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2 Seas Mers Zeeën n

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Put here the name of your Social Enterprise

Put your name here

Workbook for start-up Social Enterprises

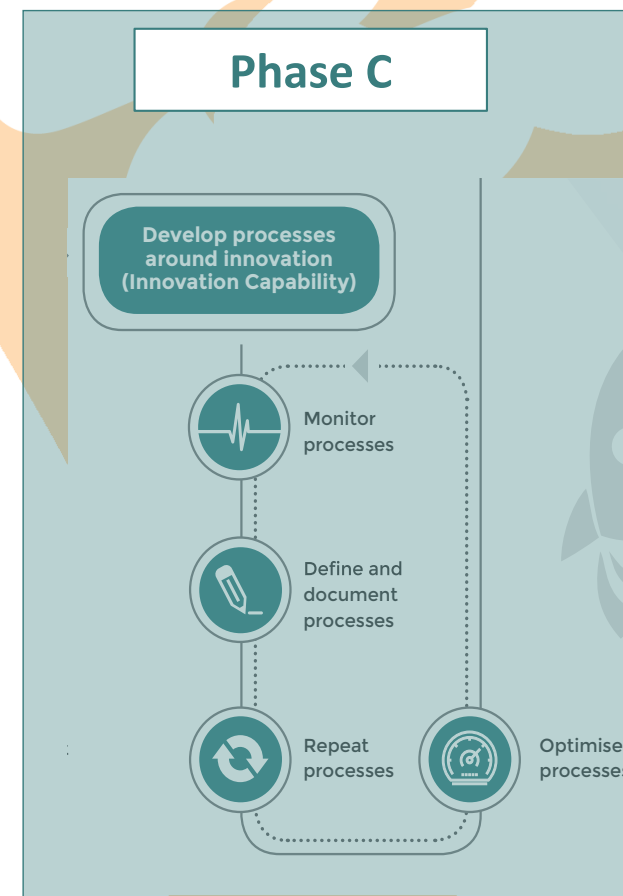
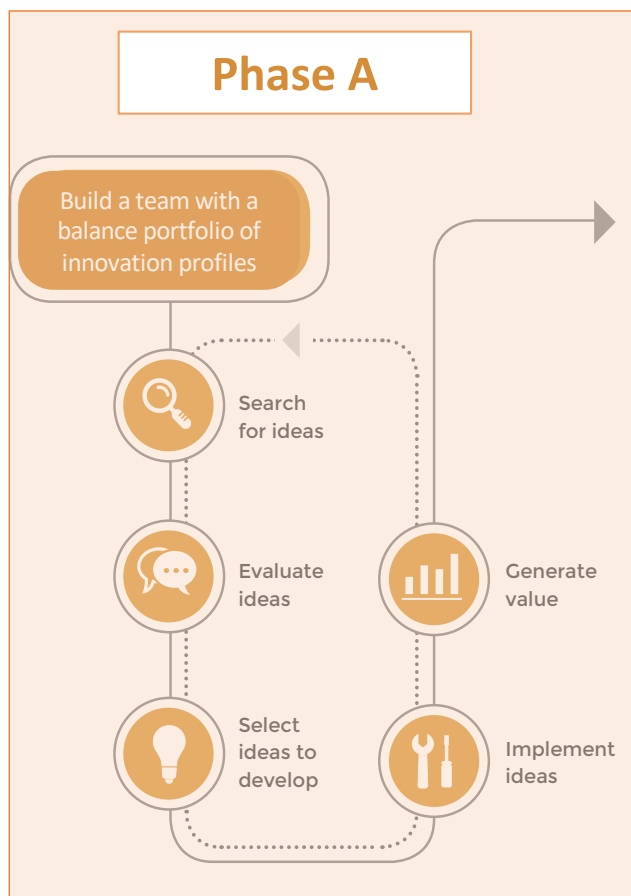
 **University of Brighton**



seinwezen

*Created by Dr George Tsekouras at CENTRIM in the University of Brighton on behalf of the SPARK Consortium
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Innovation Roadmap for a Start-Up SE

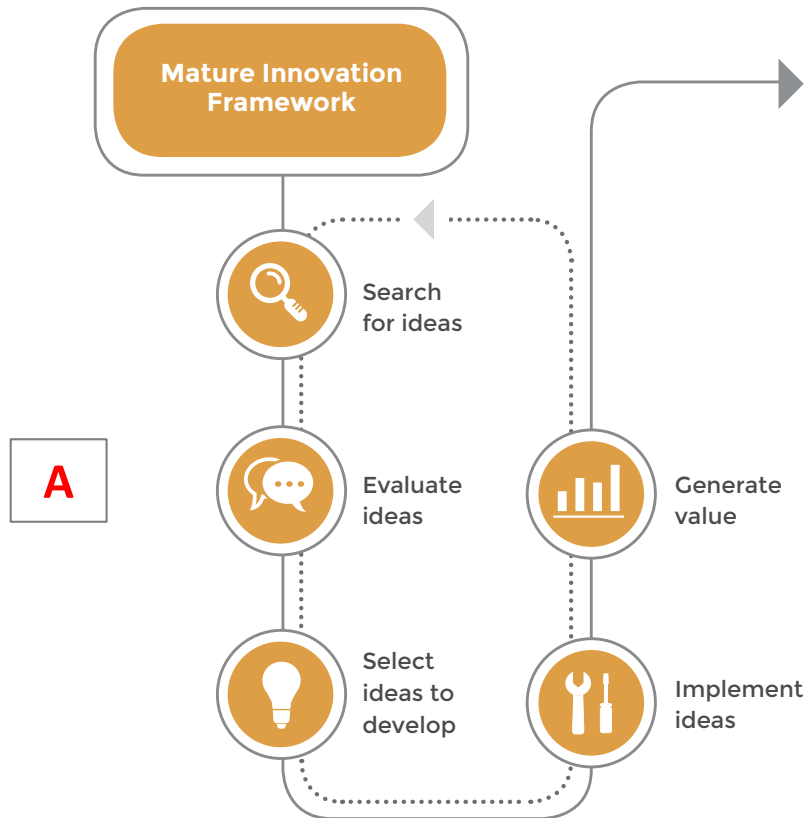


Innovation Roadmap: The Innovation Process

We can imagine innovation as a journey with 5 steps

1. Search for ideas
2. Evaluate ideas
3. Select ideas to develop
4. Implement ideas
5. Generate value

This is not a linear process since you may have to go back and restart the journey.





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Talents required in Innovation Process

The Hippy



The Detective



The Judge



The Captain



The DJ



Seeking
ideas



Explore
options



Commit to
develop





Realise
development



Generate
value



Your Personal Innovation Profile

  Your Personal Innovation Profile from the SPARK Team		
First Name, Last Name:		
Organisation:		
Your e-mail address g.tsekouras@brighton.ac.uk		
Any other e-mails to cc		
Press link to send results to all emails (as above) mailto:g.tsekouras@brighton.ac.uk?subject=Your Personal Innovation Profile from the SPARK Team&cc=g.tsekouras@brighton.ac.uk&body=Please find attached the results of the Personal Innovation Profile		
No	Statement <i>(To what degree are the following statements true about you as a manager)</i>	Statement is true... 1=to little or no extent 2=to a slight extent 3=to a moderate extent 4=to a great extent 5=to a very great extent
1	I use my organisation's vision, mission, goals, and initiatives to shape my innovation agenda	
2	I work with others (within or outside my company) to develop a deep understanding of ideas – to build on, elaborate, and organise them	
3	I communicate the potential costs, value, and risks of a proposed innovation in a clear and powerful case	
4	I build a "can-do" team culture that includes related people and engages necessary skills	

Mark the questionnaire with a grade between 1 and 5 to indicate how much you agree with each statement

1 = little or no extent
5 = to a very great extent

Press here to download the tool below

Click onto the form below to score each statement. By completing this short exercise you can begin to identify your personal innovation profile, your strengths and any the areas for further development or skills matching.

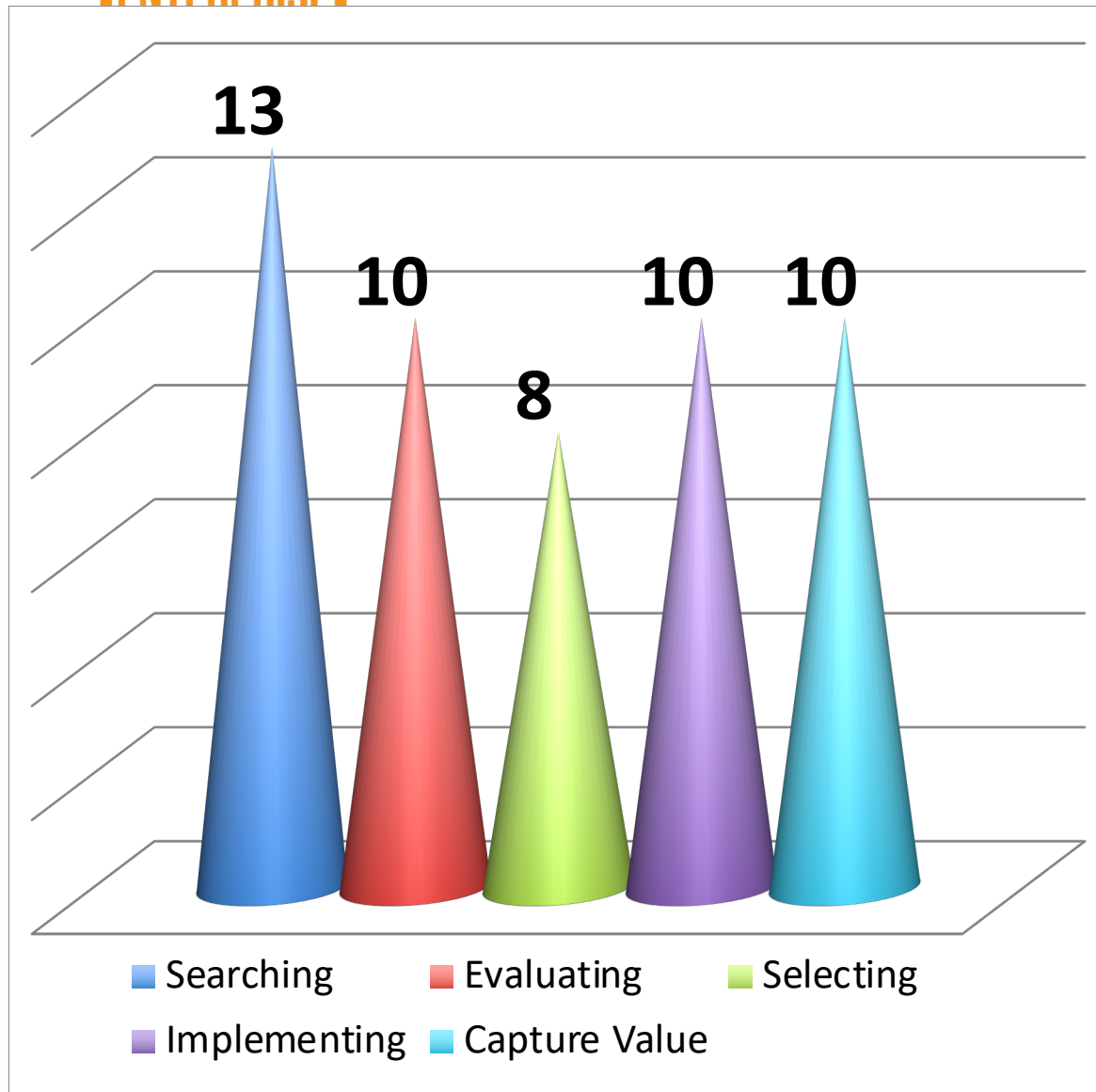
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Worksheet

Your Personal Innovation Profile

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When you have completed the questionnaire, your answers will automatically convert into a cone graph, showing a value for each area of your skills.

Copy from Excel file and paste Your Innovation Profile Graph here.



Repeat exercise with team members

Once you have completed the exercise with your colleagues, you will start to identify where your team strengths are and importantly, where any skills gaps might be.

You can now start to think about who will be best for leading and contributing to each stage of the innovation journey. Address these questions when you look at the results:

- What does each member of your team like to focus on? Remember to include yourself in this process.
- What are their key skills/competencies/strengths/experience?
- Do they cross different areas of the innovation process? If so, are there any areas of greater strength/expertise?
- Are there any obvious gaps?

Remember no-one can be an expert in all areas of the innovation process. There is no right or wrong innovation profile. Everyone has a different skill set that contributes to the whole.

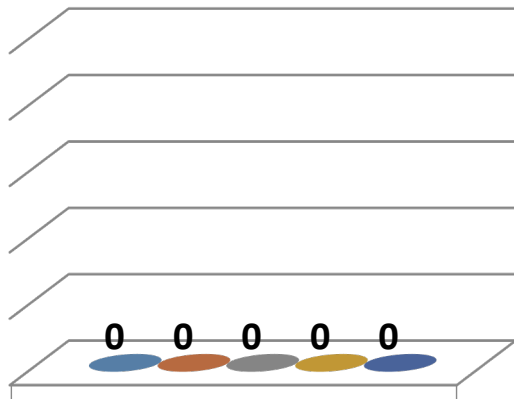


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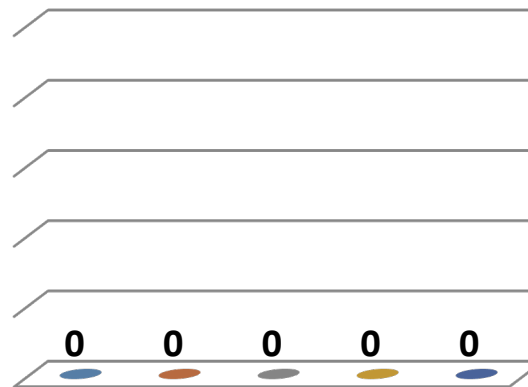
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Innovation Profile of the team

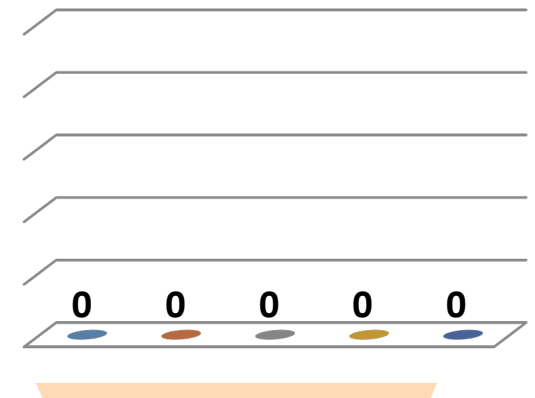
First



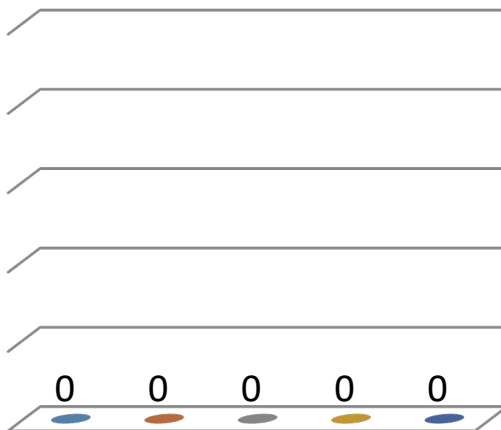
Second



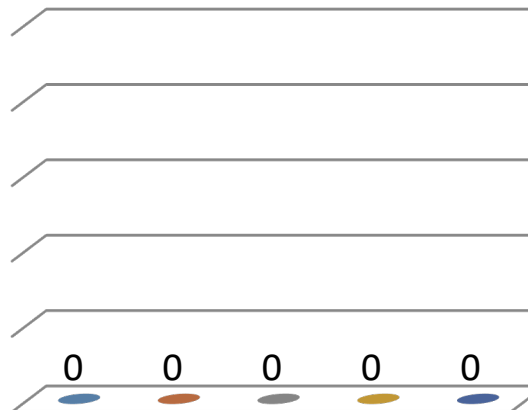
Third



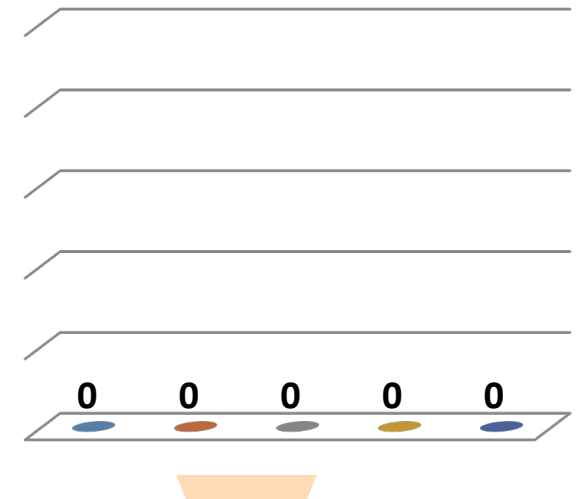
Fourth



Fifth



Sixth



Innovation Roadmap: The Entrepreneurial Process



- Discuss your strategic priorities
- Develop your business model
- Define your innovation focus



Innovation Roadmap: What kind of value?



- *Financial value*
- *Social and Environmental Impact*

Decide your strategic priorities

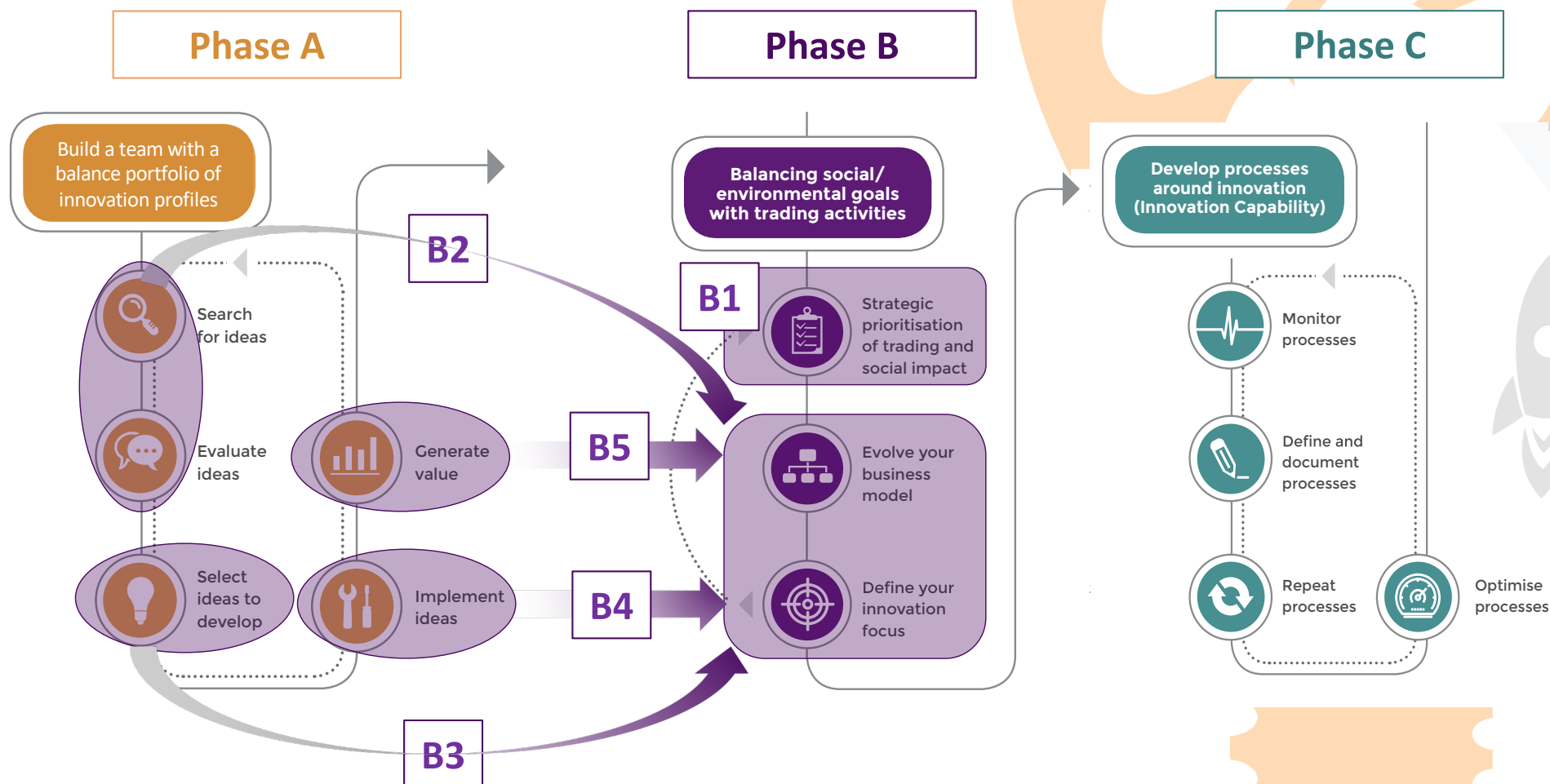
Place Short-term future position (1-2 years) & Long-term future positions (4-5 years)

Trading	Very Strong					
	Strong					
	Moderate					
	Weak					
	Very Weak					
		Very Weak	Weak	Moderate	Strong	Very Strong
Social (Environment) Impact						

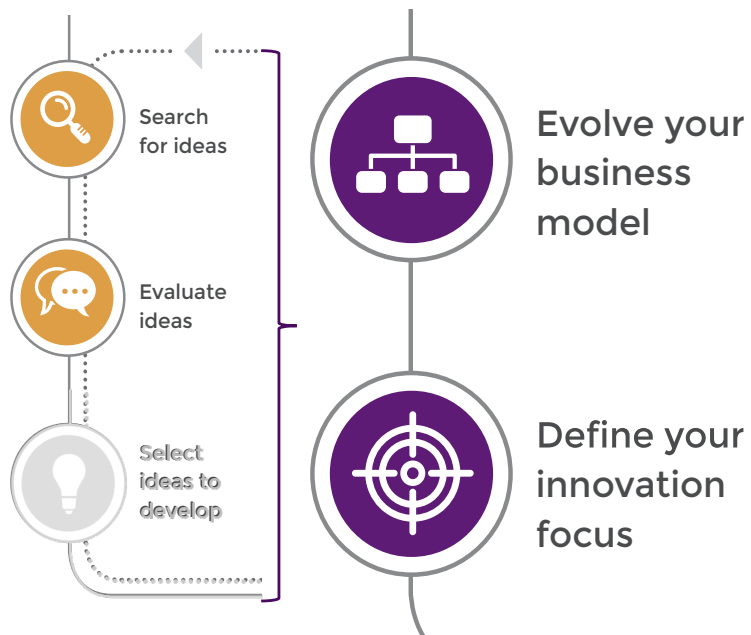
Short-term
future

Long-term
future

Innovation Roadmap for a Start-Up SE



Innovation Roadmap: Opportunity Scoping



- Decide focus
- Outline potential concepts of products and services



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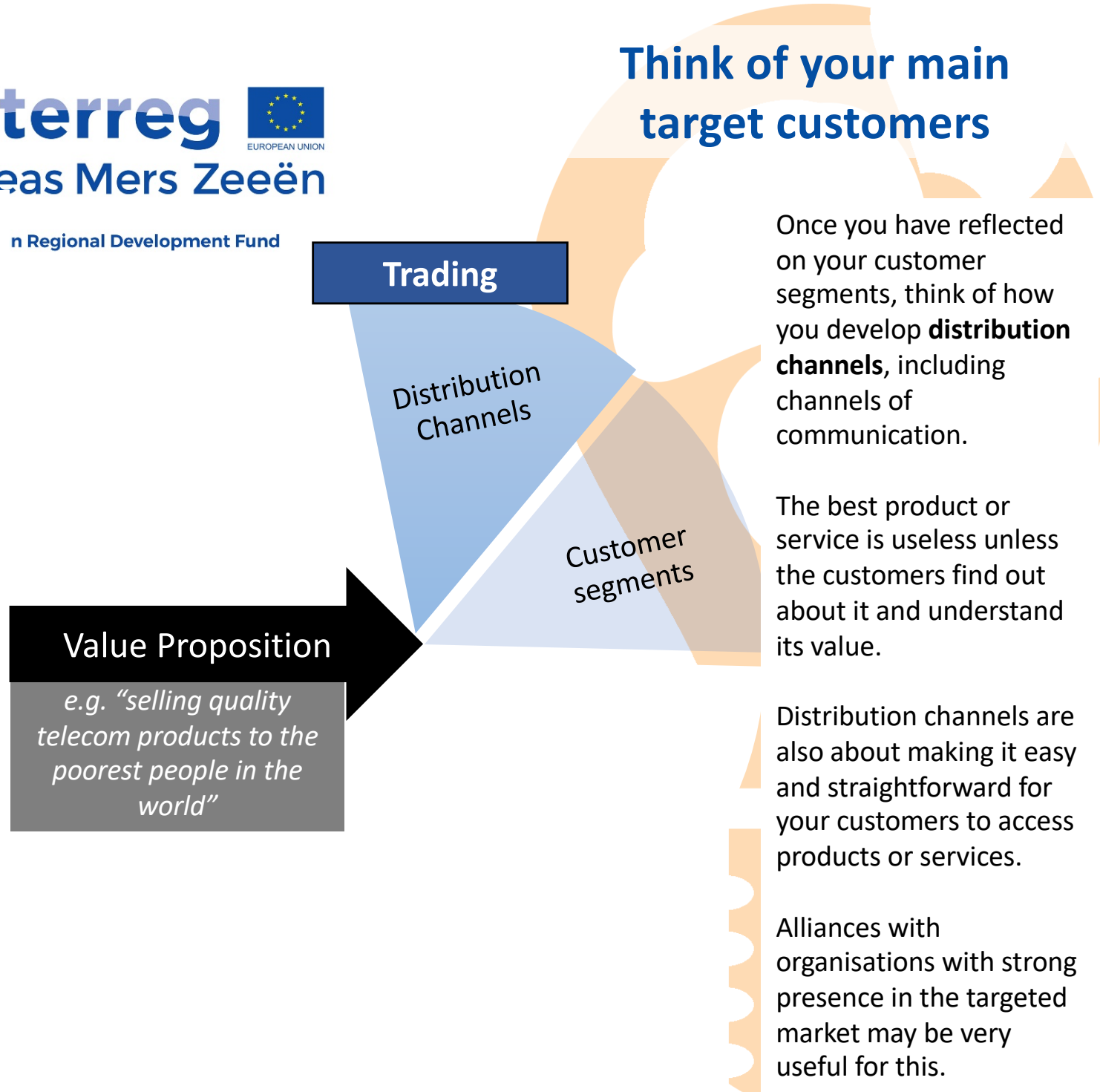


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Think of your **customers** in terms of segments, that is groups of people with similar needs (e.g. large banks, schools for students with disability, local government, Development Agencies etc.)

To define customer segments think parameters like level of income, social values (traditional vs. modern), function (individual or executive/manager for an organisation) etc.

Then decide what is (going to be) the main Value proposition of your Social Enterprise to those segments, considering the value added by your SE to them such as enhanced functionality, economic relief, emotional wellbeing etc.



Think of your main target customers

Once you have reflected on your customer segments, think of how you develop **distribution channels**, including channels of communication.

The best product or service is useless unless the customers find out about it and understand its value.

Distribution channels are also about making it easy and straightforward for your customers to access products or services.

Alliances with organisations with strong presence in the targeted market may be very useful for this.



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Think of your main target beneficiaries and stakeholders

Think of your **beneficiaries** – they are the people who will benefit directly by your SE and your stakeholders i.e. the people with an interest in your work.

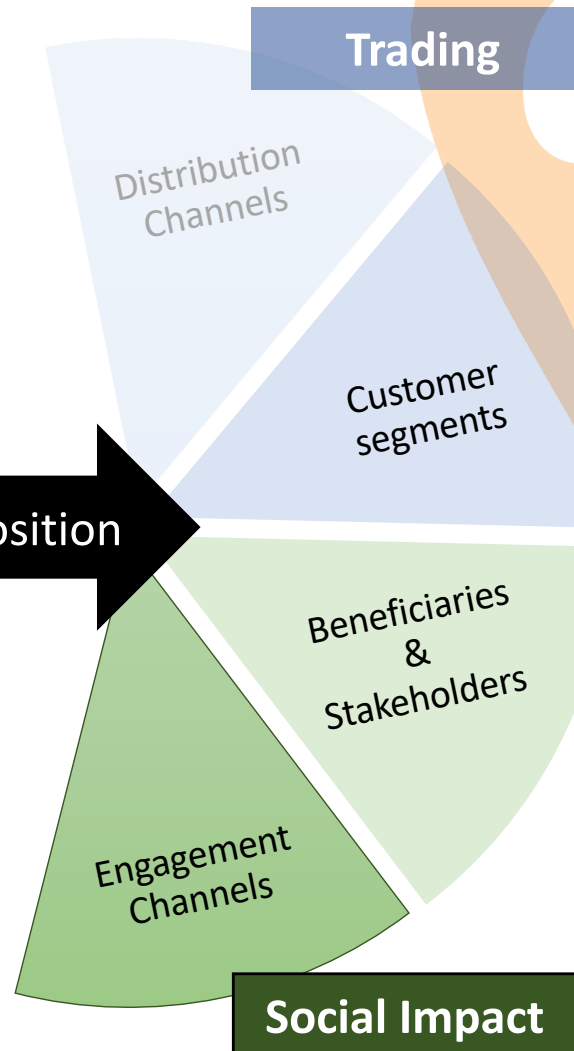
Think of beneficiaries in terms of groups with similar needs (e.g. children with learning disability, house residents in large cities, poor people in Africa etc.)

To define beneficiary groups think of the nature of the challenge(s) they are facing and to what extent these challenges are core or more peripheral to their life.

Then decide what is (going to be) the main Value proposition of your Social Enterprise to those groups, considering the value added by your SE to them.

([link to Marketing and Sales module](#))

Value Proposition



Once you have reflected on your beneficiary groups and the interested stakeholders, reflect on the **channels of communication and interaction** with them, that is the engagement channels.

Think of ways to approach them, carefully select the language that is congruent with them and their communities.

Build listening strategies into these channels, so that you receive feedback from them, about their needs (sometimes in latent format) and what is important to them.

Specifying beneficiary groups and stakeholders without developing engagement channels is pointless – engagement channels make the difference!



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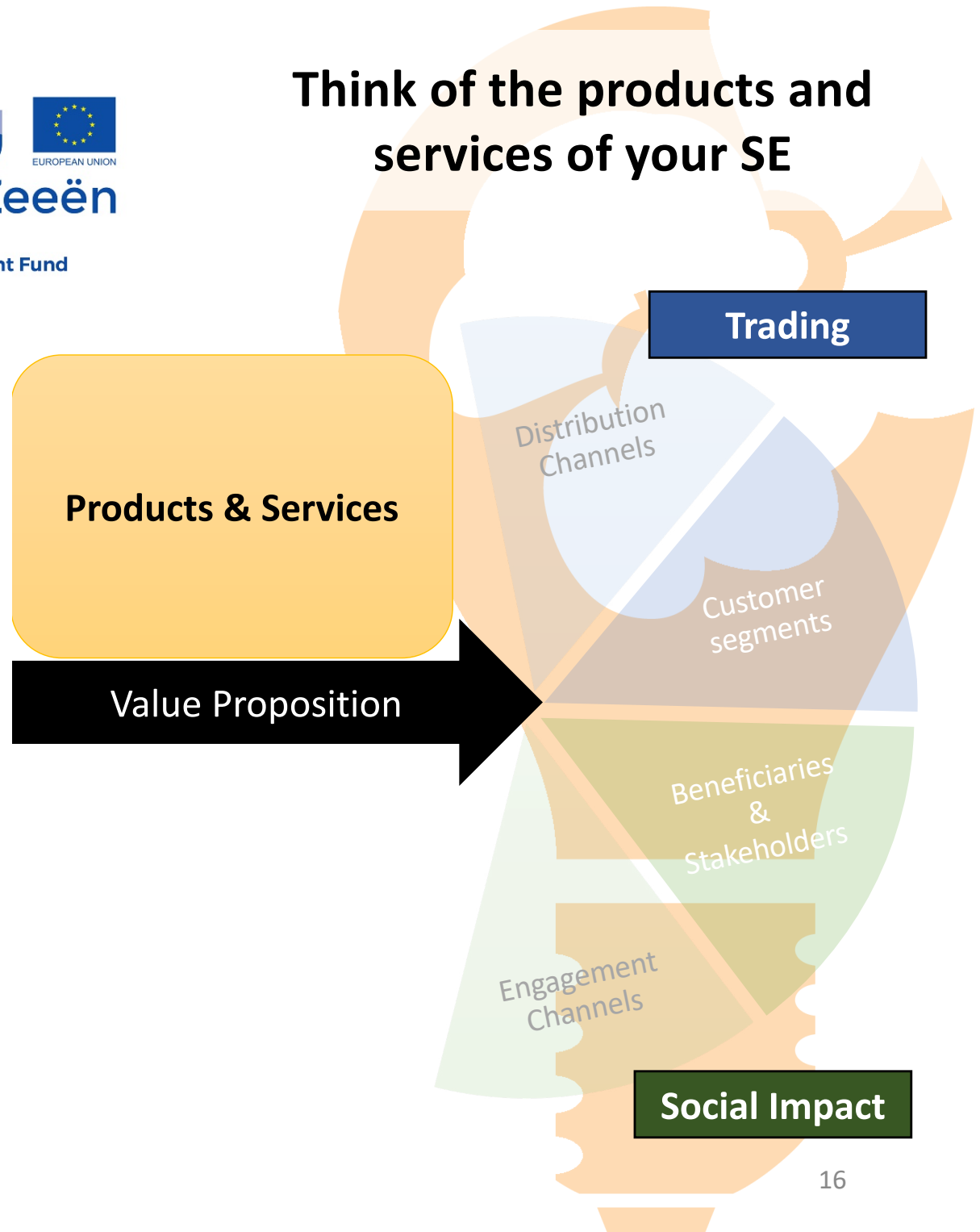
Think of the products and services of your SE

Once you have reflected on your customer segments, your beneficiary groups and the value proposition to them, start thinking of the **products and/or services** your SE (will) provide.

Ideally the same set of products will serve both customers and beneficiaries but in reality you may have to develop some aspects of the product/service for the customers and other aspects for the shake of beneficiaries.

For instance a SE helping people with autism to get a job in banks should develop a tool to assess beneficiaries personality and a training package for bank managers on how to manage people with autism.

You may decide to develop integrated packages of products and services.





Identify product- customers combinations

Distribution channels >>				
	Customer Group I	Customer Group II	Customer Group III	Customer Group IV
Product A				
Product B				
Product C				
Product D				



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Identify product-beneficiaries combinations

(Ignore this table, if previous slide covers both customers & beneficiaries)

Distribution channels >>					
	Beneficiaries Group I	Beneficiaries Group II	Beneficiaries Group III	Beneficiaries Group IV	Beneficiaries Group V
Product A					
Product B					
Product C					
Product D					

Choose your reference

- The outcome of your searching may be a few ideas for
 - Products/services within a SE
 - For several SEs (an overall concept)
- Both of them are acceptable
- You will have to continue the rest of the exercise with this reference in mind



Evaluate options/ideas

- **How technically feasible is it?**
 - Open Strings offers music sessions for adults 50 years and older, extending to adults with dementia and their carers. A **dementia specialist** from the University of Brighton volunteered to help.
- **Will people accept it?**
 - Open Strings **got in contact with organisations** such as the Dementia Commission, Brighton and Hove City Council, local dementia organisations, music organisations etc.
- **How economically feasible is it?**
 - Open Strings gets a lot advice from their **advisory group** consisting of individuals like a retired researcher, a former school governor

Carry out SWOT for various combinations

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...from trading perspective	Strengths	Weaknesses	...from social impact perspective
	Opportunities	Threats	

Group Exercise: Consider input from outside

Search
new ideas



Evaluate
ideas



Examples

Intermediaries

**Critical
friends**

Universities

**Local
authorities**

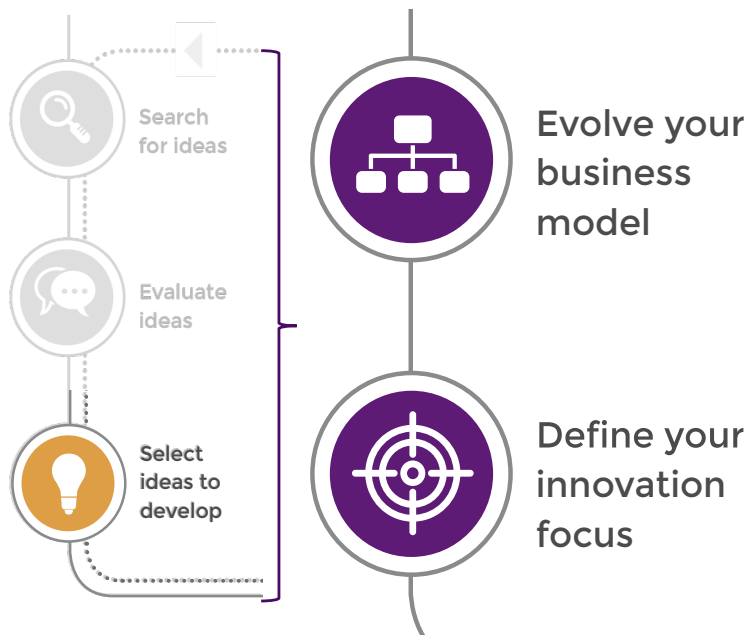
**Inspired
individuals**

**Support
organizations**

Crowdsourcing



Innovation Roadmap: Make Choices



- Decide market focus & social impact focus
- Outline main concepts of products and services

Group Exercise

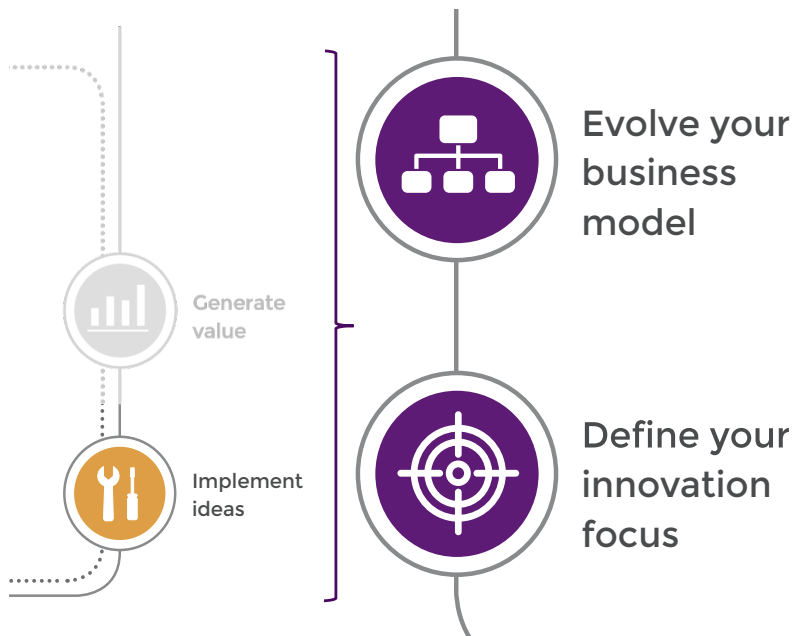
Select
ideas



Decision-
making
Influence
stakeholders

Who and How
will decide?

Make a choice of
a product combination
or a Social Enterprise



Innovation Roadmap:

- Develop and validate products and services
- Define and develop processes
- Identify key suppliers and develop relationships

Group Exercise: Actions to Develop and Validate Product

Internal Actions	Connect to Local Ecosystem & Leading Customers/Users

Think of the key processes of and the key suppliers for your SE



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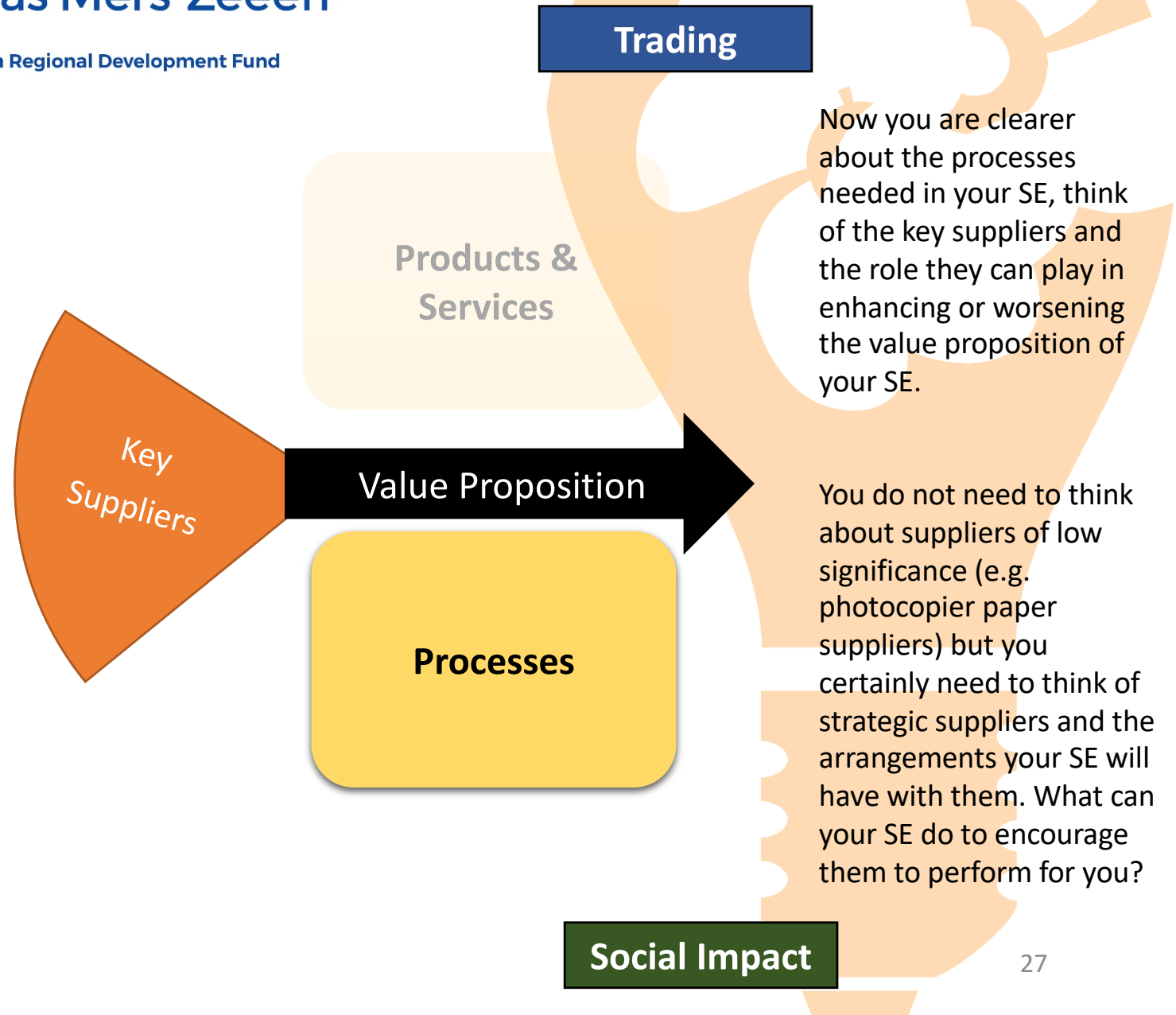
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Although you can never find out the ins and outs of the processes used to provide products and services until you actually run them in reality, it helps to prepare the processes you are going to deploy.

The main principles are that the processes should be efficient in terms of cost, easily repeatable and very clear for the people involved such as your SE employees.

Remember that although tailoring processes to individual preferences helps to keep customers and beneficiaries happy, it also increases the cost of the SE. Ideally you have to strike the right balance between standardization and agility.

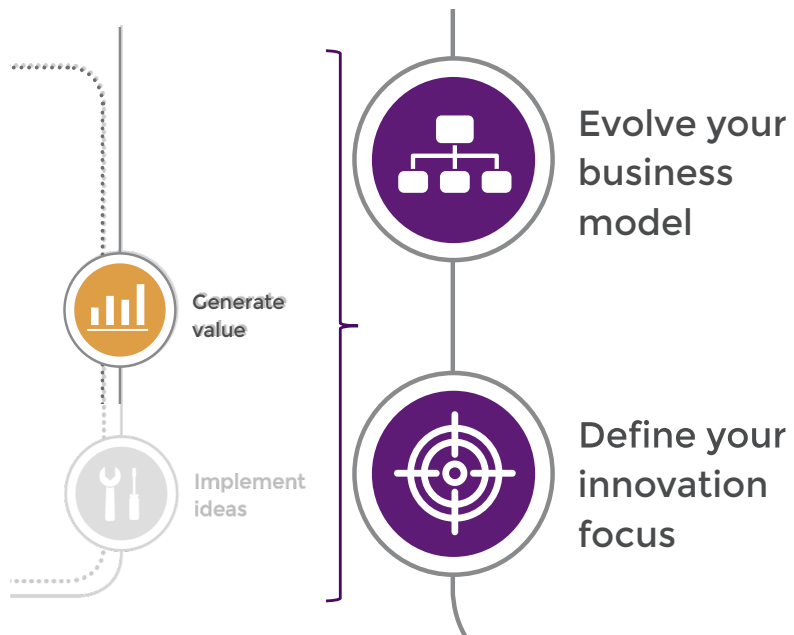
Dr G. Tsekouras



Group Exercise: Develop Processes & Key Suppliers

Internal Processes	Key Suppliers & Relationships

Innovation Roadmap: Generate Value



- Promotion & marketing for customers & beneficiaries
- Collaborate with complementors & allies
- Calculate & Measure

Group Exercise: Generate Value

**Promotion and marketing
actions for your customers**

**Promotion and marketing
actions for your beneficiaries**

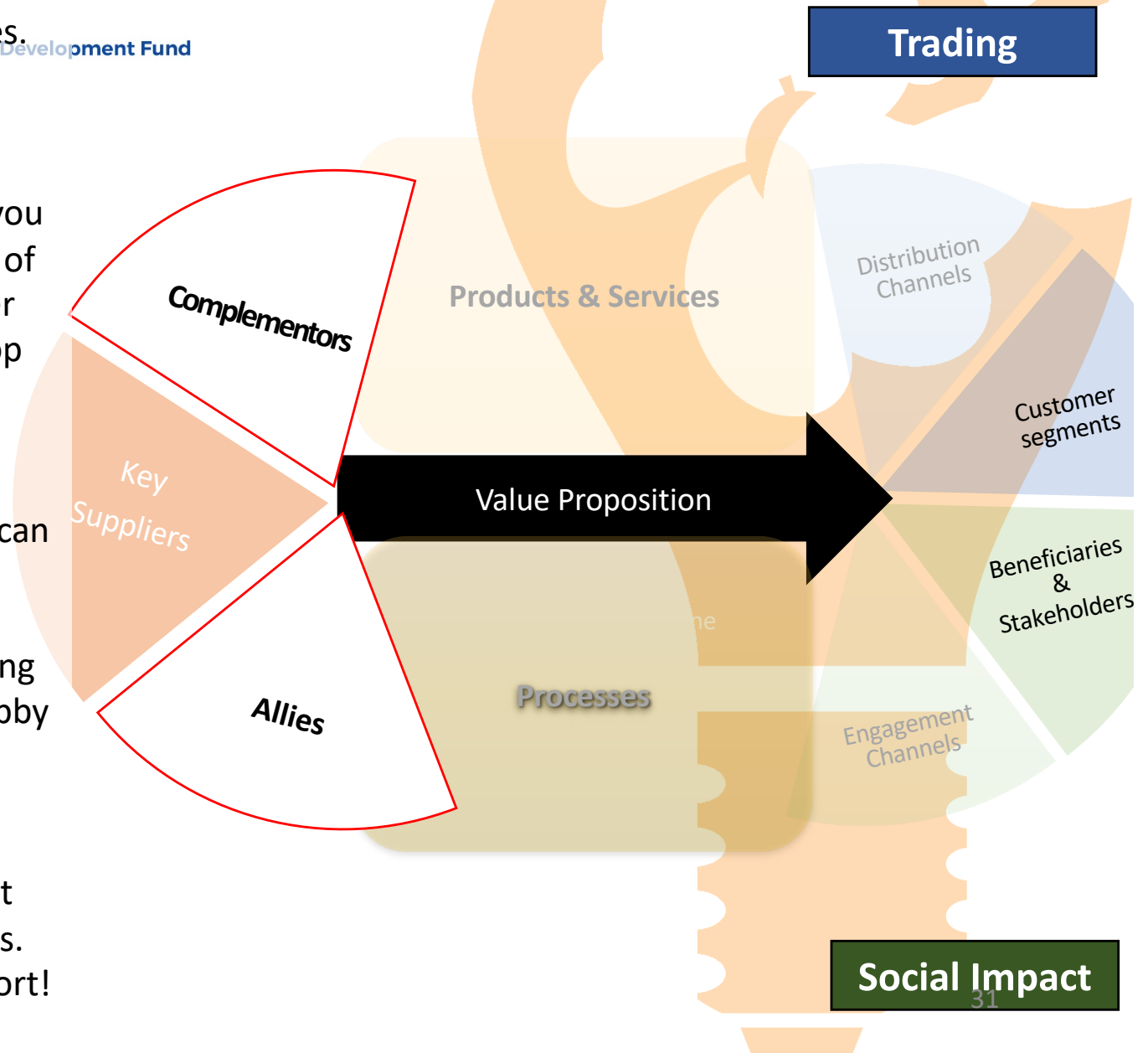
Consider how your SE can be helped by third parties

Your SE mission can be helped by third parties that have similar interests (or values). There are two generic types.

Organisations with offerings that **complement** your SE products/services. For instance, if you SE sells organic cheese, a producer of organic bread can allow you to offer organic packages of food in one stop points.

Organisations with **similar values and/or interests** with your SE that can help shaping the wider scene e.g. promoting together to local government the increase of spending in an area (e.g. unemployment), lobby to national authorities for right standards etc.

Identify these parties but watch out the time and effort you put into this. At a start-up phase, time will be short!



Group Exercise: Generate Value

Actions to Identify & Relate to Complementors

Identify Alliances and Develop Joint Actions

Calculate & Measure

Make a rough calculation:

- total cost of SE
- total income of SE

Discuss how you measure

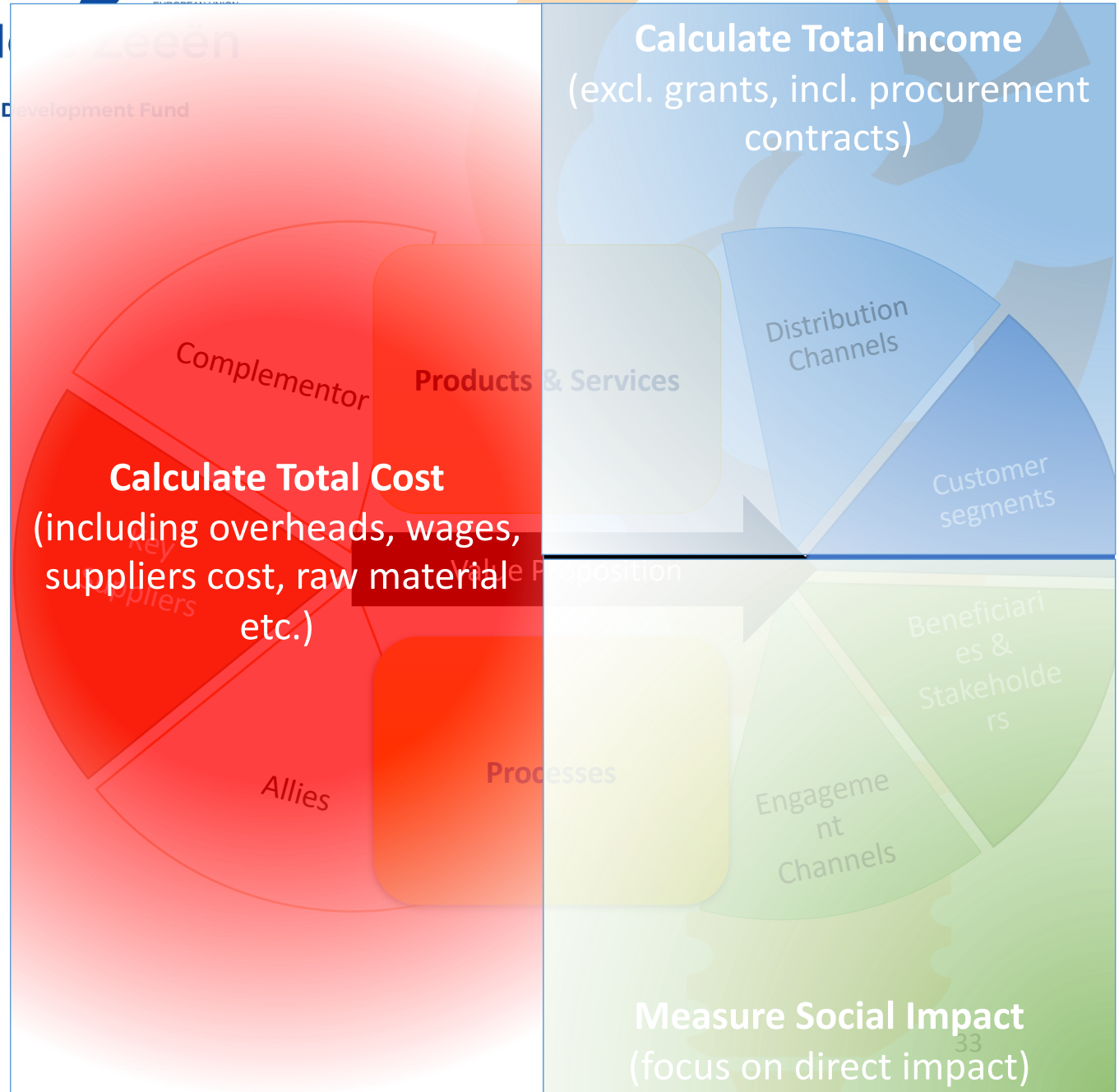
- social impact, as evidence of impact

Discuss when your SE will:

- Generate a surplus (profit)
- Create social impact

If any of the two is not met, restart the exercise.

Repeat until the two conditions are fulfilled.





Calculate Total Cost

Name cost item (e.g. wages, suppliers cost, raw material etc.)	£



Calculate Total Income

Income (excluding grants, including procurement contracts)	£

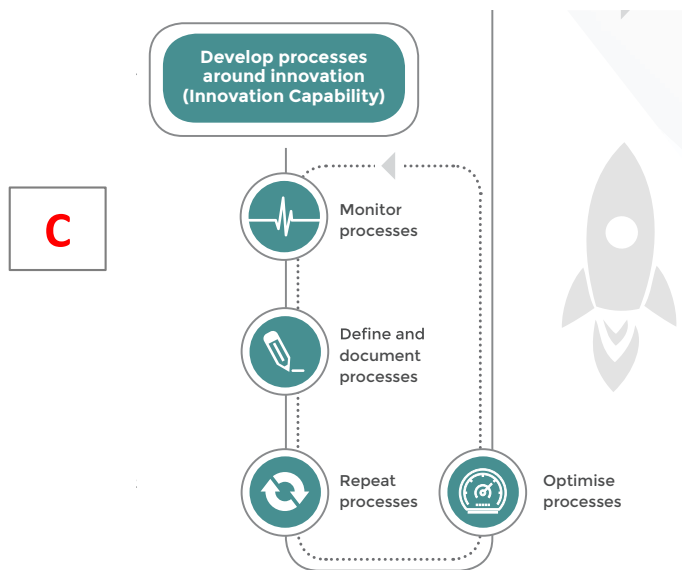


Measure Social Impact

Name Indicator (e.g. improve skills, mental state etc.)	£

Innovation Roadmap: Make Innovation a Regular Act

- Monitor processes
- Define processes
- Repeat processes
- Optimise processes





Monitor & Define

The question

Who is going to be responsible for the process?

Who from senior management will be responsible?

Any critical friends required?

Timeframe/sign of completion

Available resources

Expected results

Repeat & Optimise

The question

How often you carry out this exercise?

What conditions require the instigation of the exercise?

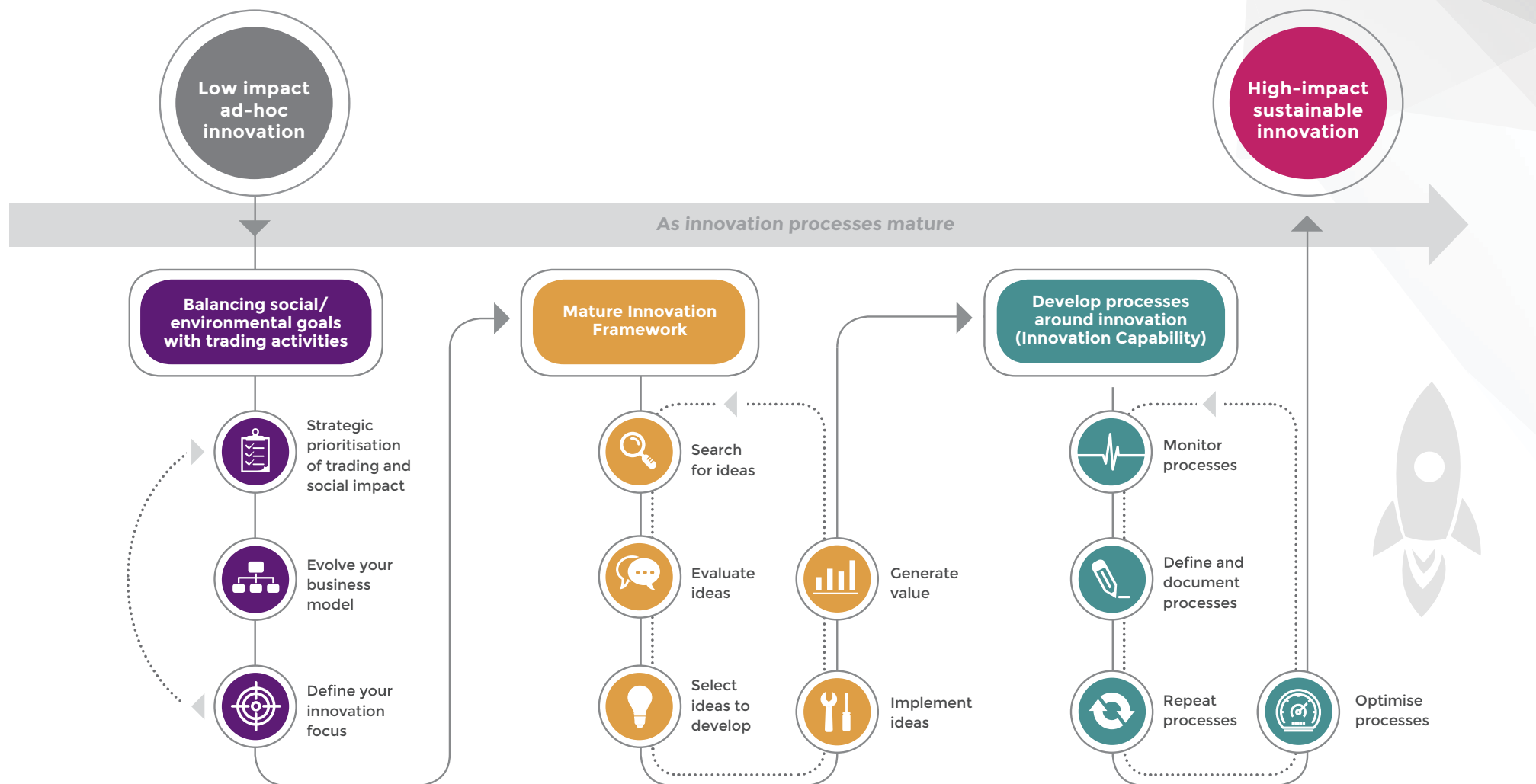
Permanent responsibility for a team/individual

How the experience of this exercise will be captured?

How changes will be pursued for the next round?

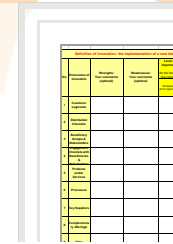
Any external party to be brought in, the next time

Now turn to Innovation Roadmap for Established SE



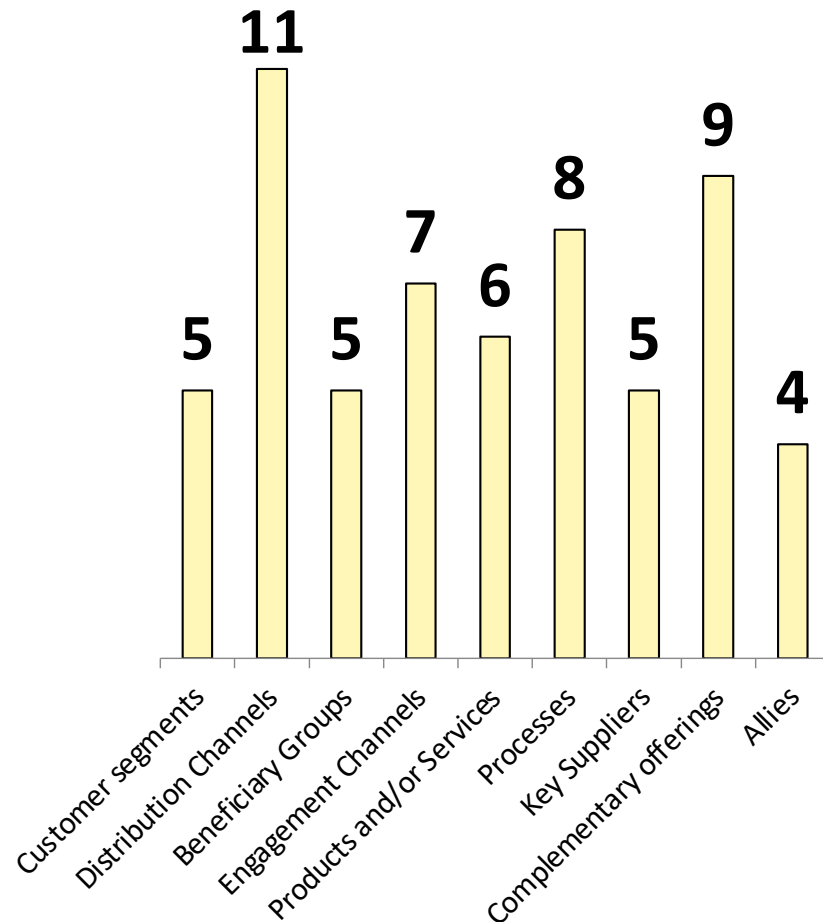
After some period of running the SE, improve

- Use the attached tool →→→→→→→→→
- To grade
 - Importance of each aspect (for the future)
 - Satisfaction from each aspect (so far)
- Those with the highest scores should become the focus of innovation



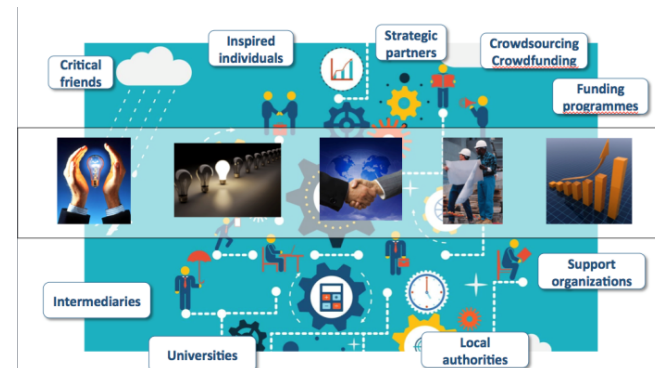
	Importance of each aspect (for the future)	Satisfaction from each aspect (so far)
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	Importance (A)	Satisfaction (B)	Calculate (C)	Final Score		Comments (if any)
	0 = no 10 = max	0 = no 10 = max	= (A-B)	If (A-B) ≤ 0	= (A)	
				If (A-B) > 0	= (A) + (C)	
Customers				If (A-B) ≤ 0		
				If (A-B) > 0		
Distribution Channels				If (A-B) ≤ 0		
				If (A-B) > 0		
Beneficiaries				If (A-B) ≤ 0		
				If (A-B) > 0		
Engagement channels				If (A-B) ≤ 0		
				If (A-B) > 0		
Products or Services				If (A-B) ≤ 0		
				If (A-B) > 0		
Processes				If (A-B) ≤ 0		
				If (A-B) > 0		
Key suppliers				If (A-B) ≤ 0		
				If (A-B) > 0		
Others with complementary pr.				If (A-B) ≤ 0		
				If (A-B) > 0		
Allies				If (A-B) ≤ 0		
				If (A-B) > 0		



The outcome of the assessment

- For the innovation dimensions with the highest scores
 - e.g. Distribution channels and Complementary offerings
- Repeat the innovation process
 - search, evaluate, select, implement, generate value
 - appoint champion
 - connect to local innovation ecosystem





For more information

<https://www.sparksocialenterprise.eu>

My Social Start-up

<https://www.mysocialstartup.eu>

Social Enterprise Innovation Accelerator Network with 300 members

<https://www.linkedin.com/groups/13510543>