
- Thinking about feasibility

Each topic includes: a series of short videos that cover the basics of each topic; additional links, information and resources; related exercises and tools in this Workbook; and a series of online workshops.

We suggest you watch the videos for a topic and then complete the relevant Workbook pages. You can then register to join an online workshop. The workshops will build on the content of the videos and the Workbook exercises – you will be guided to apply your new knowledge and have the opportunity to ask questions.



CONTENTS

Topic 1: Introducing social enterprise

Exercise #1: Social enterprise types

Topic 2: Designing for impact

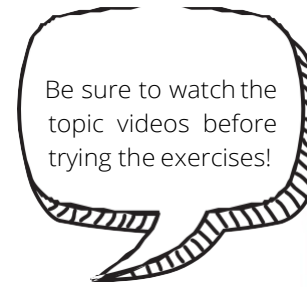
Exercise #2: Causes map

Exercise #3: Problem definition

Exercise #4: Theory of change

Exercise #5: Ecosystem and stakeholder map

Exercise #6: Stakeholder analysis



LEARN the NUTS
and BOLTS of
S O C I A L
E N T E R P R I S E

Topic 3: SE business model elements

Exercise #7: Economic value proposition analysis

Exercise #8: Social value proposition analysis

Exercise #9: Social enterprise business model canvas

Topic 4: Thinking about feasibility

Exercise #10: Establishment costs estimator

Exercise #11: Operating costs estimator

Exercise #12: Operating income estimator

Exercise #13: Initial financial feasibility assessment

Exercise #14: What's next?

SOCIAL ENTERPRISE TYPES

Topic 1: Introducing social enterprise
Fundamentals exercise #: 1

Use this tool to: think about the different types of social enterprise and how that affects decision-making.

Write your answers here for each example...

Employment

Goal: employment opportunities with support

Access

Goal: people get what they need regardless of income, location or community

Funding

Goal: maximize profits whilst operating sustainably and ethically

1

Can you think of an example of each type of social enterprise?



2

Who are the beneficiaries (who benefits from the social purpose?)



3

What is the product/service they sell?



4

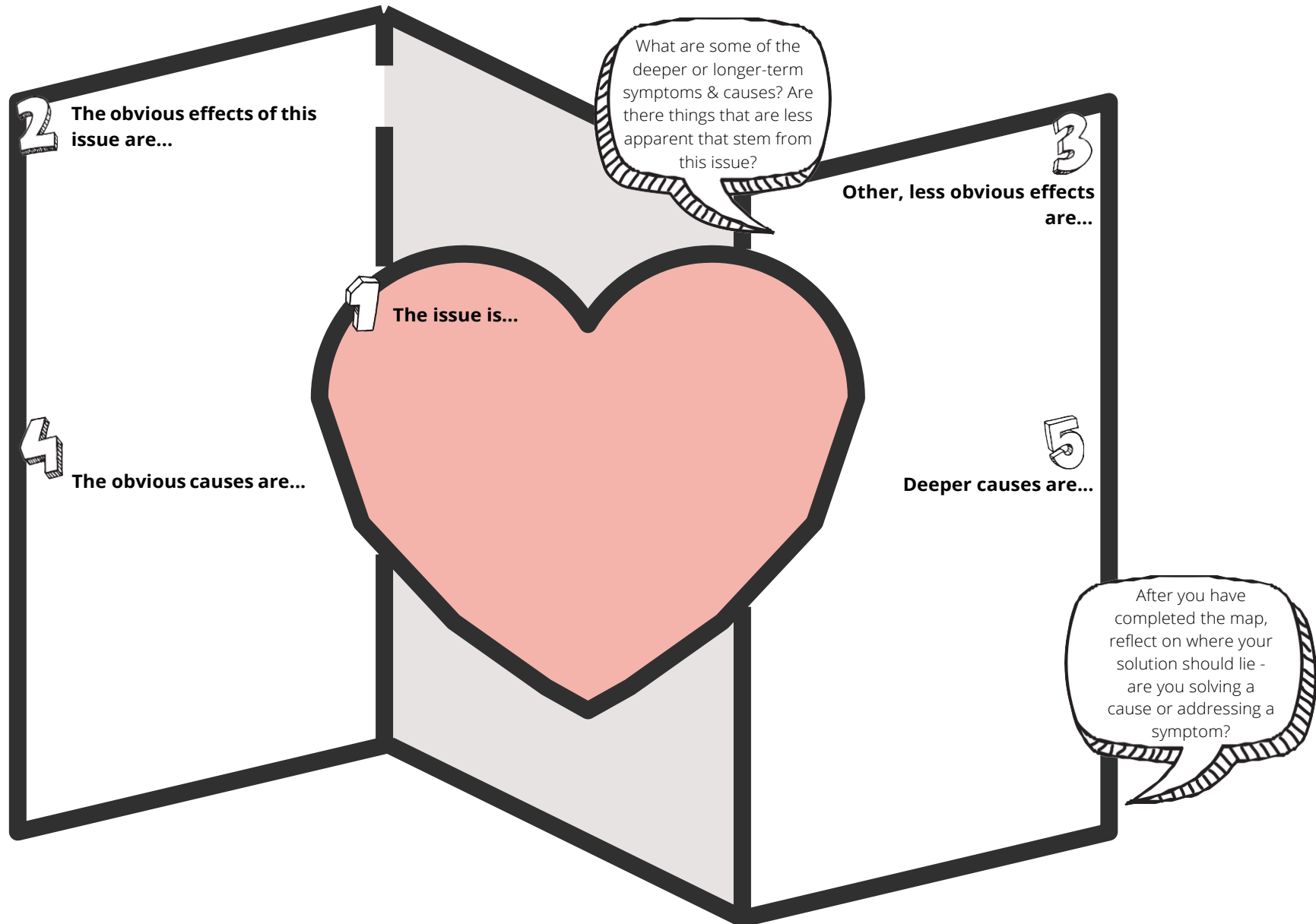
Who are the customers (who buys the product/service?)



CAUSES MAP

Topic 2: Designing for impact
Fundamentals exercise #: 2

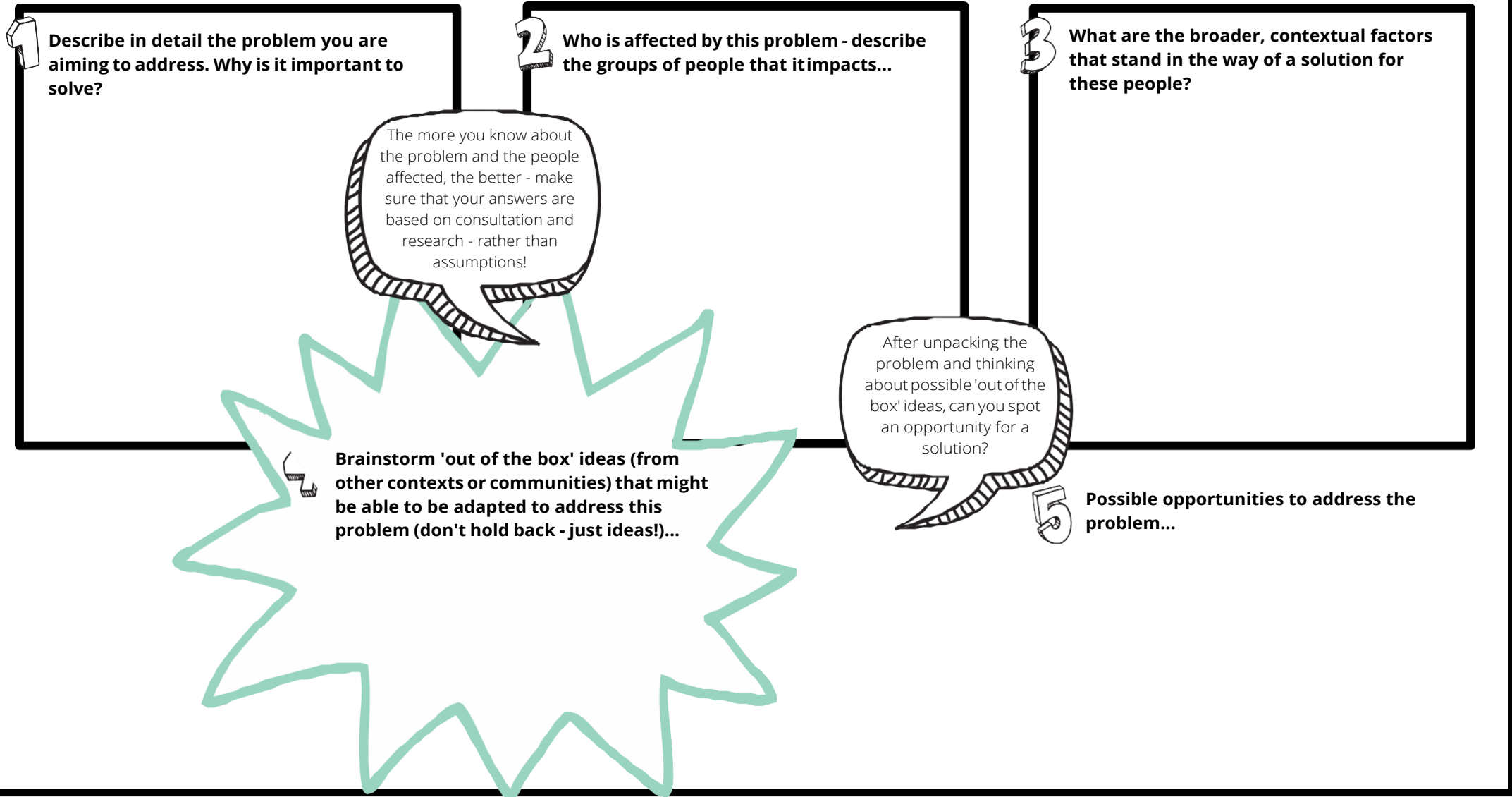
Use this tool for: exploring
the root causes and impacts
of the issue you are
investigating.



PROBLEM DEFINITION

Topic 2: Designing for impact
Fundamentals exercise #: 3

Use this tool to re-frame the problem as a potential opportunity.



THEORY OF CHANGE

Topic 2: Designing for impact
Fundamentals exercise #: 4

Use this tool to: ensure there is a logical fit between the problem and the proposed solution.

Focus

2 What is the current issue or problem that you are focusing on as a way to drive systems change?

3 Who is affected by this problem - describe the groups of people that it impacts - are there different groups? ...

7 Check the assumptions you are making between each of the two boxes above. Are they logical? Is there reasonable evidence to support their connection?

Solution

4 What actions and activities are you planning to do to address the problem?

Outputs

5 What will the immediate results of your actions be?

Outcomes

6 How will the immediate results contribute towards the ultimate change you plan to make...

1 Describe the ultimate, systems-level change or outcome you are planning to contribute towards...

Are your planned actions likely to achieve your intended outcomes?

ECOSYSTEM & STAKEHOLDER MAP

Use this tool to: identify your key ecosystem stakeholders.

(based on Bloom & Dees 2008)

Topic 2: Designing for impact
Fundamentals
exercise #: 5

3 Government stakeholders...

Beneficiaries benefit from the social purpose.
Customers buy products/services.
They are not always the same!

4 Customers...

1 Social Enterprise

7 Competitors...

Our social purpose is....

We do this by selling...

2 Beneficiaries...

6 Complementary organisations - partners & suppliers...

Write down your ecosystem stakeholders. These are likely to change over time!

5 Resource providers - the providers of knowledge, networks, finance & funding, etc...

STAKEHOLDER ANALYSIS

Topic 2: Designing for impact
Fundamentals exercise #: 6

Use this tool to: think about each stakeholder and their relationship to your social enterprise.

Refer to the ecosystem & stakeholder map.

1 Stakeholder name...	2 Type of stakeholder...	3 Describe their interest... what are they looking to achieve?	4 How is their interest aligned with the SE's success (+ or -), why?	5 Rate their importance to the SE's success... (H, M, L), why?

Stakeholders with high importance should be your priority!

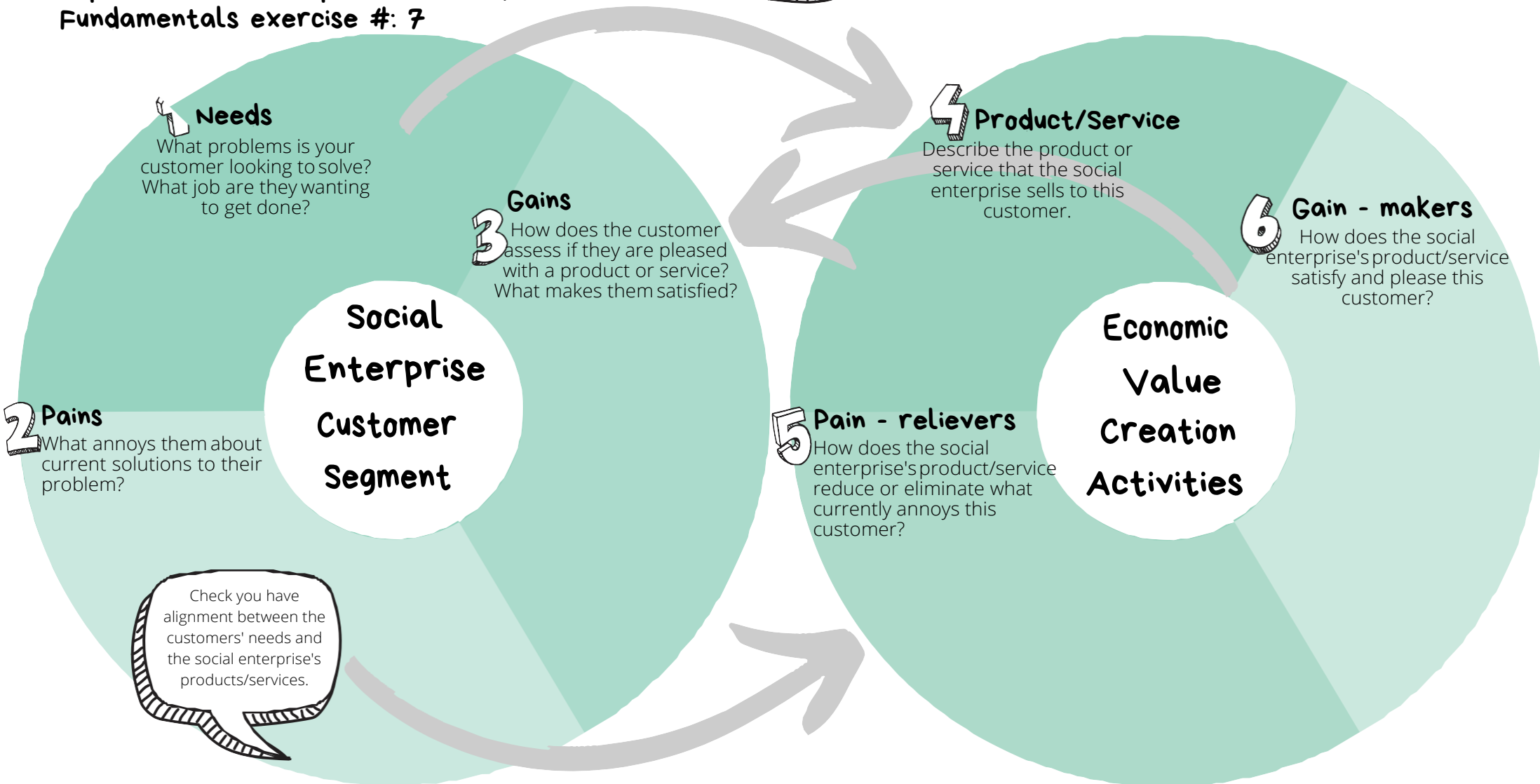
ECONOMIC VALUE PROPOSITION ANALYSIS

Topic 3: Social Enterprise Business Model Elements
Fundamentals exercise #: 7

Use this tool to: ensure the fit between customer needs and the social enterprise's product/service.

(based on Osterwalder & Pigneur 2010)

Undertake this analysis for each different customer group or 'segment.'

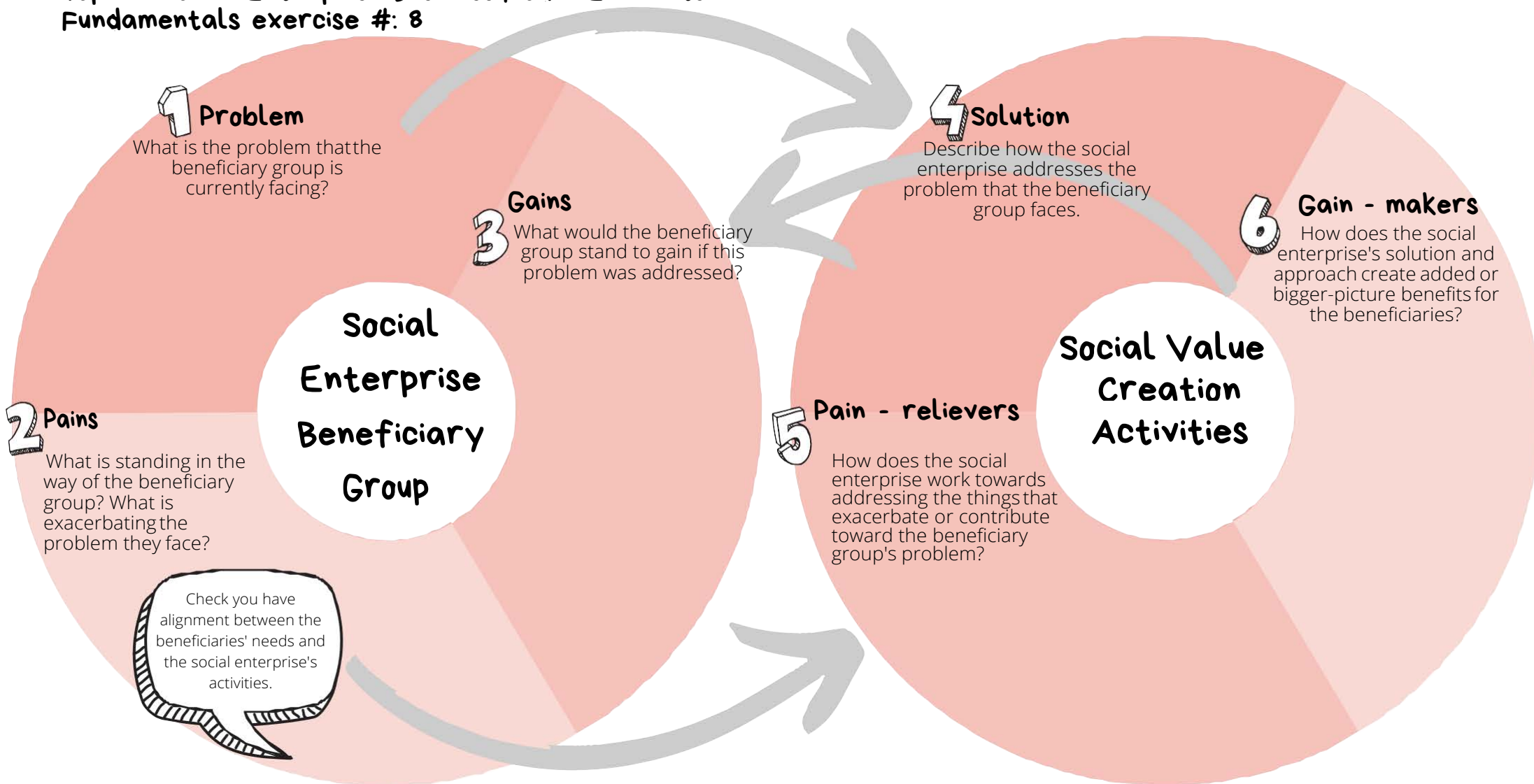


SOCIAL VALUE PROPOSITION ANALYSIS

Topic 3: Social Enterprise Business Model Elements
Fundamentals exercise #: 8

Use this tool to: ensure the fit between beneficiaries' needs and the social enterprise's activities.

(based on Osterwalder & Pigneur 2010)

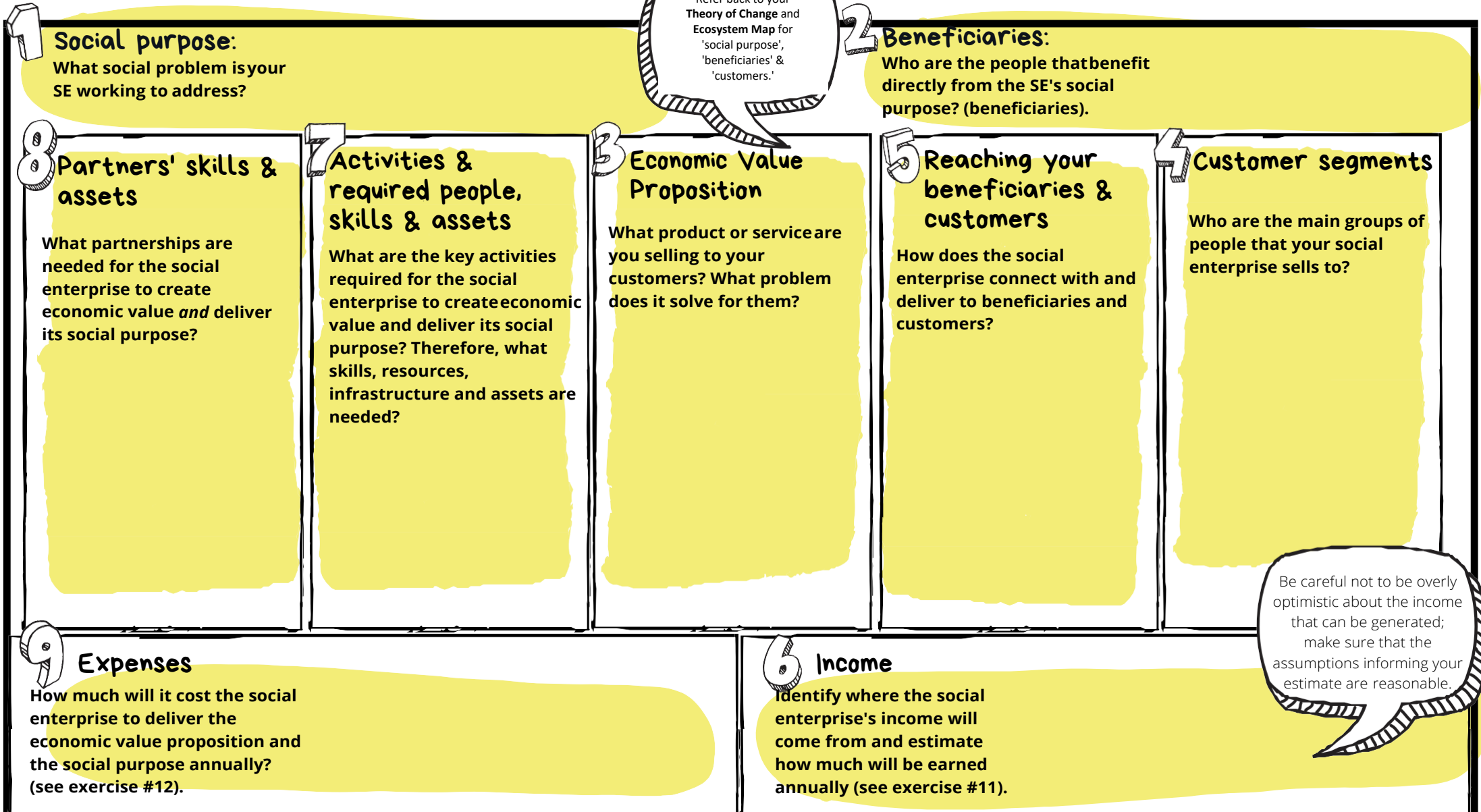


SE BUSINESS MODEL CANVAS

Topic 3: Social Enterprise Business Model Elements
Fundamentals exercise #: 9

Use this tool to: explore how the different components of your SE business model work together to create social value.

(based on Osterwalder & Pigneur 2010)



ESTABLISHMENT COSTS ESTIMATOR

Topic 4: Thinking about feasibility
Fundamentals exercise #: 10

Use this tool to: identify and estimate the cost of establishing a social enterprise (rather than operating it).



1 List and describe all the items that you need to have in place to establish the social enterprise.



2 Provide a reliable estimate of the cost of each of these items.

It is important that you are reasonably conservative with your estimates of costs - use quotes or other reliable sources of information where you can.

Item:

\$

Item:

\$

Item:

\$

Item:

\$

Item:

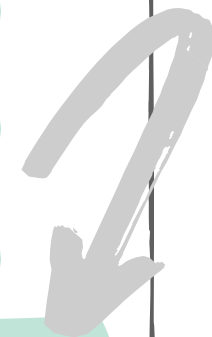
\$

Item:

\$



3 Total Estimated Establishment Costs = \$



OPERATING INCOME ESTIMATOR

Topic 4: Thinking about feasibility
Fundamentals exercise #: 11

1 Identify all the key products or services that your social enterprise plans to deliver to its customers...

Refer to your SE Business Model Canvas to make sure you include all products/services and customers - you may need more boxes!

Customer segment: _____

Product or service they buy: _____

- Number of customers per year = customers/year
- Number of times each customer purchases each year = times/year
- Price of each purchase = \$

Estimated product revenue = \$ _____ (annually)

Customer segment: _____

Product or service they buy: _____

- Number of customers per year = customers/year
- Number of times each customer purchases each year = times/year
- Price of each purchase = \$

Estimated product revenue = \$ _____ (annually)

Use this tool to: estimate the operating income of your social enterprise, once it is established and you have developed the customer base.

Remember to include income from government funding programs if they are payments associated with the enterprise's operations.

2 Total all the estimated product revenue to give you an overall, estimated operating income.

\$ _____ +

\$ _____ +

\$ _____ +

\$ _____ +

\$ _____ +

Total estimated operating income = \$ _____ (annually)

OPERATING EXPENSES ESTIMATOR

Topic 4: Thinking about feasibility
Fundamentals exercise #: 12

1 Identify all the key activities that your social enterprise needs to undertake to deliver on the economic and social value propositions...

Refer to your SE Business Model Canvas to make sure you list all the key activities you will need to do to deliver the economic and social value propositions.

Use this tool to: identify and estimate the cost of delivering the social purpose and your economic value proposition.

Activity name: _____

What does the activity achieve?: _____

List the inputs required for this activity and estimate the cost of each input:

- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____

Estimated activity cost = \$ _____

Activity name: _____

What does the activity achieve?: _____

List the inputs required for this activity and estimate the cost of each input:

- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____

Estimated activity cost = \$ _____

Activity name: _____

What does the activity achieve?: _____

List the inputs required for this activity and estimate the cost of each input:

- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____

Estimated activity cost = \$ _____

Activity name: _____

What does the activity achieve?: _____

List the inputs required for this activity and estimate the cost of each input:

- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____
- _____ = \$ _____

Estimated activity cost = \$ _____

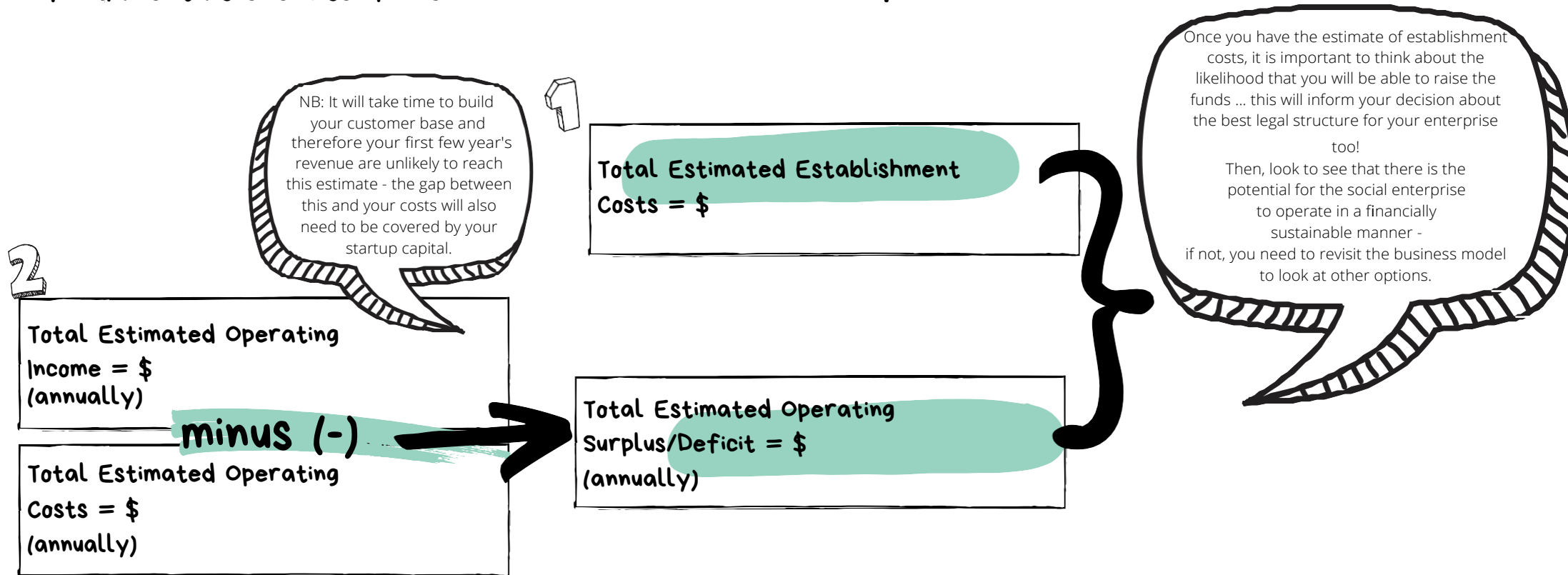
2 Total all the estimated activity costs to give you an overall, estimated operating cost.

\$ _____	+
\$ _____	+
\$ _____	+
\$ _____	+
\$ _____	+
\$ _____	+
Total estimated operating costs = \$ _____ (annually)	

INITIAL FINANCIAL FEASIBILITY ASSESSMENT

Topic 4: Thinking about feasibility
Fundamentals exercise #: 13

Use this tool to: help inform your initial feasibility assessment from a financial perspective. Before you commence this exercise, we suggest you review your Theory of Change and confirm what you plan to do has the potential to create impact.

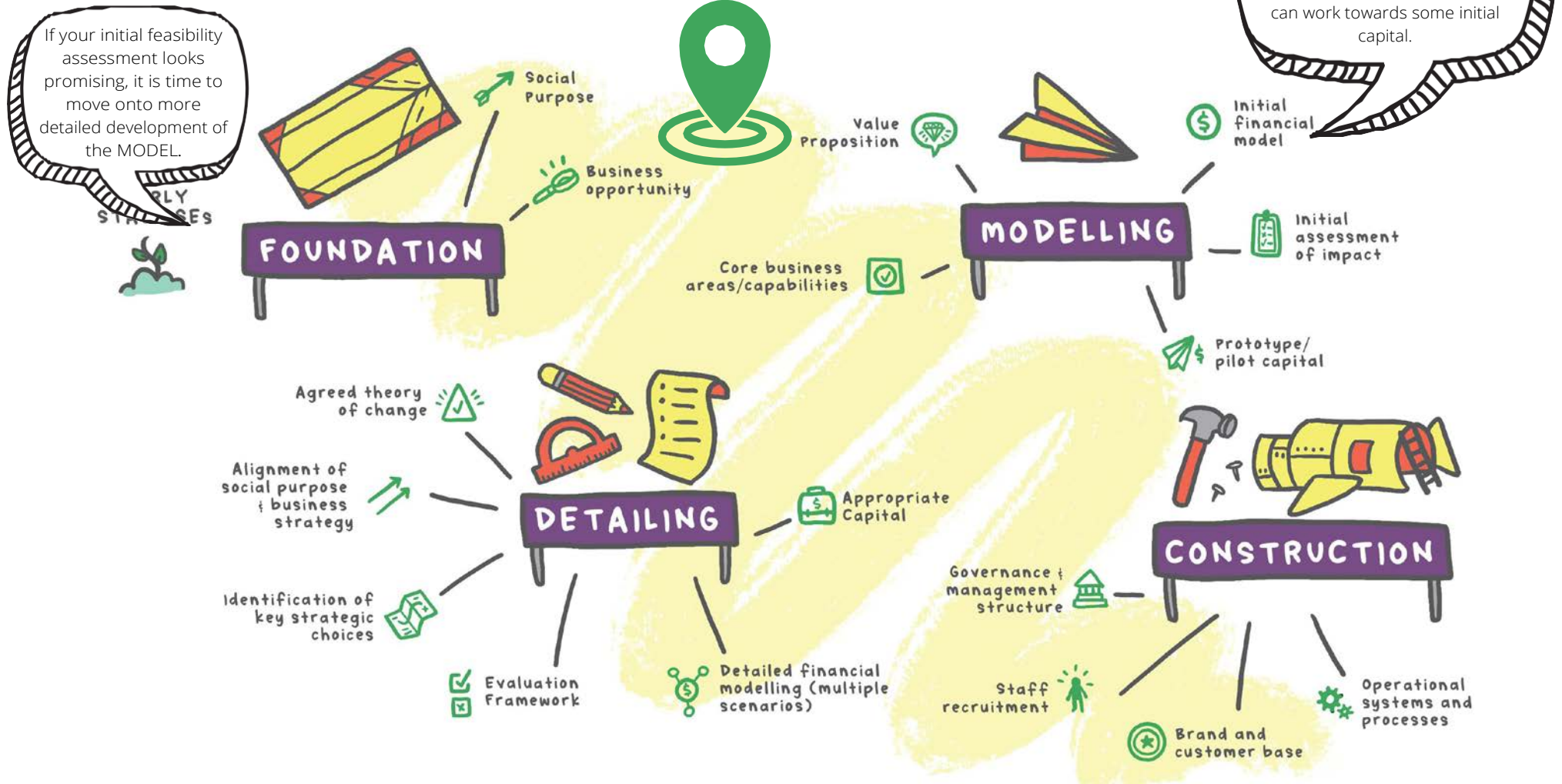


WHAT'S NEXT?

Topic 4: Thinking about feasibility
Fundamentals exercise #: 14

Use this tool to: inform your next steps

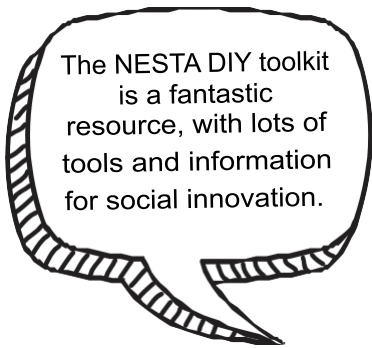
You are
(somewhere around)
here!



REFERENCES

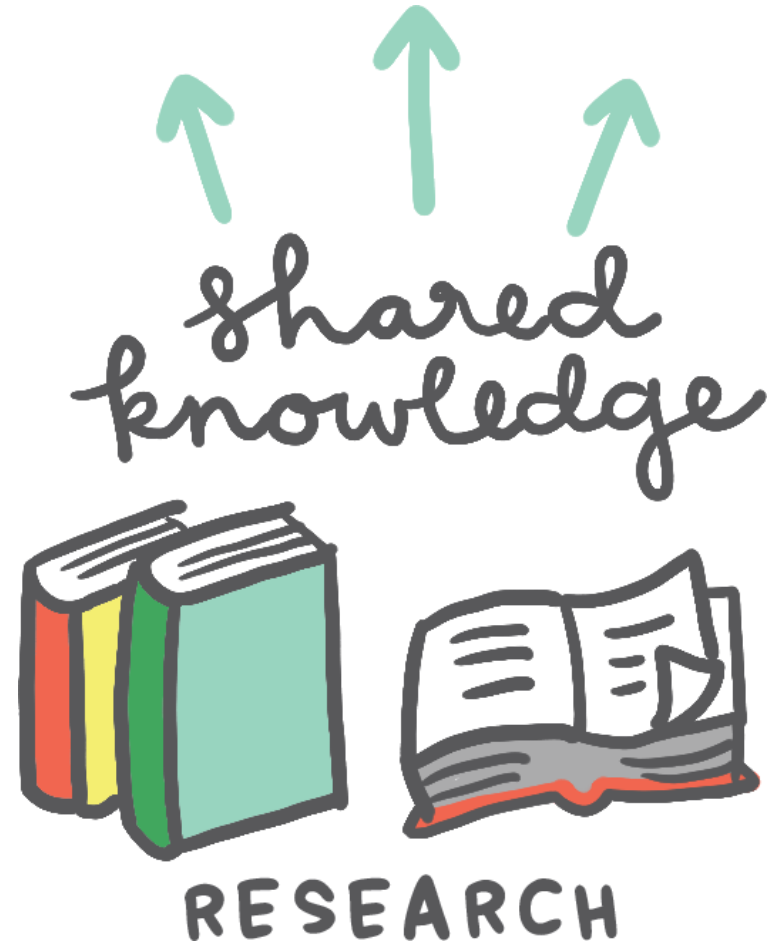
Bloom & Dees. (2008). Cultivate your ecosystem. *Stanford Social Innovation Review*, 6(1), 47-53. https://ssir.org/articles/entry/cultivate_your_ecosystem

Osterwalder & Pigneur. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Wiley, New Jersey. <https://www.strategyzer.com/books/business-model-generation>



...and other great info

NESTA DIY Toolkit: Development impact and you: Practical tools to trigger and support social innovation. NESTA & The Rockefeller Foundation, United Kingdom. <https://diytoolkit.org/>





The Social Enterprise Fundamentals are a set of resources specifically designed for anyone looking to, or in the process of, starting a social enterprise in Australia. The resources consist of videos, accompanying resources and a workbook.

The Social Enterprise Fundamentals are an initiative of the Swinburne Social Startup Studio, part of the Centre for Social Impact, Swinburne University of Technology, Melbourne. They have been developed with generous support from the Victorian Government Department of Jobs, Precincts and Regions.

<https://www.socialstartupstudio.com.au>



Jobs,
Precincts
and Regions

