

Introductory Module:

1.1 Introduction to the Course

Social Entrepreneurship, Innovation and Project Management





Introduction to the Course

In a world where social challenges demand creative and sustainable solutions, this course explores the dynamic intersection of social entrepreneurship, social innovation, and project management.

You will learn:

how to identify community needs and entrepreneurial gaps develop innovative solutions manage projects that create lasting social impact

Through a blend of theory and real-world case studies, you will discover: how social entrepreneurs drive change how innovative models reshape communities how effective project management turns ideas into action

By the end of this course, you will be equipped with the knowledge and tools to launch or manage impactful social enterprises, making a real difference in the communities you are part of!



Learning Objectives

By completing this module, you will be able to:

- Understand the key concepts of social entrepreneurship and innovation.
- ldentify local community needs and entrepreneurial opportunities to develop impactful projects.
- Use practical tools like the SWOT analysis to assess challenges and design sustainable solutions.
- Implement strategies for launching and managing social enterprises that address community issues and drive positive change.





Think Together

Imagine you live in a community where many people struggle with waste management. There are increasing amounts of waste piling up in public spaces, and recycling rates are low. The local authorities are overwhelmed and do not have enough resources to address the problem effectively.

Think about the most common waste management issues in your community.

What kinds of waste are the biggest challenge (e.g., plastic, food waste, electronics, etc.)?

Why is it difficult to manage these types of waste?

Brainstorm ideas that could help reduce waste or improve recycling in your community. Think about any existing solutions or services, and identify what might be missing or could be done differently.

Have you thought about solutions yet?

Discuss

This course will facilitate your understanding of innovative thinking for issues like the above, which require a **socially entrepreneurial mindset** and a variety of management skills to co-create effective solutions. By exploring how to approach challenges like waste management, you will learn how to develop sustainable ideas, implement them effectively, and contribute to solving problems in your community.





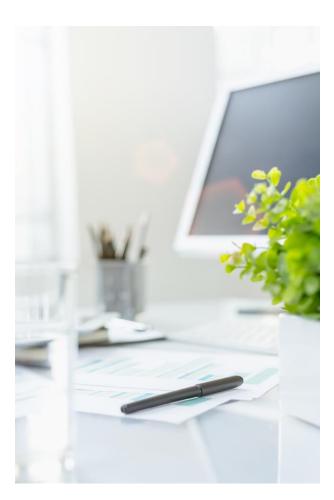
Introductory Module

1.2 Introduction to Social Entrepreneurship & Innovation





Introduction to Social Entrepreneurship & Innovation



https://www.youtube.com/watch?v=GOO7rv46HK4

https://www.youtube.com/watch?v=wVK_aQsBAVE

Key concepts: catalyse society, the way to make a difference in the lives of people in a sustainable and profitable fashion, use innovation to create solutions for the social challenges, promote dignified human beings

What is Social Entrepreneurship?

SE is the process of identifying social problems and applying entrepreneurial principles to create sustainable solutions.

- The European Commission defines social enterprises as businesses focused on social or societal objectives, where profits are reinvested to achieve these goals. Their organisation and ownership often reflect democratic or participatory principles, prioritising social justice and innovation.
- Social entrepreneurship combines business strategies with a mission to generate social impact rather than focusing solely on profit.
- Example: A company that trains and employs refugees while reinvesting profits into community development.



https://www.youtube.com/watch?v=fUQ5z36uenQ

Key concepts: locally-led approaches, collective action, cross-sector collaboration, lasting transformation, narrative change, cure problems

What is Social Innovation?

SI is the development and implementation of **new ideas**, **services**, **or models** that address **social challenges** in a more effective, efficient, or sustainable way.

- The European Commission explains that social innovation involves the creation and implementation of new ideas, practices and policies designed to address social challenges and enhance the well-being of European citizens. By engaging public authorities, civil society, academia and the private sector, these innovations seek to generate social impact and empower communities to actively participate in driving change.
- The aim of SI is to create systemic change by improving, or rethinking existing solutions, or designing entirely new ones.
- Social entrepreneurship combines business strategies with a mission to generate social impact rather than focusing solely on profit.
- Example: A mobile banking app designed for unbanked populations to provide financial inclusion.



Introduction to Social Entrepreneurship & Innovation



Where do Social Entrepreneurship and Social Innovation merge?

Social Entrepreneurship creates <u>businesses</u> that tackle social issues.

Social Innovation introduces new approaches to solving social problems.

Social entrepreneurs rely on new, innovative, sustainable solutions to address social and economic challenges, driving inclusion and systemic change.

Both drive change, but social innovation can exist beyond business (e.g., in policies, communities, or nonprofits).

Why are these concepts important?

For women building towards new opportunities, they offer financial independence, social integration, and opportunities to address community needs, empowering both individuals and society.



Social Innovation Tools

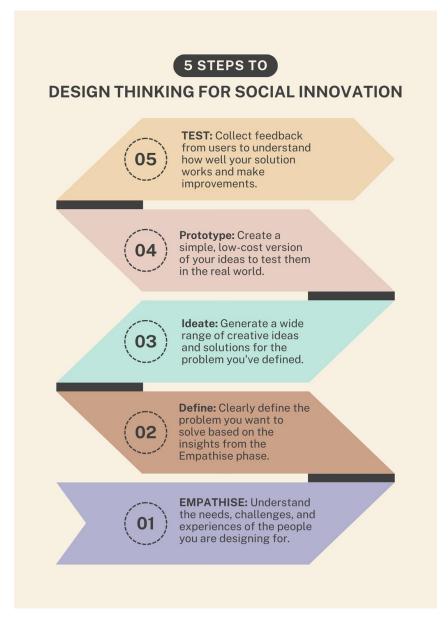
Design Thinking: A Golden Standard of Social Innovation

Design Thinking is straightforward, human-centred social innovation approach that encourages creativity, empathy, and collaboration to solve social problems. The process comprises of five action steps:

Empathise Define Ideate Prototype Test

Design Thinking is practical because it is a flexible, low-cost approach that allows you to quickly test ideas and make improvements based on real user feedback.

Example: If migrant women face difficulties finding affordable childcare services, you could start by interviewing them to understand their challenges (Empathise), define the problem as the lack of affordable childcare options for migrant families (Define), brainstorm solutions like a community-based childcare cooperative (Ideate), create a small-scale pilot program with volunteer caregivers (Prototype), and gather feedback from the families to improve the program (Test).





The Role of Technology in Creating Social Change

The use of technology plays a crucial role in social innovation by enabling the development of new solutions to address societal challenges, often in more efficient and scalable ways. Through digital platforms, data analysis, and innovative tools, technology helps create social impact, empowering marginalized communities and fostering inclusive economic growth.

How?

- Access to Information and Data: Technology enables social innovators to easily access a vast amount of data and research, which can help identify community needs and track social issues more effectively. By using online databases, open data platforms, and digital tools, social entrepreneurs can make informed decisions and design solutions backed by real-time, evidence-based insights.
- **Digital Platforms for Connection and Collaboration**: Digital platforms like social media and online forums allow social innovators to connect, share ideas, and collaborate globally. This helps build partnerships and amplify their impact.
- Crowdfunding and Fundraising: Crowdfunding platforms such as GoFundMe and Kickstarter enable social
 entrepreneurs to raise funds from many small donors, providing financial support without relying on traditional
 sources

Try This: Think about a challenge within a community you care about (e.g., affordable housing). Use Google or any social media app to see how social innovators like you are addressing the issue. Look for: What information or research already exists? How many digital forums or groups are running a dialogue on this issue? Are there any campaigns raising funds or political attention to the matter?



Example: Social Innovation Data & Online Initiatives for Affordable Housing

Searching "Affordable Housing" on free platforms like Google Scholar gives you access to academic research on the topic.

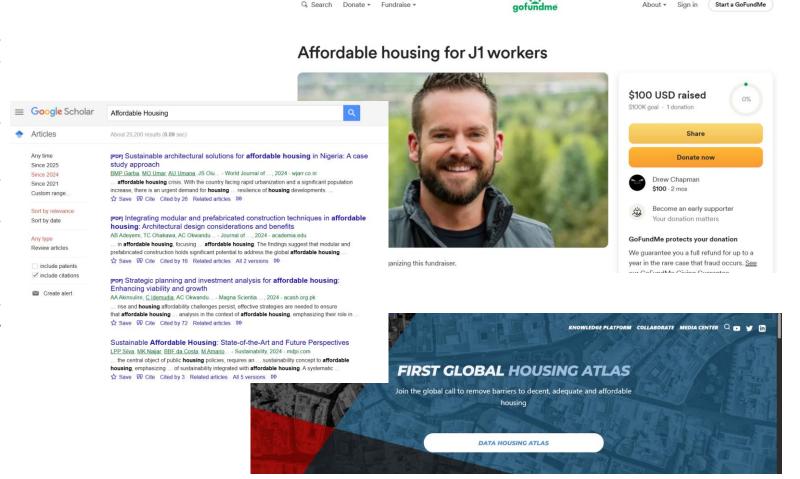
Exploring online campaigns and projects, such as the Housing Atlas in this example, can deepen your understanding of its relevance and current developments, and show what actions are already being taken to address the issue.

Looking at crowdfunding initiatives reveals how individuals and communities are raising funds to support local solutions.

Together, these examples show how technology can help identify needs, connect with advocacy efforts, and mobilise financial resources.

Have a go with these tools — choose a topic you care about and start exploring!

- Google Scholar
- GoFundMe





Mazi Mas: A Case Study in Social Innovation & Social Entrepreneurship

Mazi Mas, meaning "with us" in Greek, was a social enterprise restaurant and catering business founded in London in 2012. It was created to empower migrant and refugee women by providing them with employment, culinary training, and a pathway into the food industry.

Mazi Mas applied entrepreneurial principles to solve a social challenge—the employment barriers faced by migrant and refugee women. Instead of relying on charity, it operated as a social enterprise, generating revenue through restaurant and catering services while reinvesting profits into training and employment programs.

This aligns with the core goal of <u>Social Entrepreneurship</u>: creating businesses that prioritise social impact alongside financial sustainability.

<u>Social Innovation at Work</u>: Mazi Mas reimagined workforce integration for migrant women by challenging traditional hiring practices in the food industry. It provided flexible jobs that accommodated childcare, training to turn culinary skills into careers, and a business model that celebrated cultural diversity.

This innovative approach inspired similar women-led food ventures worldwide.





Create your Social Entrepreneurship Vision Board!

This activity will help you identify community challenges you want to address and explore innovative solutions, turning your ideas into a visual plan for action!

Materials Needed:

- Magazines, scissors, glue, coloured pens/pencils, large paper or cardboard. If online, you can use digital platforms like Canva or Pinterest for virtual vision boards.
- Link to free Canva template!
- Step 1: Reflect on the following key concepts:
 - Community Challenges: Identify one challenge you see in your community that you want to change.
 - Social Entrepreneurship: How would you want to address a specific community need?
 - Social Innovation: What innovative ideas do you have for your community? What new approaches could you bring to solving problems?
- Step 2: Find pictures, words, or symbols in magazines (or online) that represent your goals, ideas, and dreams related to these concepts.
- Step 3: Arrange your selected visuals on a board to create the visual representation of your vision. Include:
 - Your community goals
 - Your innovative idea(s) for addressing the challenge
 - The steps or actions you want take towards your goals



Vision Board Example: Access to Healthcare for Low-Income Families

Community Challenge: Many low-income families face difficulty accessing healthcare due to lack of insurance, financial constraints, or living in rural areas with limited healthcare facilities.

Social Entrepreneurship Vision: Develop a mobile health service that provides free or low-cost healthcare consultations for underserved communities. This service would be staffed by multilingual healthcare professionals and offer both physical and mental health support.

Social Innovation: By offering culturally sensitive healthcare directly to underserved communities, this initiative removes many barriers to care, promoting better health outcomes and increasing access to necessary services.



Share yours next!



Question 1: Which of the following best explains the relationship between Social Entrepreneurship (SE) and Social Innovation (SI)?



SE focuses only on profit generation, while SI is unrelated to any economic activities.



SI introduces new ideas to solve social problems, while SE applies business strategies to implement these ideas and create sustainable solutions.



SE and SI are the same, with both focusing solely on the nonprofit sector.



SI focuses on policies and communities, while SE only creates businesses that are not socially focused.



Question 1: Which of the following best explains the relationship between Social Entrepreneurship (SE) and Social Innovation (SI)?



- SI introduces new ideas to solve social problems, while SE applies business strategies to implement these ideas and create sustainable solutions.
- SE and SI are the same, with both focusing solely on the nonprofit sector.
- d. SI focuses on policies and communities, while SE only creates businesses that are not socially focused.

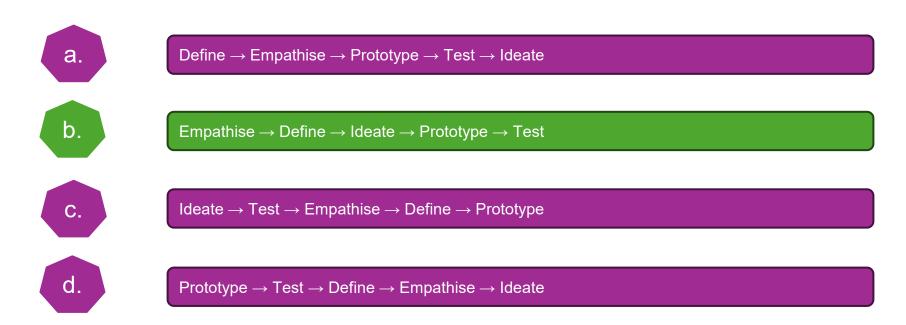
Justification: Social Innovation (SI) focuses on developing new ideas or approaches to solve social problems, while Social Entrepreneurship (SE) applies <u>business strategies</u> to turn these ideas into sustainable, impact-driven ventures. Option B correctly captures this relationship.



Question 2: Which of the following is the correct order of the steps in the Design Thinking process?



Question 2: Which of the following is the correct order of the steps in the Design Thinking process?



Justification: You first **Empathise** to understand the problem, then **Define** it, **Ideate** solutions, **Prototype** a small-scale version, and finally **Test** it for feedback and improvements.



Question 3: Which of the following is a key way in which technology supports social innovation?

a.

It provides access to real-time data, enables global collaboration, and facilitates crowdfunding for social initiatives.

b.

It makes it harder to connect with marginalised communities by limiting communication channels.

C.

It focuses primarily on providing entertainment content rather than supporting community-driven change.



It restricts access to financial resources by reducing the number of available crowdfunding platforms.



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C.

It focuses primarily on providing entertainment content rather than supporting community-driven change.

d.

It restricts access to financial resources by reducing the number of available crowdfunding platforms.

Justification: Technology supports social innovation by offering access to valuable data, fostering collaboration through digital platforms, and enabling fundraising through crowdfunding tools, which all help drive impactful change.





Introductory Module

1.3 Community Needs, Entrepreneurial Gaps and Project Management





Understanding Community Needs & Identifying Entrepreneurial Gaps



Community Needs refer to the challenges, problems, and areas of improvement that a group of people or community faces. Assessing these needs helps you identify where your skills and resources can have the most impact.

How to assess community needs?

Identify the community (i.e., understand the group of people you are focusing, e.g., low-income families, etc.). Conduct Research (e.g., community meetings, surveys) Analyse Data (i.e., look for patterns to understand the most urgent needs) Prioritise Needs (i.e., focus on issues that will have the greatest positive impact)

Entrepreneurial Gaps are areas in the community where there is a lack of services, resources, or businesses that could meet the needs of individuals. Identifying these gaps helps you find opportunities to start businesses or projects that can meet unmet needs.

How to identify entrepreneurial gaps?

Analyse Community Needs (i.e., find what needs are not being fully met)
Research the Market (i.e., look for existing services or businesses and identify what is missing and identify challenges and opportunities in the community) Evaluate your Resources and Skills (i.e. what can you offer that no one else is providing?)



Introduction to Project Management:

Understanding the Project Management Process

Project management (PM) is essential for transforming social entrepreneurship (SE) and social innovation (SI) ideas into real, sustainable solutions.

Project management is the process of planning, organising, and executing a project to achieve a specific goal within a set timeframe and budget. Good project management ensures that your initiatives are efficient, organised, and impactful.

Project Management (PM) incorporates six stages:

Initiation: Define the project, goals, and scope.

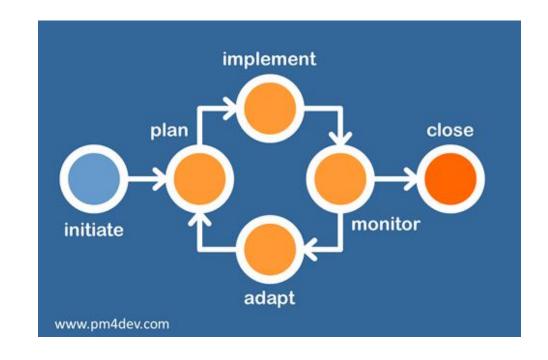
Planning: Set clear objectives, deadlines, and budget.

Execution: Implement the plan, assign tasks, and monitor

progress.

Monitoring & Control: Track the project's progress and make adjustments if needed.

Closing: Evaluate the success of the project and document lessons learned.





By incorporating project management skills in your initiatives, you obtain:

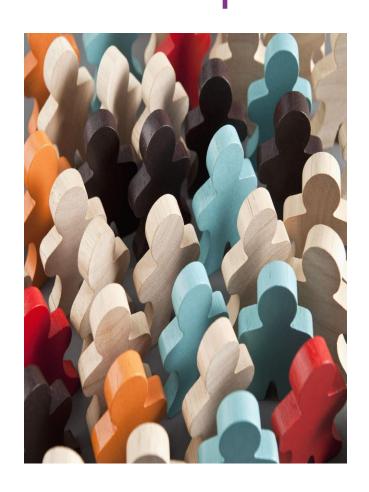
- Structure & Organisation: PM ensures that social ventures move from ideas to action through clear goals, timelines, and strategies.
- Resource Efficiency: Helps allocate funds, time, and skills effectively, maximising social impact.
- Risk Management: SE and SI involve uncertainty PM helps anticipate challenges and adapt.
- Scalability & Sustainability: A structured approach allows social enterprises and innovations to grow and remain impactful over time.

Example: A social entrepreneur develops a community-led recycling program to tackle waste buildup and low recycling rates.

- Social Innovation: A reward-based system that incentivises households to sort and recycle waste properly.
- Social Entrepreneurship: A self-sustaining model where recycled materials are sold to fund community projects.
- **Project Management:** Plans collection logistics, organises partnerships with recyclers, and ensures long-term engagement.



Tools and Techniques for Assessing Needs and Gaps



How do community needs relate to entrepreneurial gaps and Project Management?

Assessing community needs helps you understand where there are gaps. Identifying entrepreneurial gaps allows you to find business opportunities that can address these needs, and project management ensures that your solutions are planned, executed, and scaled effectively.

SWOT Analysis

The SWOT analysis is a strategic golden-standard planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) associated with a business, community, or project. The SWOT analysis can greatly benefit social innovation and entrepreneurship initiatives by providing a clear understanding of internal and external factors that impact success. Strengths and weaknesses are internal factors, while opportunities and threats are external.

- Strengths: What resources or advantages does your community have?
- Weaknesses: What challenges are hindering growth or progress?
- Opportunities: What new trends, resources, or needs can you take advantage of?
- Threats: What external factors could affect your project?

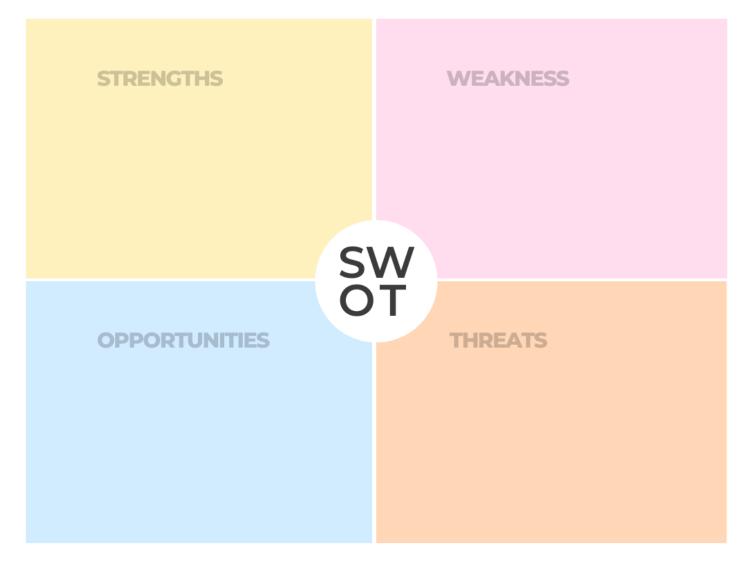


SWOT Analysis Exercise

Think closely about a project or idea you want to implement – this could be a business idea, a social innovation initiative, or a community-based project.

Use the template to the right and fill in the grids with points to the following questions;

- 1) Strengths: What are the internal factors that give your project an advantage? For example, your skills, experience, resources, or anything that makes your project unique!
- 2) Weaknesses: What are the internal challenges or limitations that might make your project difficult to implement? Think about any areas you lack resources, support, or expertise.
- Opportunities: What external trends, networks, or resources can you tap into to support your project? Are there new markets, partnerships, or societal needs that your project could address?
- 4) Threats: What external challenges could negatively impact your project? Consider factors like competition, economic downturns, or potential barriers like regulations.





SWOT Analysis Example

Imagine you live in a community where many people struggle with waste management. There are increasing amounts of waste piling up in public spaces, and recycling rates are low. The local authorities are overwhelmed and do not have enough resources to address the problem effectively.

A team of social entrepreneurs like you are building a community-based waste management and Recycling initiative, where the goal is to establish a local waste management program that increases recycling rates, reduces waste in public spaces, and engages the community to take collective action.

This is what the team's SWOT analysis would look like!

STRENGTHS

Community Engagement: A strong sense of community and willingness to collaborate on environmental issues.

Local Knowledge: Residents have firsthand knowledge of where waste is accumulating and which areas need the most attention.

Existing Support Networks: Local schools, community centers, and small businesses may be open to participating in the initiative.

WEAKNESS

Lack of Funding: The local authorities are overwhelmed and don't have enough resources to provide financial support for the initiative. **Infrastructure Challenges**: The community might lack sufficient waste collection points or recycling bins in public spaces.

Resistance to Change: Some community members might be hesitant to change their behavior or adopt new waste management practices.

SW OT

OPPORTUNITIES

Partnerships with Local Businesses: Small businesses may be willing to sponsor or support recycling efforts, either financially or with supplies. Educational Campaigns: Schools and community centers can be engaged in educational campaigns about waste reduction and recycling.

Technological Solutions: Innovative waste

Technological Solutions: Innovative waste management technologies (like mobile apps or smart bins) could be implemented to make recycling easier.

THREATS

Competing Priorities: Local authorities may prioritise other urgent issues over waste management due to limited resources.

Inadequate Legal Framework: Lack of local regulations or policies that incentivise recycling and waste reduction could hinder progress.

Overwhelming Volume of Waste: The sheer volume of waste could make it difficult to keep up with and create a backlog of improperly disposed materials, especially without proper infrastructure.

Share yours next!



SWOT Analysis: What Comes Next?

The SWOT analysis is a practical tool that helps to identify the key strengths, weaknesses, opportunities, and threats related to a project, business, or initiative. Once the analysis is complete, the next step is to use the insights gained to inform decision-making and strategic planning, so as to build an **Action Plan**.

Following completion of a SWOT analysis, a social entrepreneur will:

- Leverage Strengths (e.g., partner with local schools and community centres to educate residents about waste separation and recycling)
- Address Weaknesses (e.g., advocate for local authorities to integrate waste management into their priorities by presenting the community's commitment)
- Capitalise on Opportunities (e.g., implement a mobile app or smart bin system to track and encourage recycling participation)
- Prepare for Threats (e.g., scale the initiative gradually, starting with high-traffic areas or neighbourhoods that are most receptive to the idea)



Case Study

In Detroit, a city struggling with poverty and homelessness, a social entrepreneur named Veronika Scott conducted a thorough needs assessment in 2010 to address the needs of homeless people during harsh winters. Through her research, she discovered that the homeless population lacked adequate winter clothing and that many shelters did not have enough resources to help during the cold months. At the same time, she identified that there was a significant gap in employment opportunities for homeless women, who faced a tough job market due to various barriers.

Identifying the Entrepreneurial Gap: Veronika noticed that while the existing solutions for the homeless were focused mainly on providing short-term aid, there was little to no emphasis on sustainable, long-term solutions. In addition to the lack of proper winter gear, there was a need for a social enterprise model that could provide employment and training to homeless individuals while also addressing their basic needs. This gap led her to come up with the idea for a dual-purpose project: producing high-quality winter coats for the homeless while providing training and employment opportunities for homeless women.

The Empowerment Plan successfully started producing high-quality coats for the homeless while providing job training and employment for homeless women in Detroit. The initiative garnered significant support, from donors to volunteers to partners, and expanded its model to other cities. Over time, the Empowerment Plan grew into a sustainable social enterprise, with women employed in sewing jobs, receiving job training, and making a positive difference in the lives of homeless individuals by providing them with essential winter coats. Through this innovative approach, Veronika Scott not only addressed immediate needs but also helped women break the cycle of homelessness by giving them a chance to rebuild their lives through employment.





Question 1: Which of the following is the correct approach to identify entrepreneurial gaps in a community?



Conduct surveys to understand existing services and create a marketing strategy.



Focus on community needs and prioritise them without considering available resources.



Evaluate resources and skills after identifying the entrepreneurial gaps.



Analyse community needs, research the market, and evaluate your resources and skills.



Question 1: Which of the following is the correct approach to identify entrepreneurial gaps in a community?



Justification: The correct approach to identifying entrepreneurial gaps involves first analysing community needs, then researching the market to identify gaps, and finally evaluating what resources and skills you have to address those gaps. This comprehensive approach ensures a clear understanding of the unmet needs, existing market services, and the potential for creating a business or project.



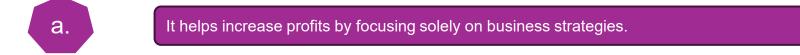
Question 2: How does project management contribute to the success of social entrepreneurship and social innovation?



- b. It provides structure, ensures resource efficiency, manages risks, and supports scalability and sustainability.
- C. It focuses only on the financial aspect, ignoring social impact.
- d. It allows the social entrepreneur to plan, organise, and adapt effectively to ensure long-term success and impact.



Question 2: How does project management contribute to the success of social entrepreneurship and social innovation?



- b. It provides structure, ensures resource efficiency, manages risks, and supports scalability and sustainability.
- C. It focuses only on the financial aspect, ignoring social impact.
- d. It allows the social entrepreneur to plan, organise, and adapt effectively to ensure long-term success and impact.

Justification: Project management enables social entrepreneurs to plan, organise, and adapt effectively to the challenges they face. By providing structure and supporting strategic decision-making, project management helps ensure long-term success and impact, allowing social ventures to meet their goals efficiently and sustainably.



Question 3: What does each letter in the SWOT analysis stand for?

a. Strengths, Weaknesses, Objectives, Threats

b. Strengths, Weaknesses, Opportunities, Threats

c. Success, Weaknesses, Opportunities, Threats

d. Strengths, Wealth, Opportunities, Trends



Question 3: What does each letter in the SWOT analysis stand for?



Justification: SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It is a strategic tool used to analyse internal and external factors that can impact a project or organization. Strengths and weaknesses are internal factors, while opportunities and threats are external.



Question 4: After completing a SWOT analysis, a social entrepreneur should:

a.

Focus solely on addressing weaknesses before taking any action activities.

b.

Ignore opportunities and threats to maintain a focus on internal factors.

C.

Use the insights to build an action plan, leveraging strengths, addressing weaknesses, capitalising on opportunities, and preparing for threats.

d.

Skip the preparation for threats and focus only on immediate strengths and weaknesses.



Question 4: After completing a SWOT analysis, a social entrepreneur should:



- Ignore opportunities and threats to maintain a focus on internal factors.
- Use the insights to build an action plan, leveraging strengths, addressing weaknesses, capitalising on opportunities, and preparing for threats.
- Skip the preparation for threats and focus only on immediate strengths and weaknesses.

Justification: After completing a SWOT analysis, a social entrepreneur should use the insights gained to build a comprehensive action plan. This includes leveraging strengths, addressing weaknesses, capitalising on opportunities, and preparing for potential threats to ensure long-term success and sustainability of the initiative.



Resources / Further Readings

The European Commission's Social Fund Plus: Social Innovation

The European Commission's Guide to Social Innovation (English)

The European Commission's Social Enterprises Database

<u>Social Innovation and Social Entrepreneurship: Uncovering Themes, Trends, and Discourse</u>

Social Entrepreneurship and Corporate Social Responsibility

Toolkit on Social Entrepreneurship

Four Gaps in Social Entrepreneurship

SWOT Analysis



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Module 2: Life Competences

2.1.1. Developing Self-Regulation: Time-management





Learning Objectives

By completing this Module, you will be able to:

- Compare and reflect on your relationship with time
- Apply basic planning and scheduling tools
- Identify personal strengths and challenges in time use
- Develop personalized strategies for better wellbeing





What shapes our concept of time?

Key Elements:

- ✓ Personal habits
- ✓ Cultural background
- Migration experiences
- ✓ Daily responsibilities





What shapes our concept of time?

MONOCHRONIC CULTURES	POLYCHRONIC CULTURES
Value punctuality	Value relationships
Do one task at a time	Manage multiple tasks together
Stick to schedules	Adapt flexibly to changes



Recognizing stress & mental load

Mental Load = Invisible Management Work

Examples:

- Planning meals
- Tracking appointments
- Anticipating family needs

Women, especially migrant women, often experience intense mental load trying to meet different expectations from both home and new environments.

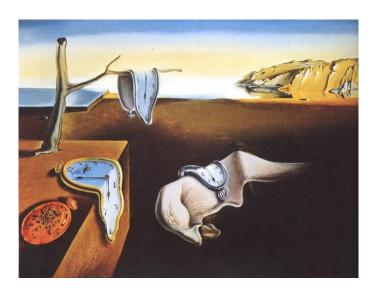


Activity: Drawing Time

How would you draw your idea of time?

Express with colors and shapes!







Activity: Raise your hand if . . .

Step 1 – Listen & relate

Raise your hand if you relate to the statements!

Step 2 - Group Discussion

- What surprised you?
- Did you see yourself in someone else's experience?
- How does culture shape time management for you?





Self-Assessment: How Do You Manage Time?

Let's explore our current habits and tools. There are no right or wrong answers!

Question 1: How confident are you in using a calendar or planner to manage your tasks?



- b. Somewhat confident
- c. I tried but I can't stick to it
- d. I don't use any planning tools



Question 2: What do you currently use to organize your time?



- b. A paper planner or notebook
- c. I use my memory or mental checklist
- d. I don't use any system



Question 3:When you have multiple tasks, how do you decide what to do first?



- b. I use a priority system
- c. I do what feels more urgent or stressful
- d. I usually start somewhere and see where it goes



Question 4: When you feel overwhelmed, what's your go-to time management strategy?



- b. I ask someone to help or share the load
- c. I stop everything and avoid doing anything
- d. I write down what's urgent and what can wait



Question 5: How do you respond when something unexpected interrupts your schedule?

- a. I get frustrated and lose focus
- b. I adjust my plan and move tasks around if needed
- c. I try to multitask and do both
- d. I stop everything to deal with the new thing



Resources / Further readings

Videos:

- 1. Monochronic and Polychronic Cultures Manage Time Across Cultures
- 2. Am I late? Time Across Cultures CQ Explainer For Global Leaders



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Life Competences

2.1.2. Developing Self-Regulation: Dealing with mental load





Learning Objectives

By completing this Module, you will be able to:





- 2 Increase awareness of personal blocks, fears, and expectations around help or limits.
- Learn through observation and collective problem-solving.
- Validate strengths and explore realistic solutions.



What is mental load?

Mental load refers to the often invisible mental work involved in planning, organizing, and anticipating the needs of others. It's the constant inner checklist—remembering appointments, noticing what's missing in the fridge, managing tasks before they even arise.

For many women, especially those balancing work, family, and migrationrelated responsibilities, this load never truly stops.



What is burnout?

When mental load goes unacknowledged and unshared, it can lead to burnout. Burnout doesn't just mean being tired—it's the deep emotional and mental exhaustion that makes even simple tasks feel overwhelming. You might feel like you're constantly "on," yet never caught up. It's not laziness or weakness. It's a sign that something needs to change.

Exit Strategies

Recognizing the early signs is the first step. Once you see what's happening, you can respond with care instead of collapse.

An "exit strategy" is a small, intentional action—like saying no to one more task, pausing to breathe, or sharing the load with someone you trust.

These choices are not selfish; they are survival tools. Practicing them can help you reclaim space, clarity, and strength.



Activity – Know Your Boundaries

Let's explore your stress triggers and signals: get some post-its and a marker!

Step 1 – Brainstorm

Write down situations from everyday life that feel stressful or overwhelming.

Then, write what you notice in yourself when stress builds (feelings, physical signs, behaviors).

Now stick your notes under the columns:

Stressful Situations Stress Signals

Step 2 – Reflect Together

What patterns do you see? What surprised you?



Activity – Freeze & Choose

Let's practice how to respond when stress builds up!

Step 1 – Act out the following scene

The facilitator must insert the description of the scene here.

Your task as a volunteer:

When the scene pauses, hold up a card with the exit strategy you think would help most in that moment.

Step 2 – Open reflection

Why did you choose that strategy?

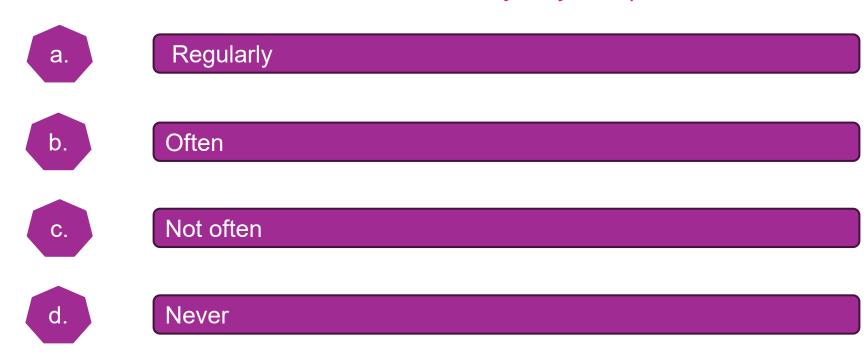
What could make it hard to use?

Have you tried it before? What happened?



Let's explore our current habits and tools. There are no right or wrong answers!

Question 1: I feel overwhelmed by my responsibilities.





Let's explore our current habits and tools. There are no right or wrong answers!

Question 2: For me, it may be challenging to concentrate, make decisions, or remember important tasks.





Let's explore our current habits and tools. There are no right or wrong answers!

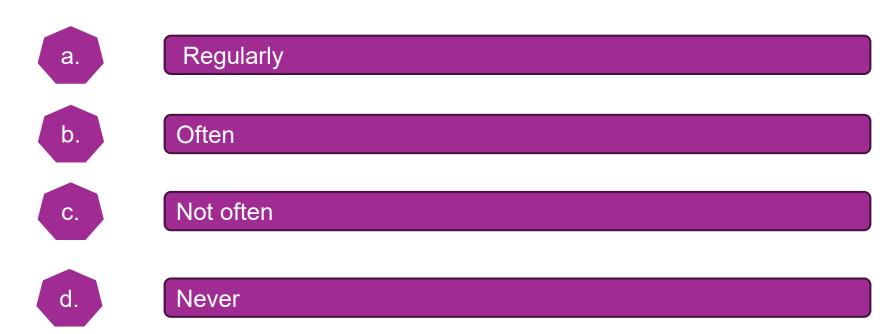
Question 3: I feel a reduced sense of accomplishment or satisfaction in activities that I previously found fulfilling.





Let's explore our current habits and tools. There are no right or wrong answers!

Question 4: I'm able to identify when I'm reaching my physical or emotional limits and recognize the early signs of it.





Let's explore our current habits and tools. There are no right or wrong answers!

Question 5: I'm confident with taking a step back/asking for help/seeking support.









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Module 2: Life Competences

2.2 Critical Thinking & Problem Solving for Everyday Challenges





Introduction

Question: "Why are critical thinking and problem-solving essential life competences for individuals facing everyday challenges?"

Critical thinking and problem-solving are essential life competences because they enable individuals to navigate complex and uncertain situations with reasoned judgment and adaptive responses. These skills are crucial not only for academic and professional success but also for personal and social well-being. By fostering the ability to assess information critically, identify root causes of problems, and generate effective solutions, individuals—particularly those from vulnerable or marginalized backgrounds—can increase their resilience, autonomy, and capacity for social participation. For migrant women aspiring to engage in social entrepreneurship, the development of these competences can support the creation of meaningful, sustainable ventures that respond to the needs of their communities.

European Commission. (2020). LifeComp: The European Framework for Personal, Social and Learning to Learn Key Competence (EUR 30246 EN). Publications Office of the European Union. https://doi.org/10.2760/302967



Learning Objectives

By completing this Module, you will be able to:

- Define critical thinking and problem-solving
- 2 Apply steps to resolve everyday issues
- Identify personal biases in decision-making
- Evaluate real-life challenges with logic and creativity





What is Critical Thinking?

Thinking clearly, objectively, and logically.

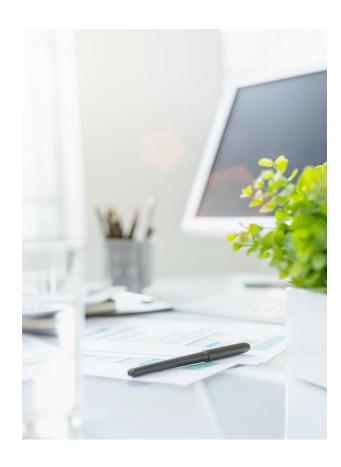
Key Elements:

- ✓ Questioning assumptions
- ✓ Seeking evidence
- ✓ Avoiding quick judgments
- ✓ Considering different viewpoints





What is Problem Solving?



The ability to find solutions to everyday or complex problems.

Steps:

- 1. Identify the problem
- 2. Understand causes
- 3. Brainstorm solutions
- 4. Choose the **best** one
- 5. Take action
- 6. **Evaluate** results



Example:	ACTION STEPS
🔍 1. Identify the problem	4. Choose the best one
You want to attend a free language course but can't due to lack of childcare.	You contact the NGO and find out they offer on-site childcare in partnership with a local center.
🔍 2. Understand causes	💋 5. Take action
 No nearby family Course is during working hours Can't afford private childcare Unaware of course support options 	You register for the course and meet with the childcare coordinator to arrange care for your child.
3. Brainstorm solutions	6. Evaluate results
 Ask if course offers childcare Form babysitting group with other moms Ask neighbor for help Find evening or online options Contact NGOs for support 	You complete the course successfully, your child is well cared for, and you gain confidence using support services.



Barriers to Critical Thinking

- **S**Emotional reactions
- OCultural bias
- OConfirmation bias
- Sear of failure
- OPeer pressure



Being aware is the first step to overcoming them!



Benefits in Social Entrepreneurship

- ✓ Better decision-making
- ✓ More resilient thinking
- ✓ Conflict resolution
- ✓ Understanding community needs
- ✓ Building ethical, sustainable ideas





1. "The 5 Whys" Self-Reflection Exercise

Objective: Identify the root cause of a personal challenge through structured inquiry.

Instructions:

- 1) Think of a problem you are currently facing (e.g., "I feel unmotivated to apply for jobs").
- 1) Ask yourself: Why is this happening?
- 1) Write the answer.
- 1) Then ask: Why? based on that answer.
- 1) Repeat this **five times** to dig deeper.





1. "The 5 Whys" Self-Reflection Exercise

Example:

I feel unmotivated.

- \checkmark Why? → I feel like I don't qualify.
- ✓ Why? \rightarrow I've been rejected before.
- \checkmark Why? → I didn't have the required experience.
- \checkmark Why? → I haven't volunteered or interned.
- ✓ Why? → I didn't know where to find those opportunities.

Root problem: Lack of awareness about skill-building opportunities.





2. Decision Map Exercise

Objective: Practice making informed decisions using critical thinking steps.

Instructions:

- Choose a real decision you need to make (e.g., "Should I enroll in a business course?").
- 2. Create a 4-column table.
- After filling it in, write your chosen decision and why.

Options	Pros	Cons	Questions I still Have
Take the course now	Gain skills quickly	May conflict with work	Can I manage both?
Wait 3 months	More time to prepare	Delayed learning	Will it still be available?



3. Decision-making Matrix

A **Decision-Making Matrix** helps you compare different options (choices) by scoring them against the criteria (important things you care about). It gives you a more logical way to choose, especially when the decision feels confusing or emotional.

Example Scenario:

You are deciding which language course to attend.

You have 3 options:

A: Online Course

B: In-person Course

C: Evening classes

Now, you want to compare them based on what matters most to you.



3. Decision-making Matrix

Step-by-Step Breakdown

Criteria	Weight	Course A (Online)	Course B (In-person)	Course C (Evening)
Schedule fits my life	3	3	1	2
Affordable	2	2	3	3
Offers certification	1	1	3	2
Childcare support	2	1	2	3



3. Decision-making Matrix

Step 1: Assign a Weight

The weight shows how important each criterion is to you. Higher = more important.

Example: "Schedule" is very important → Weight = 3

"Certification" is nice but not a must → Weight = 1



Step 2: Score Each Course

For each criterion, score how well each course performs: 1 = poor 2 = okay 3 = excellent

Step 3: Multiply and Add

Multiply each score by the weight, then add up the total:

Course C (Evening) Example Calculation:

Schedule fits = $2 \times 3 = 6$

Affordable = $3 \times 2 = 6$

Certification = $2 \times 1 = 2$

Childcare support = $3 \times 2 = 6$

Total Score = 6 + 6 + 2 + 6 = 20

Do the same for Course A and Course B.



Step 4: Choose the Option with the Highest Score

The course with the highest total is the one that best meets your needs, based on what you value most.



4. "Problem Puzzle" - Problem Solving Plan

Objective: Break down a personal problem using structured problem-solving.

Template:

- 1) Describe your problem clearly
- 2) List at least 3 possible causes
- 3) List at least 3 possible solutions
- 4) Choose the best solution and explain why
- 5) Action steps (What will you do next?)
- 6) How will you measure if it worked?





5. "Build Your Own Solution Tree"

Objective: Visually explore the causes, consequences, and solutions of a personal challenge.

Instructions: On a piece of paper, draw a simple **tree**:

- > Trunk = The challenge
 - > Roots = Causes
 - > Branches = Effects
- > Leaves = Possible solutions

Add words or drawings for each part.





6. "My Critical Thinking Journal" (3 Days)

Objective: Practice everyday critical thinking in small moments.

Instructions: For 3 days, keep a mini journal.

Each day, write:

- ✓ A small decision you had to make
- ✓ What options you considered
- ✓ What you chose and why
- √ What bias or assumption you noticed (if any)
- √ Would you do anything differently?

Example:

I wanted to buy something online but paused to compare prices. I realized I was emotionally buying out of stress.





Reflection Prompts

- What is one new thing I learned about how I approach problems?
- Did I notice any personal bias, assumption, or habit that affects my decisions?
- Which activity was most helpful to me—and why?
- How can I use what I learned today in my everyday life or as an entrepreneur?
- What will I do differently next time I face a challenge?



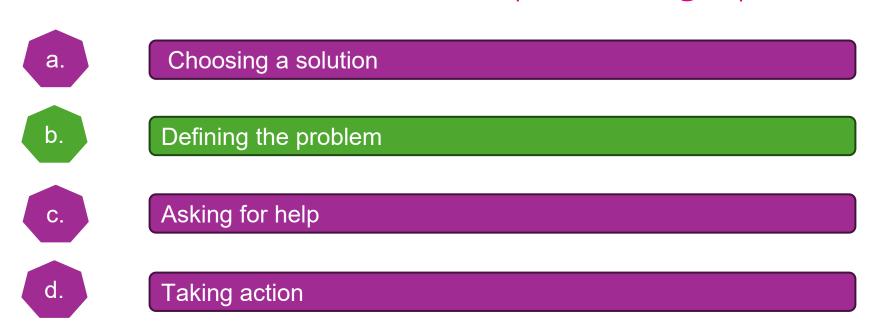
Question 1: What is the first step in solving a problem?



- b. Defining the problem
- c. Asking for help
- d. Taking action



Question 1: What is the first step in solving a problem?



Justification of the correct answer: Without identifying the problem, no solution can be developed.

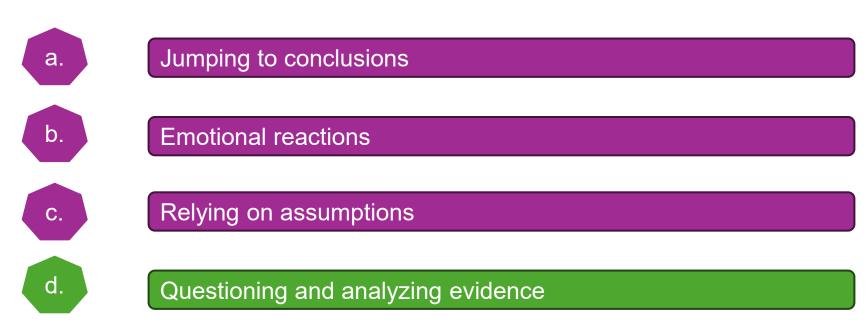


Question 2: Which of the following is a feature of critical thinking?

- a. Jumping to conclusions
- b. Emotional reactions
- c. Relying on assumptions
- d. Questioning and analyzing evidence



Question 2: Which of the following is a feature of critical thinking?



Justification of the correct answer: Critical thinkers rely on facts and reasoning.

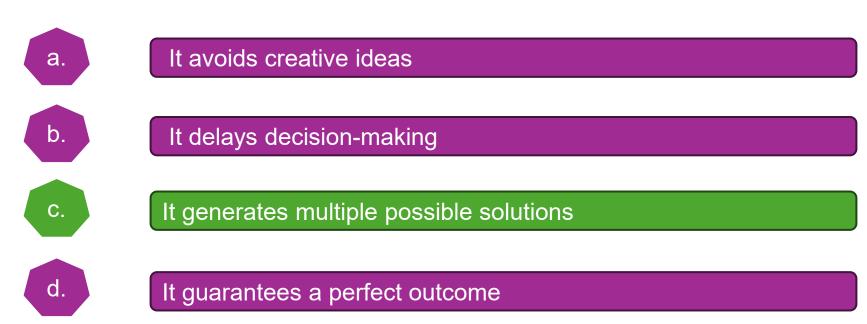


Question 3: Why is brainstorming useful in problem-solving?

- a. It avoids creative ideas
- b. It delays decision-making
- c. It generates multiple possible solutions
- d. It guarantees a perfect outcome



Question 3: Why is brainstorming useful in problem-solving?



Justification of the correct answer: Brainstorming opens up new possibilities and options.

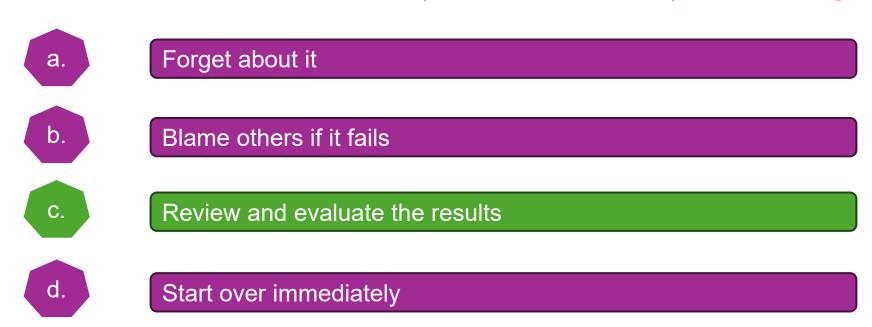


Question 4: What should you do after implementing a solution?



- b. Blame others if it fails
- c. Review and evaluate the results
- d. Start over immediately

Question 4: What should you do after implementing a solution?



Justification of the correct answer: Evaluation helps you learn from the experience.

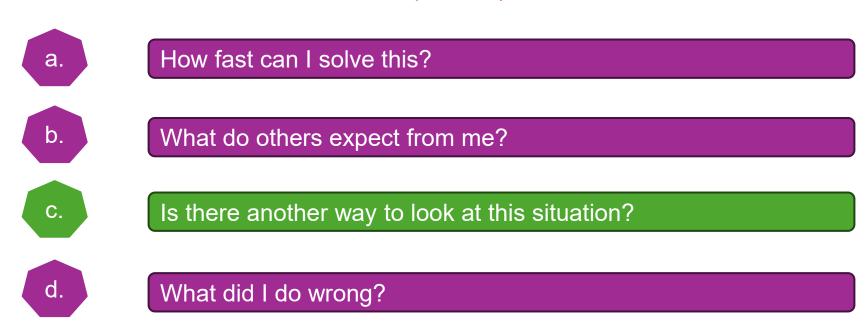


Question 5: What is a helpful question for critical thinking?

- a. How fast can I solve this?
- b. What do others expect from me?
- c. Is there another way to look at this situation?
- d. What did I do wrong?



Question 5: What is a helpful question for critical thinking?



Justification of the correct answer: Exploring different viewpoints supports critical thinking.



Resources / Further readings

Videos:

- 1. TED-Ed: "This tool will help improve your critical thinking"
 An engaging video offering practical strategies to enhance critical thinking skills. https://www.youtube.com/watch?v=vNDYUlxNIAA
- 2. TED-Ed: "5 tips to improve your critical thinking"
 This video provides an overview of essential skills needed in the modern era, including critical thinking and problem-solving. https://www.youtube.com/watch?v=dltUGF8GdTw
- 3. Crash Course: "Critical Thinking"
 A series that delves into the fundamentals of critical thinking and logical reasoning. https://www.youtube.com/watch?v=Cum3k-Wglfw



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Module 2: Life Competences

2.3 Adaptability and flexibility to build resilience





Introduction

What is RESILIENCE?

Resilience is a key skill, especially for women with a migrant background who want to become self-employed as social entrepreneurs.

In a reality often marked by challenges, in which women face not only the hurdles of migration but also social, cultural and economic barriers, resilience enables them to overcome setbacks and adapt to new circumstances. Resilience plays a central role in LifeComp, the European reference framework for life skills:

It promotes the ability to deal with stress and uncertainty and supports women in developing innovative solutions in their social enterprises that drive social change.

Resilient social entrepreneurs can not only be economically successful, but also create positive social impact and promote the sustainable integration of migrants.

Resilience is the ability to **cope positively** and bounce back from adversity, uncertainty, conflict, as well as with positive changes such as promotions or increased responsibility.



Learning Objectives

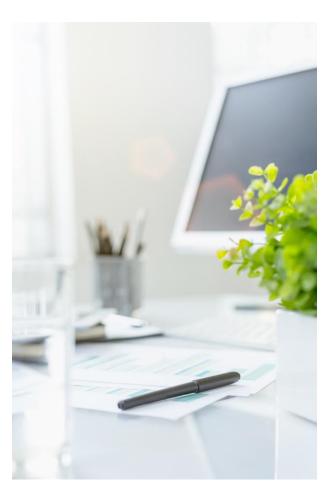
By completing this Module, you will be able to :

- Define adaptability, flexibility and resilience
- Describe their relevance in entrepreneurship
- Identify situations requiring adaptability
- Reflect on personal adaptive behaviour
- 5 Assess reliance strategies
- 6 Create a personal action plan





Why Resilience?



- Migrant women face unique challenges
- Resilience is essential for social entrepreneurship

Quote: 'She stood in the storm, and when the wind did not blow her way, she adjusted her sails.'

- Elizabeth Edwards



The Concepts behind it

Adaptability = adjusting to new conditions.

Flexibility = willingness to change.

Resilience = bouncing back from adversity





Personal & Entrepreneurial Impact

Respond to shifting markets.

Navigate cultural contexts.

Build confidence and independence.





Inner Dialogue – Growth vs. Fixed Mindset

- Growth Mindset: embraces challenges, persists in the face of setbacks.
- Fixed Mindset: avoids challenges, gives up easily.
- Reflection: What mindset do you bring into challenges?





Resilience Building Strategies

- Develop self-awareness
- Build support systems
- Reflect and learn from failure

Set goals and take small steps





Case Study: Aisha's Story

Aisha, a migrant woman, launched a social kitchen.

 COVID-19 forced her to pivot to online cooking classes.

 She used adaptability and support networks to thrive.





Self-Check: How Adaptable Are You?

Rate yourself (1–5):

- I adjust well to new situations.
- I remain calm in uncertainty.
- I learn from challenges.
- I seek creative solutions.
- I support others in change.



Takeaway Tools

- Resilience Journal (Handout)
- Self-reflection mapping (Handout)
- Flexibility Mantra: 'I bend so I don't break'





Group Discussion Questions

- When was a time you had to adapt quickly?
- How did it feel?
- What helped you get through it?
- What did you learn?





Summary & Personal Commitment

Write down 3 things you will do to grow your adaptability and resilience:

1. _____

2. _____

3. _____





Question 1: How do you usually react when your plans suddenly change?

- a. I quickly become stressed and lose track of things.
- b. I need some time, but then I find alternatives.
- c. I see it as an opportunity to be creative and adapt.



Question 1: How do you usually react when your plans suddenly change?

- a. I quickly become stressed and lose track of things.
- b. I need some time, but then I find alternatives.
- c. I see it as an opportunity to be creative and adapt.

Correct tendency towards resilience: C



Question 2: What do you do when you encounter an unexpected problem in your project or business?

- a. I withdraw and consider whether to continue.
- b. I ask others for help or advice
- c. I analyse the situation and develop new approaches.



Question 2: What do you do when you encounter an unexpected problem in your project or business?

- a. I withdraw and consider whether to continue.
- b. I ask others for help or advice
- c. I analyse the situation and develop new approaches.

Best answer in terms of adaptability: C (B is also positive)



Question 3: How easy is it for you to accept new perspectives or suggestions?

- Rather difficult I prefer to stick with what I know.
- b. I listen to new ideas, but I am cautious.
- c. I am open to new things and like to try them out.



Question 3: How easy is it for you to accept new perspectives or suggestions?

- a. Rather difficult I prefer to stick with what I know.
- b. I listen to new ideas, but I am cautious.
- c. I am open to new things and like to try them out.

Flexible attitude: C



Question 4: What helps you most to keep going in difficult times?

- a. The thought that it will soon be over.
- b. Talking to family or friends.
- c. My belief in my own strength and my goal.



Question 4: What helps you most to keep going in difficult times?

- a. The thought that it will soon be over.
- b. Talking to family or friends.
- c. My belief in my own strength and my goal.

Inner resilience & motivation: C (B supports resilience through social networks)



Question 5: When you look back on your life, when have you demonstrated adaptability?

- I'm not sure I avoid change.
- b. For example, when moving house or changing jobs.
- c. I have mastered several situations and learned a lot from them.



Question 5: When you look back on your life, when have you demonstrated adaptability?

- a. I'm not sure I avoid change.
- b. For example, when moving house or changing jobs.
- c. I have mastered several situations and learned a lot from them.

Reflective, learning behaviour: C



Resources / Further readings

https://swans-initiative.de/

https://wirtschaftspsychologie-aktuell.de/magazin/resilienz-prozess-oder-eigenschaft

https://www.erevena.com/articles/josephine-goube-ceo-techfugees/

https://www.youtube.com/watch?v=6zObSEUfjug



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Module 3: Entrepreneurship Competences

3.1. MAKING INITIATIVES, PLANNING AND MANAGING PROJECTS WITHIN SOCIAL ENTREPRENEURSHIP NETWORKS



Introduction

Empowering Young Women to Create Change through Social Innovation

This unit empowers learners to take initiative, plan projects effectively, and align their actions with the Sustainable Development Goals (SDGs). You will be guided to unlock your entrepreneurial potential, lead with confidence, and drive sustainable impact in your communities.

Together, we will explore how taking initiative, building effective plans, and managing projects can transform ideas into meaningful social ventures.

Through practical tools like action plans, Gantt charts, and digital project management apps (e.g., Trello), learners will move from dreamers to doers!

Emphasis will be placed on linking their projects to the UN Sustainable Development Goals (SDGs) and promoting ethical, sustainable entrepreneurship.



Learning Objectives

By completing this Module, you will be able to :

- Define initiative taking and project planning concepts.
- Develop a basic action plan for a social enterprise.
- Organize tasks and resources effectively.
- Relate projects to Sustainable Development Goals (SDGs).



What is Initiative Taking and Project Planning?



- Initiative: Identifying opportunities and acting.
- Planning: Structuring activities, roles, and timelines. Example: Launching a migrant women's co-op project.
- A group of migrant women in a local community, facing barriers to traditional employment, identified an unmet need for culturally diverse catering services. Through the support of a local Hub, they co-created a migrant women's cooperative offering catering, event services, and food workshops. The cooperative model allowed them to pool resources, skills, and networks, while reinforcing collective decision-making and shared ownership. Through the WISER Skills Boosters they'll be equipped with entrepreneurial skills (financial literacy, marketing, digital safety) and the Communities of Practice providing ongoing mentoring and support. Within months, they secured their first catering contracts and became recognized locally as ambassadors of cultural integration and social entrepreneurship, creating new employment opportunities not only for themselves but also for other women in similar situations.

What is a Gantt Chart?

A Gantt chart is a visual project management tool that shows the timeline of a project. It breaks down tasks into phases, shows start/end dates, and tracks progress.

Why it's useful:

- Provides a clear overview of the entire project.
- Helps manage deadlines and responsibilities.
- · Ideal for visual learners who like to "see the plan".

Key Elements:

- Task list (what needs to be done)
- Timeline (calendar view)
- Dependencies (what tasks rely on others)

Tools you can use: Excel, Google Sheets, TeamGantt, ClickUp





What is a Gantt Chart?

GANTT CHART

Task name	Q1 2022			Q2 2022		Q3 2022	
	Jan-22	Feb-22	Mar-22	Apr-22	Jun-22	Jul-22	Assignees
Enhancements							SKD
Designing							KNR
Implementation							NK, SG
Testing							SG DK
Fixing bugs and final release							SKD, KNR



What is Trello?

Trello is a free digital planning tool based on the Kanban method. It uses boards, lists, and cards to help organize tasks and workflows.

Why it's useful:

- Very intuitive and visual.
- Great for collaborative group projects.
- Easy to update and access from any device.

Main Components:

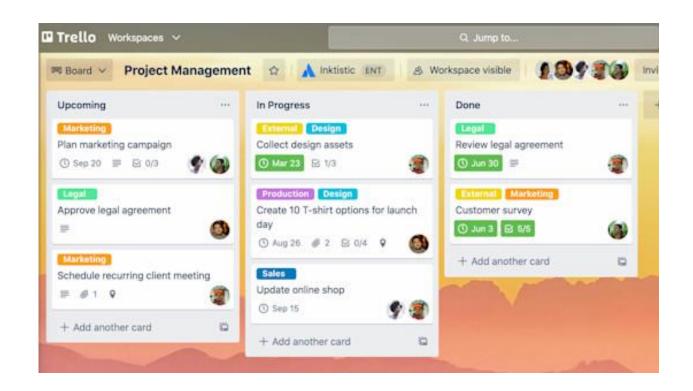
- Boards: Entire project overview
- Lists: Project stages (e.g., To Do, Doing, Done)
- Cards: Tasks or activities

Bonus: You can add checklists, deadlines, labels, and attachments to cards





What is Trello?







Example - Planning a Pop-Up Market Using Trello

Real-world Scenario

Let's say your group is planning a pop-up market to showcase local handmade products.

Trello Setup:

- Board name: Pop-Up Market 2025
- Lists:
 - To Do
 - In Progress
 - Completed

Example Cards in To Do:

- Find venue
- Invite local makers
- Design poster
- Promote on social media
- Create event budget



Reflection

- What type of project would you like to start in your community?
- Which planning tool do you feel most comfortable using?
- How can thinking in systems help you make your business more sustainable?"



Project Adventure: From Idea to Action Plan

Participants will collaboratively create a mini-project action plan to launch a Migrant Women's Cooperative, applying practical tools like a simple Gantt chart or Trello-style board.

Instructions:

- 1. Setting the Scenario (5 min)
- 2. Define the Mission (5 min)
- 3. Project Mapping (30 min)
- 4. Group Presentation (10 min)
- 5. Reflection & Debrief (10 min)



Project Mapping Steps

- Research and market validation
- Team formation and cooperative registration
- Product development and menu creation
- Marketing and community outreach
- First pilot event or service

Expected Learning Outcomes

- Practice teamwork and collaborative planning
- Apply project management tools to social entrepreneurship
- Reflect on the planning process as an empowering tool for migrant women entrepreneurs



Personal Storytelling for Social Entrepreneurship. Objective

To encourage self-reflection and personal empowerment by connecting personal experiences to entrepreneurial ideas addressing social issues.





Activity Steps

- 1. Personal Reflection (10 min): Reflect on personal experiences, challenges, or passions.
- 2. Storyboarding Phase:

Participants will outline the key elements of their story:

- o Who am I?
- o What challenge have I faced?
- o What problem do I feel connected to solve?
- o What is my dream project that could create social change?
- 3. Creative Phase:

Using simple tools (paper, Canva, smartphone video), they will create either:

- A 2-3 minute video (mobile phone acceptable quality)
- o Or a 5-slide visual storyboard (using drawings, collages, or digital apps).
- 4. Share & Discuss (15 min): Present your story pitch to the group or a partner and receive feedback.



Expected Learning Outcomes

- Foster self-awareness and selfconfidence
- Connect personal stories to meaningful entrepreneurial ideas
- Develop basic storytelling skills for social impact pitches
- Understand the role of personal motivation in social entrepreneurship



Question 1: What is the first step when planning a project?



- b. Identifying objectives
- c. Hiring staff
- d. Designing marketing campaigns

Question 1: What is the first step when planning a project?



Justification: Identifying objectives is crucial because it provides clear direction and purpose for the project.



Question 2: What is a Gantt Chart primarily used for?

- a. Evaluating business profits
- b. Scheduling project tasks
- c. Registering suppliers
- d. Setting sales prices

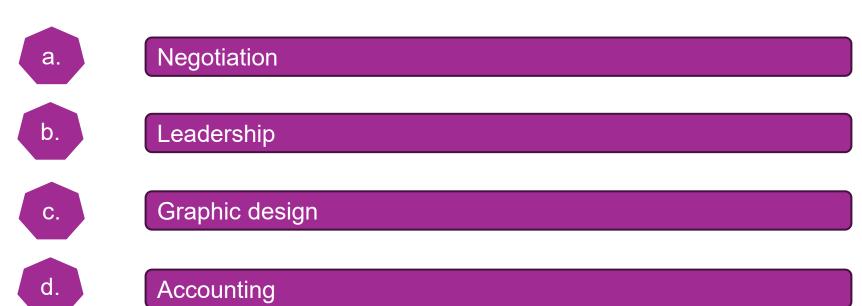
Question 2: What is a Gantt Chart primarily used for?



Justification: A Gantt Chart visually maps project tasks against a timeline, making it easier to schedule and track progress.

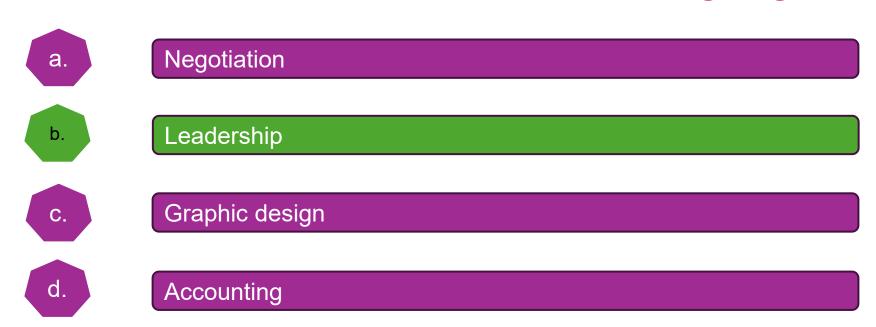


Question 3: What skill is critical when assigning team roles?





Question 3: What skill is critical when assigning team roles?



Justification: Leadership is essential to understand team strengths, delegate tasks effectively, and maintain motivation.



Question 4: Aligning projects with SDGs helps ensure?

Greater profit margins

b. Clearer marketing messages

c. Contribution to sustainable development

d. Lower taxes

Question 4: Aligning projects with SDGs helps ensure?



Justification: SDGs focus on creating positive social and environmental impact, aligning projects with global sustainable goals

Question 5: What is a key benefit of using visual project tools like Trello?

- a. Confusing stakeholders
- b. Tracking tasks and responsibilities clearly
- c. Reducing the number of meetings
- d. Increasing advertisement reach

Question 5: What is a key benefit of using visual project tools like Trello?



Visual tools like Trello help team members quickly understand who is responsible for each task and the project status.



Resources / Further readings

United Nations Sustainable Development Goals Portal: https://sdgs.un.org/goals

Video: "Project Planning Basics" on YouTube by Project Management Institute

Trello Guide for Beginners: https://trello.com/guide/trello-101

Free Gantt Chart Templates: https://www.smartsheet.com/free-gantt-chart-templates

Toolkit: UNDP Project Design Manual



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Module 3 Entrepreneurship Competences

3.2 Financial Literacy for Social Entrepreneurs: Understanding basic financial concepts, securing funding and managing internal financials





Know Your Numbers, Own Your Power, Change the World

Financial literacy isn't just about numbers—it's about power, clarity, and confidence. For women entrepreneurs, understanding how money flows in and out of their business is key to making smart decisions, growing sustainably, and negotiating from a place of strength.

For social entrepreneurs, financial skills are even more essential. Balancing purpose and profit requires clear budgeting, strategic funding, and the ability to track both financial and social returns. Without financial literacy, even the most meaningful mission can struggle to survive.

When women know their numbers, they own their vision—and turn ideas into lasting impact.



Learning Objectives

By completing this Module, you will be able to

- 1 UNDERSTAND key financial concepts
- 2 CREATE and MANAGE a budget
- 3 IDENTIFY and EVALUATE funding options
- 4 ANALYSE financial health
- 5 DEVELOP YOUR financial strategy





Why Financial Concepts Matter

Knowing Your Numbers = Leading with Confidence



- Financial literacy is not about being an accountant—it's about making better decisions.
- Key benefits for entrepreneurs:
 - Make confident pricing & investment choices
 - Communicate clearly with funders, partners, and team
 - Avoid costly surprises

Social Entrepreneurs:

Understanding financial terms helps you tell a credible impact story and prove that your mission is financially sustainable.



Key Terms You Should Know

Let's Speak the Language of Business

Term	Meaning
Revenue	Money earned from sales, services, donations, etc.
Expenses	All costs of running your business (fixed & variable)
Profit	What's left after expenses (used in for-profit businesses)
Surplus	What's left & reinvested into the mission (used in social biz)
Budget	A financial plan for expected income and expenses
Cash Flow	Timing of money coming in and out





Profit vs. Surplus – What's the Difference? Profit is Not a Dirty Word. But Surplus Might Fit You Better

- Profit: Income expenses (used for owner/investor payout or reinvestment)
- Surplus: Income expenses (fully reinvested into the organization's mission)
- Both show that you're financially healthy!

? Social Entrepreneurs:

Your surplus is power—it funds your programs, grows your reach, and builds long-term impact.



Why Cash Flow Is Crucial Profit Can't Pay the Bills – But Cash Flow Can

- · Cash flow = money available when you need it
- Key to staying liquid (able to pay rent, salaries, suppliers)
- Even profitable businesses can collapse without cash on hand

Example: Your project receives a large grant—great! But the money arrives 3 months after salaries are due. That's a cash flow crisis.



What is a Budget – and Why Does it Matter? Your Budget = Your Business Road Map

- A budget is a plan that shows:
 - How much money you expect to earn (income)
 - How much you plan to spend (expenses)
 - What's left over or missing (balance)

- A budget will help you:
 - Set priorities
 - Stay on track
 - Make informed decisions

Social Entrepreneurs:

A good budget makes your social mission visible in numbers—and shows funders that you're managing both impact and finances responsibly.



What Should Be in Your Budget?

The Building Blocks of a Strong Budget

Category	Examples
Income	Sales, grants, donations, sponsorships
Fixed Costs	Rent, salaries, insurance
Variable Costs	Materials, freelance help, travel
Reserves / Buffer	Emergency funds or savings
Surplus/Deficit	What remains (positive or negative)

	Category	Planned (€)	Actual (€)	Notes
1	INCOME	· · · · · · · · · · · · · · · · · · ·	.,	
	INCOME			
2				F
3	Sales Revenue			Expected income from sales/products
4	Grants / Donations			Confirmed or pending grants, donations
5	Other Income			E.g. workshops, sponsorships
6				
7	TOTAL INCOME	=SUM(C3:C5)	=SUM(D3:D5)	
8				
9	EXPENSES			
10				
11	Fixed Costs			
12	- Rent			
13	- Salaries			
14	- Insurance			



Budget in Action – and Reflection From Planning to Practice

Mini Case:

A social entrepreneur launches a community café. She receives a €10,000 grant, expects €2,000/month in sales, and has monthly expenses of €2,500. What should she consider in her budget?

Key Learning Points:

- Project income & expenses monthly
- Watch out for cash gaps
- · Plan for realistic goals, not wishful thinking
- Review your budget regularly—it's a living document



Reflection

What's one expense in your project that is often underestimated?

What would change if you reviewed your budget monthly?



Types of Funding – What Are Your Options?

Different Money, Different Rules

Funding Type	Examples	Conditions
Grants	Foundations, public programs	Non-repayable, often tied to specific goals
Loans	Banks, microfinance institutions	Must be repaid with interest
Crowdfunding	Startnext, GoFundMe, Kickstarter	Small contributions from many supporters
Investors	Angel investors, impact investors	Provide capital in exchange for return or equity



Social Entrepreneurs:

Combine sources: grants for early-stage work, earned income for sustainability, impact investing to scale.



Matching Funding to Your Needs What Fits Where You Are?

Ask yourself:

- How much funding do I need?
- Can I repay it or do I need non-repayable support?
- Is my revenue model stable enough for investment?

Phase	Suitable Funding
Idea/ Pilot	Grants, donations, small crowdfunding
Early Growth	Crowdfunding, small loans, angel investors
Scale up	Impact investing, blended finance, venture capital



Evaluate with Intention

Not All Funding is Right for You

Checklist:

- Do I align with the funder's values?
- Are the requirements manageable?
- What do I give up (control, time, % equity)
- Does this support my long-term vision?

Choose based on:

- Control vs. capital
- Flexibility vs. formality
- •Short-term boost vs. long-term partnership



Social Entrepreneurs:

Your funding should support, not shape your mission.



Reflection

What type of funding have you used – or avoided – and why?

What new source would you explore after today?



What Does Financial Health Mean?

Read Your Numbers Like a Story

To assess financial health, you need to look at:

- Income Statement (Profit &Loss)
- Cash Flow Report
- Balance Sheet (optional in early stage)

Key questions:

- Am I spending more than I earn?
- Am I liquid enough to pay bills?
- Is my business financially sustainable?



Financial health includes being able to fund your mission over time – without burnout or dependency.



Spot Strengths and Weaknesses

Red Flags and Green Lights



- Constant cash flow gaps
- Growing debt without repayment plan
- Unclear or irregular income



Green Lights:

- Predictable revenue
- Monthly financial review
- Reserve funds



Social Entrepreneurs:

Balance impact metrics with financial data. Both matter!



Practice

Exercice:

Here is a simplified income statement:

Item	Amount (€)	What do
Revenue	8,000	the busi
Expenses	6,500	What is business more clo
Surplus/Profit	1,500	

What does this tell you about the business?

What is one number in your business that you want to track more closely from now on?



Reflection

Case:

Your income is €10,000/month. Your costs are €8,500. You pay €3,000 in grants upfront but only receive the full grant in 3 months. What's the risk?

Your Key Takeaways:



What is a Financial Strategy?

From Surviving to Strategic

A financial strategy includes:

- How you'll generate income
- How you'll manage and monitor money
- How you'll plan for growth or stability
- How your money choices align with your values



Your financial strategy should reflect both impact goals and sustainability plans.



What It Can Look Like

A Simple Strategy Framework

Element	Your Plan	Example
Revenue Streams	Products, services, partnerships	How you earn (sales, grants, events
Funding Sources	Crowdfunding, grant, angel investor	Where extra capital comes from
Budgeting	Monthly reviews, flexible cost planning	How you track and plan
Resilience Plan	Reserve fund, fallback scenario	Savings, backup income
Social Impact Costs	Tools and Costs related to your mission achievement costs	Storytelling, reporting, community impact tracking, etc.



Build Yours Let's Get Started

Prompt:

- What are your 2 3 income sources?
- How often will you check your budget?
- Who can support you (mentor, advisor, peer)?
- What is your financial approach in 2025?



Reflection

- What kind of income feels aligned with your values?
- What is your main strategy to stay in control?
- What are your thoughts about long-term sustainability?
- Draft a "Finance Vision Board" as a creative closing!



Question 1: Which of the following best describes the difference between profit and surplus?



- b. Surplus is money reinvested in the mission; profit may be distributed to owners
- c. Profit includes taxes; surplus does not
- d. Surplus is always larger than profit



Question 1: Which of the following best describes the difference between profit and surplus?

- a. Profit is for large companies, surplus is for individuals
- b. Surplus is money reinvested in the mission; profit may be distributed to owners
- C. Profit includes taxes; surplus does not
- d. Surplus is always larger than profit

Justification: In traditional businesses, *profit* can be distributed to shareholders. In social enterprises or nonprofits, *surplus* refers to remaining funds that are reinvested into the organization's social mission. The two terms reflect different financial goals.

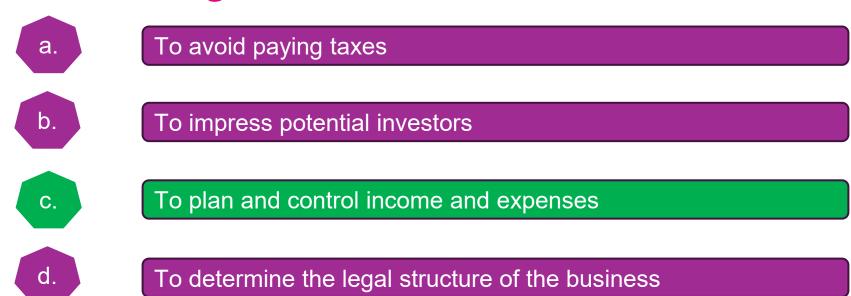


Question 2: What is the main purpose of creating a monthly business budget?

- a. To avoid paying taxes
- b. To impress potential investors
- c. To plan and control income and expenses
- d. To determine the legal structure of the business



Question 2: What is the main purpose of creating a monthly business budget?



Justification: : A monthly budget helps entrepreneurs track what they expect to earn and spend, enabling better planning and financial decision-making. It's not about legal structures or tax avoidance

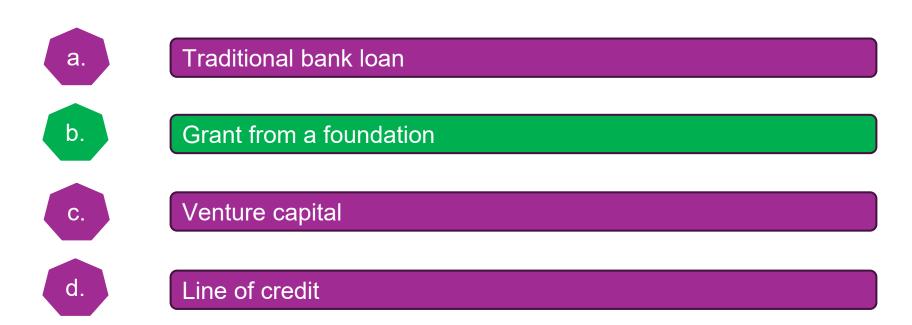


Question 3: Which funding option is most suitable for an early-stage social enterprise that does not yet generate steady revenue?





Question 3: Which funding option is most suitable for an early-stage social enterprise that does not yet generate steady revenue?



Justification: Grants are ideal for early-stage or mission-driven initiatives that don't yet have predictable income. Bank loans and credit lines require repayment, and venture capital often demands rapid scalability and return on investment.



Question 4: If your income statement shows high sales but low profit, what should you investigate first?

- a. Whether your office looks professional
- b. The quality of your website
- c. Your operating expenses and cost structure
- d. Whether you're using the latest apps



Question 4: If your income statement shows high sales but low profit, what should you investigate first?

a. Whether your office looks professional
b. The quality of your website
c. Your operating expenses and cost structure
d. Whether you're using the latest apps

Justification: High revenue with low profit usually means costs are too high. Analyzing your expenses can help identify where to save or restructure operations.



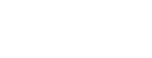
Question 5: Which of the following best reflects a strong, mission-aligned financial strategy for a social entrepreneur?

Focus only on impact and trust money will follow

b. Set prices far below market to stay accessible

Balance income generation with funding sources and track impact alongside finances

Outsource all finances to avoid distraction from social goals



Co-funded by

the European Union

Question 5: Which of the following best reflects a strong, mission-aligned financial strategy for a social entrepreneur?

- a. Focus only on impact and trust money will follow
- b. Set prices far below market to stay accessible
- Balance income generation with funding sources and track impact alongside finances
- d. Outsource all finances to avoid distraction from social goals

Justification: A resilient financial strategy for social enterprises integrates income generation, diversified funding, and financial-impact alignment. It avoids dependency and strengthens sustainability.

Sustainability.

Sustainability in the European Union Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or incompact the beld responsible for them



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INTERNATIONAL (English-Language)

- 1. Financial Literacy for Entrepreneurs Commonwealth of Learning
 - This is a comprehensive course designed to provide entrepreneurs with essential financial skills such as budgeting, accounting, and investment strategies. Developed originally for the GIRLS Inspire Initiative, it is suitable for any aspiring entrepreneur. Link: https://oasis.col.org/bitstreams/5738dd6d-39c3-4ebc-bb73-6993053b38f0/download Link accessed 14 April 2025
- 2. Women Entrepreneurs Financing & Investment Toolkit GIZ
 - This toolkit offers practical examples and strategies to meet the financing needs of women entrepreneurs, from startup to scale. It includes case studies and policy recommendations. Link: https://www.giz.de/expertise/downloads/giz2023-en-women-entrepreneur-finance-and-investment-toolkit.pdf Link accessed 14 April 2025
- 3. Empowering Women Entrepreneurs Through Financial Literacy (Academic Paper)
 This paper highlights the importance of financial education for entrepreneurial success and proposes targeted policy support for women. Link: https://www.ijfmr.com/papers/2024/3/23865.pdf Link accessed 14 April 2025
- 4. Financial Inclusion and Digital Financial Literacy (Research Study)

 This study explores how digital financial literacy improves access to financial services for women and the role of education in promoting entrepreneurship. Link: https://www.emerald.com/insight/content/doi/10.1108/ijse-04-2022-0277/full/html Link accessed 14 April 2025



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GERMAN (German Language)

- 1. SEND e.V. Funding Forms for Social Enterprises
 This German network provides a downloadable guide outlining financing strategies specifically for social enterprises, including equity capital, loans, grants, and crowdfunding. Link: https://www.send-ev.de/wp-content/uploads/2021/10/Finanzierungsformen-fuer-Social-Enterprises.pdf Link accessed 14 April 2025
- 2. startsocial e.V. Finance Planning Toolbox
 A practical digital toolbox for nonprofits and social ventures offering templates and guides for budgeting, expense planning, and fundraising strategies. Link: https://startsocial.de/toolbox-beitraege/fundraising-und-finanzplanung/finanzen-und-finanzplanung-fuer-soziale-initiativen Link accessed 14 April 2025
- 3. **finanztheke.de Financial Education for Freelancers**A resource specifically created to educate freelancers and self-employed women about money management, pension plans, investments, and insurance. Link: https://finanztheke.de Link accessed 14 April 2025
- 4. she-works.de Online Magazine for Women in Business
 A web magazine targeting women entrepreneurs with articles on grants, business development, role models, and the startup ecosystem. Link: https://www.she-works.de - Link accessed 14 April 2025
- 5. **Social Entrepreneurship Akademie (Munich)**This academy provides training programs and access to funding for social startups and changemakers, focusing on impact-oriented entrepreneurship. Link: https://seakademie.org Link accessed 14 April 2025
- 6. A North **Women Entrepreneurs in Science (WES)**Rhine-Westphalia-based project offering support for academic women founders, including business development, mentoring, and community events. Link: https://wes.uni-wuppertal.de Link accessed 14 April 2025





Entrepreneurship Competences

3.3 Sustainable Development Goals for Social Entrepreneurship





Introduction

Question: "Why are the Sustainable Development Goals (SDGs) important for social entrepreneurship?"

"The SDGs provide a global framework for addressing pressing social, environmental, and economic challenges. Social entrepreneurs play a crucial role in achieving these goals by creating innovative solutions that drive positive change. By aligning their business models with SDGs, they can maximize social impact, attract funding, and contribute to a more sustainable and equitable world."

Learning Objectives

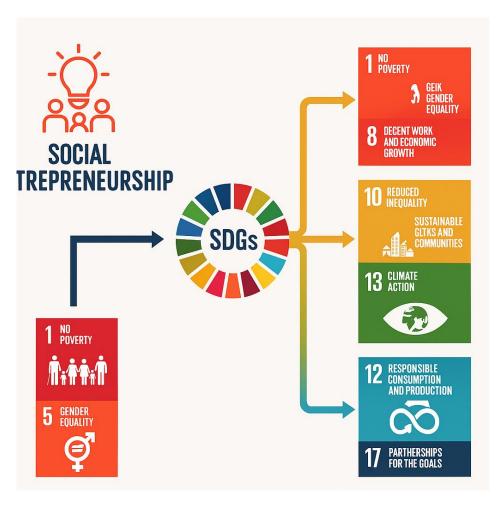
By completing this Module, you will be able to :

- Develop a basic action plan for a social enterprise project.
- Organize tasks and resources effectively for initiating, planning, and managing projects.
- Explain how social enterprises contribute to achieving SDGs and design projects aligned with them.
- Demonstrate leadership skills and identify strategies to build and motivate diverse teams.
- Develop measurable indicators for evaluating social impact and analyze case studies to identify key lessons learned.





What Are SDGs?



- The Sustainable Development Goals (SDGs) are 17 global goals set by the United Nations.
- They address challenges like poverty, inequality, climate change, and social justice.
- Businesses and social enterprises can contribute to achieving these goals.

(Source: https://sdgs.un.org/goals)



Social Entrepreneurship & SDGs

- Social enterprises address societal and environmental challenges while being financially sustainable.
- Key SDGs linked to social enterprises include:
 - -SDG 1: No Poverty
 - -SDG 8: Decent Work and Economic Growth
- -SDG 12:Responsible Consumption and

Production





Mapping SDGs to Business Ideas

- Identify a social issue your business idea addresses.
- Align your project with relevant SDGs.
- Consider how your business model supports sustainable impact.



Case Studies: Social Enterprises & SDGs

Social Enterprises & SDGs

The "Social Dynamo" (Bodossaki Foundation)

<u>SDGs:</u> Goal 10 (Reduced Inequalities), Goal 16 (Peace, Justice, and Strong Institutions), Goal 8 (Decent Work and Economic Growth)

<u>Description:</u> The Social Dynamo, an award-winning hub/ initiative of Bodossaki Foundation, operates in Greece which offers training, professional support, and networking. Social Dynamo aims to support organizations to become sustainable, increase their effectiveness and maximize their social impact.

The "Metavasi"

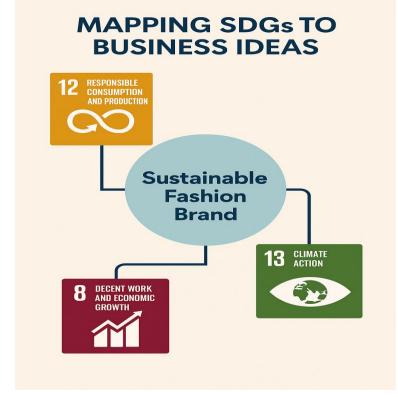
<u>SDGs:</u> Goal 8 (Decent Work and Economic Growth), Goal 10 (Reduced Inequalities), Goal 4 (Quality Education) <u>Description:</u> Metavasi is a Greek social enterprise dedicated to helping refugees and immigrants integrate into Greek society. Through educational programs, job training, and career counseling, Metavasi helps refugees develop the skills necessary to thrive in the local job market. This enterprise focuses on fostering social cohesion, reducing inequalities, and providing individuals with the tools they need for financial independence.



Activity: Mapping SDGs to Your Idea

Steps to Map SDGs to Your Business Idea:

- Identify a business idea.
- Map it to at least one SDG.
- III. Discuss how your idea contributes to social impact.



Example of a Sustainable Fashion Brand to relevant SDGs



Measuring Social Impact

Steps to Measure the Social Impact of your business

- I. Define key performance indicators (KPIs) for your enterprise.
- II. Track progress against SDG targets.
- III. Use qualitative and quantitative methods to assess impact.



Reflection

How can your project align with SDGs?

What key lessons did you learn from case studies?

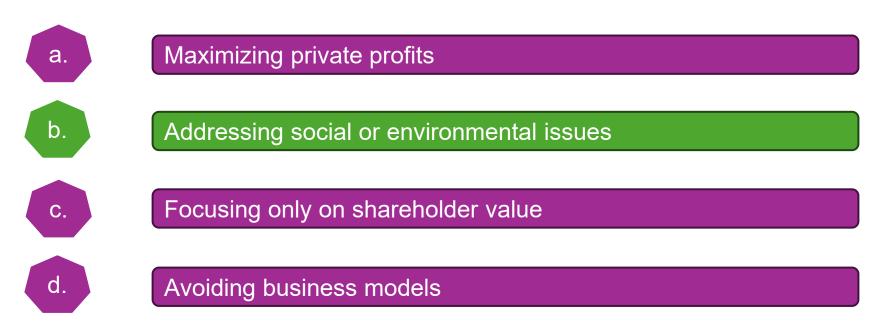
What steps will you take next?



Question 1: Which of the following is a key characteristic of social entrepreneurship?

- a. Maximizing private profits
- b. Addressing social or environmental issues
- c. Focusing only on shareholder value
- d. Avoiding business models

Question 1: Which of the following is a key characteristic of social entrepreneurship?



Justification of the correct answer: Social entrepreneurship focuses on addressing social or environmental challenges while maintaining financial sustainability



Question 1: How do social enterprises contribute to the achievement of SDGs?

- a. By generating large profits for private investors
- b. By addressing social and environmental challenges
- c. By focusing only on government aid
- d. By avoiding any business-related activities

Question 2: How do social enterprises contribute to the achievement of SDGs?

- a. By generating large profits for private investors
- b. By addressing social and environmental challenges
- c. By focusing only on government aid
- d. By avoiding any business-related activities

Justification of the correct answer: Social enterprises work towards solving societal issues while aligning with SDGs.



Question 3: What is an essential first step in developing an action plan for a social enterprise?

- a. Ignoring financial planning
- b. Identifying the social problem to address
- c. Copying another enterprise's model
- d. Avoiding partnerships and collaborations

Question 3: What is an essential first step in developing an action plan for a social enterprise?



Justification of the correct answer: *Understanding and defining the problem is crucial for developing an effective social enterprise.*



Question 4: Which of the following is a key leadership skill for managing a social enterprise?

- a. Micromanaging every aspect of the team's work
- b. Encouraging collaboration and motivation
- c. Avoiding delegation of responsibilities
- d. Prioritizing profits over social impact



Question 4: Which of the following is a key leadership skill for managing a social enterprise?

a. Micromanaging every aspect of the team's work
b. Encouraging collaboration and motivation
c. Avoiding delegation of responsibilities
d. Prioritizing profits over social impact

Justification of the correct answer: Strong leadership involves inspiring and motivating teams to work towards a common social goal.



Question 5: What is a measurable indicator of social impact?

- a. The number of employees hired
- b. The increase in social media followers
- The improvement in community well-being based on clear metrics
- d. The personal satisfaction of the entrepreneur



Question 5: What is a measurable indicator of social impact??

- a. The number of employees hired
- b. The increase in social media followers
- c. The improvement in community well-being based on clear metrics
- d. The personal satisfaction of the entrepreneur

Justification of the correct answer: *Impact should be measured based on tangible community improvements.*



Resources / Further readings

Videos with experts, individuals, etc:

- What Is Social Entrepreneurship? (Skoll World Forum 2019 at Saïd Business School)
- SUSTAINABLE DEVELOPMENT GOALS- What are SDGs?
- Return Migrants Contributing to Entrepreneurship and Growth (IOM UN Migration)



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 PublicAffairs.
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Module 3: Entrepreneurship Competences

Unit 3.4 Leadership and Team Building in Social Enterprises





Introduction

How do you lead a diverse team toward a shared social mission?

Strong leadership and teamwork are the backbone of successful social enterprises—especially when working with people from different backgrounds, cultures, and experiences.

In this module, we will explore essential leadership styles, strategies for building inclusive and effective teams, and practical tools for communication and task management. Whether you are starting your own social enterprise or joining an existing one, leadership and collaboration skills are key to driving positive impact.

You will discover how to inspire and support others, manage conflicts, and organize team efforts with clarity and purpose.

By the end of the module, you'll be equipped to lead ethically and inclusively, plan effectively, and build strong, motivated teams ready to create change.

Let's learn how to lead with empathy, build trust, and empower your team to thrive.



Learning Objectives

By completing this Module, you will be able to:

- 1 Understand key concepts of leadership and group dynamics
- Distinguish between leadership and management
- Apply team-building and team management strategies
- Analyze team development stages and communication dynamics
- 5 Evaluate the impact of inclusive leadership
- Design an action plan to lead a team





What is Leadership?

- > Leadership is the ability to guide, inspire, and influence others.
- ➤ In social enterprises, leadership also means being inclusive, ethical, and focused on social impact.
- > Leaders help teams achieve goals and grow together.



Types of Leadership Styles

Autocratic: Leader makes decisions alone. Quick but can limit creativity.

Democratic: Leader involves the team in decisions. Builds trust and motivation.

Transformational: Leader inspires change and innovation. Focus on shared vision.

Servant: Leader supports the team first. Emphasis on empathy and care.

Situational: Leader adapts style based on the team and context.



Leadership Styles: When to Use Each Style?

Autocratic: Crisis or urgent decisions.

Democratic: Team development, long-term planning.

Transformational: Launching new projects, innovation.

Servant: Supporting vulnerable team members.

Situational: Balancing flexibility with leadership.



Ethical and Inclusive Leadership

- > Promotes equity and social justice within the team.
- > Encourages participation and values diverse perspectives.
- Essential for empowering migrant women in entrepreneurship.



Leadership Styles: Reflection

- Which style do you identify with?
- > Can you think of a situation where you used or saw one of these styles?
- > In a social enterprise, why is ethical leadership important?



Clarifying Terminology: Leadership Styles vs Roles

To support consistency and clarity, we note that the term "leadership styles" (e.g., autocratic, democratic, situational) refers to classic behavioural models used to describe how people in guiding roles interact with their teams.

In the next section, we adopt a broader and more contemporary distinction between **leadership** and **management**:

- > Leadership: providing vision, motivation, and direction
- > Management: ensuring planning, coordination, and implementation

Both approaches are valid and complementary, and understanding their differences helps clarify the roles and behaviours needed in a social enterprise.



Leadership vs Management

- Leadership: Focuses on vision, innovation, and influence.
- Management: Focuses on planning, organizing, and efficiency.
- > Both are necessary and complementary in social enterprises.



Leadership vs Management - Key Differences

Leadership	Management
Leads people	Manages processes
Inspires and motivates	Plans and organizes
Has a long-term vision	Focuses on short-term goals
Influences through charisma	Relies on formal authority
Drives change	Maintains stability



Tools for Leadership vs Management



https://www.youtube.com/embed/mhkLc0HEtR0



«If you want to go fast, go alone. If you want to go far, go together» African proverb

What Makes a Team Effective?

- > Shared goals
- > Clear roles and responsibilities
 - Mutual respect and trust
 - > Open communication



Inclusive Teams Matter

- Inclusion improves creativity and decision-making.
- Diverse perspectives enrich problem-solving.
- > Feeling included increases motivation and engagement.



Key Strategies for Inclusion:

- > Listen actively to every voice.
- Create safe spaces for expression.
- Use inclusive language.
- > Address unconscious bias.



Team Building Tips

- > Use ice-breakers and team rituals.
- Set clear expectations from the start.
- Celebrate small wins together.
- > Encourage collaboration over competition.



- Recognize diverse skills and experiences.
- > Create a safe and respectful working environment.
- > Encourage collaboration and shared leadership.



Group Dynamics & Team Development

- Forming Team meets and starts to work together.
- Storming Differences emerge; conflicts may arise.
- Norming Roles are clarified, cohesion develops.
- Performing Team works effectively towards goals.



Tools for Group Dynamics

Good teamwork and bad teamwork: https://www.youtube.com/watch?v=fUXdrl9ch_Q

The Bridge: https://www.youtube.com/watch?v=_X_AfRk9F9w

«Individually, we are one drop. Together, we are an ocean» Popularly attributed to Ryunosuke Satoro



Why Communication Matters

- > Effective teams rely on open, honest, and respectful communication.
- > Misunderstandings and assumptions are a key source of conflict.
- > Active listening builds trust and prevents escalation.



Common Barriers to Communication

- > Cultural differences
- > Language barriers
- > Emotional triggers
- > Lack of feedback or unclear expectations



Recognize & Respond

- Conflict is natural in diverse teams.
- > Types: task-based, interpersonal, value-driven
- > Healthy conflict = growth opportunity



Strategies for Managing Conflict

- > Stay calm and respectful
- ➤ Use "I" statements, not blame
- > Focus on interests, not positions
- > Mediation or peer facilitation if needed



Practical exercise:

Roleplay: One scenario where two team members disagree on priorities.

Ask participants to practice using active listening and conflict resolution strategies



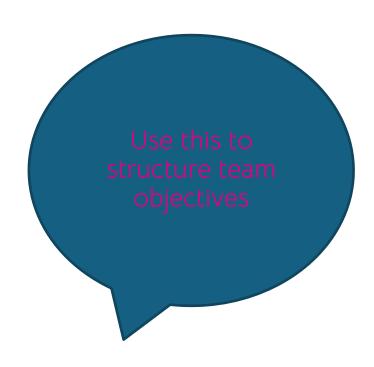
Why Planning Matters

- Brings structure to teamwork
- Clarifies roles, responsibilities, and deadlines
- Prevents duplication and misunderstandings



SMART Goals Framework

- > Specific
- > Measurable
- > Achievable
- > Relevant
- > Time-bound





Delegation & Role Clarity

- > Match tasks to strengths
- > Avoid overburdening
- > Use RACI Matrix (Responsible, Accountable, Consulted, Informed)



Roles in a Team (RACI Model - in simple words)

Maria – does the work (R = Responsible)

Sara – makes sure the work is done well (A = Accountable)

The group – gives advice or suggestions (C = Consulted)

Everyone else – is informed about what is happening (I = Informed)



Digital Tools for Team Coordination

Why Digital Tools?



Remote work, hybrid settings, or async collaboration require digital tools for good coordination

Digital tools help to:

- share information clearly and transparently
- keep track of tasks and progress (documentation)
 - collaborate easily, even from a distance



Digital Tools for Team Coordination

Useful examples:

- WhatsApp / Telegram (quick communication)
- Google Drive / Dropbox (shared documents)
- > Trello / Asana (task and project management)
- Zoom / Google Meet (online meetings)



Digital Tools for Team Coordination

Best Practices for Working Well in a Team (with Digital Tools)

- > Use simple tools that everyone in the team can understand and access.
- > Set clear rules: for example, how fast to reply to messages, and which tool to use for urgent or non-urgent things.
- > Have regular short meetings to check if the tools are working well for everyone.



Reflection Activity: Leadership starts with responsibility, not with a title

Think about situations in your life (at home, in your family, in your community) where you had to:

- Take decisions for others (children, elderly, partners)
- Organize tasks, time, or money for your family
- > Support someone in solving a problem
- Manage conflicts or bring people together
- > Teach, protect, or take care of others

Write or draw a timeline of these moments. What were the challenges? What did you learn? How did you succeed?

Then, share in small groups one situation where you took responsibility or showed leadership – even if it didn't feel like a "job".



Simulation: Building a Collaborative Team

Participants are divided into small groups and given a real-life scenario in which they must work together to:

Define a shared goal and assign roles using the RACI framework

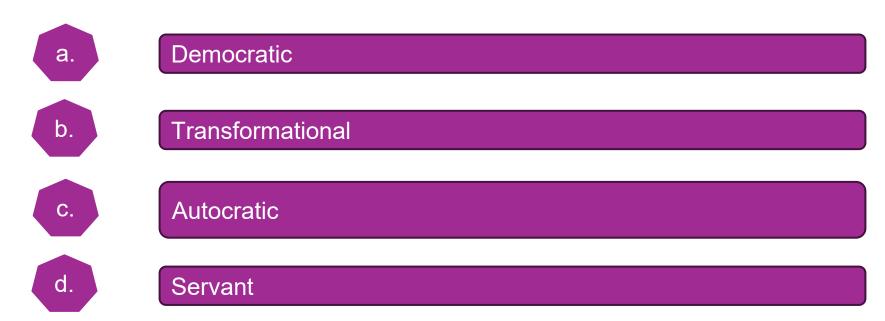
Plan team tasks using a digital or visual tool (e.g., Trello, post-it board)

Address a challenge or conflict using inclusive communication strategies

Each group will present their solution and reflect on the team dynamics, leadership style used, and how decisions were made.

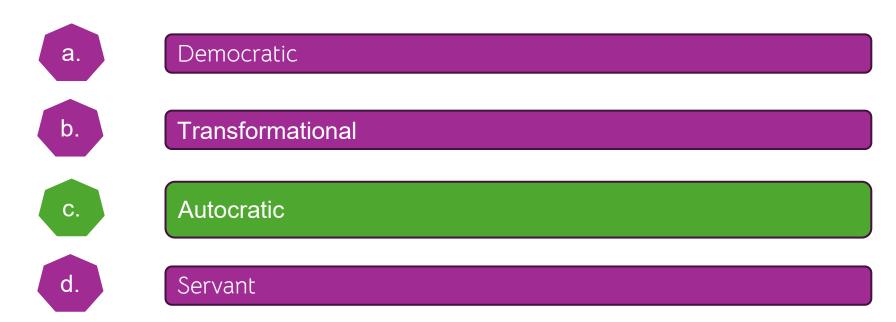


Question 1: Which leadership style is most appropriate in emergency or crisis situations?





Question 1:



Justification of the correct answer: The autocratic style is effective when quick decisions are needed, and there is little time for team consultation.



Question 2: What is a key element of an effective team?

- a. Competition among members
- b. Hierarchical communication
- c. Shared goals and mutual trust
- d. Constant supervision by the leader



Question 2:



Justification of the correct answer: Effective teams are built on shared objectives, open communication, and trust between members.



Question 3: In which stage of team development are conflicts and differences most likely to emerge?





Question 3:



Justification of the correct answer: The "storming" phase is when team members start expressing differences, often leading to tension and conflict.



Question 4: What does inclusive leadership mean?

- a. Imposing a shared vision on all members
- b. Rewarding only high performers
- C. Valuing diverse perspectives and creating safe spaces for expression
- d. Avoiding shared decision-making to reduce conflict



Question 4:

- a. Imposing a shared vision on all members
- b. Rewarding only high performers
- C. Valuing diverse perspectives and creating safe spaces for expression
- d. Avoiding shared decision-making to reduce conflict

Justification of the correct answer: Inclusive leadership is about equity, listening, and participation — essential for empowering diverse teams.



Question 5: Which strategy is most effective for managing conflict in a multicultural team?

- a. Ignoring emotions and focusing only on facts
- b. Using "I" statements and practicing active listening
- c. Always delegating conflict to an external mediator
- d. Reviewing team members' contracts



Question 5:

- a. Ignoring emotions and focusing only on facts
- b. Using "I" statements and practicing active listening
- c. Always delegating conflict to an external mediator
- d. Reviewing team members' contracts

Justification of the correct answer: "I" statements and active listening promote empathy, reduce defensiveness, and help resolve conflicts constructively.



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Popularly attributed to Ryunosuke Satoro (quoted): "Individually, we are one drop. Together, we are an ocean."





Module 3: Entrepreneurship Competences

3.5 Measuring Social Impact and learning from experience - turning ideas into projects.





Introduction

In this module, we will explore key impact measurement tools like KPIs, Theory of Change, and SROI to help you assess and communicate your impact. Understanding these methodologies strengthens your strategy, attracts funding, and drives continuous improvement. By the end, you'll have the practical skills to measure, analyse, and enhance the success of your initiatives.

Social impact measurement and management helps social economy entities to understand and demonstrate their contribution to society while providing valuable information to achieve their social mission. Impact evidence is also used to diversify sources of funding and financing, tap into public and private markets and communicate transparently with internal and external stakeholders.

Example: You have developed a mobile banking app for unbanked populations to provide financial inclusion. How do you know if your social initiative is truly making a difference? How can you measure its impact?

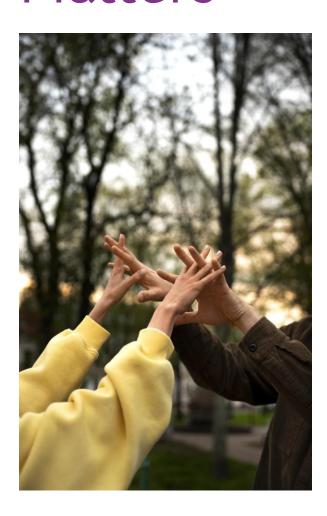


Learning Objectives

By completing this Module, you will be able to:

- Define and apply Key Performance Indicators (KPIs) and other measurable indicators to assess social impact.
- Develop an impact map using the Theory of Change framework to link activities to intended outcomes.
- 3 Use qualitative and quantitative methods for data collection and impact analysis.
- 4 Analyse case studies to identify best practices and lessons learned in measuring social impact.

Definition of Social Impact and Why It Matters



Social impact refers to the measurable and lasting positive changes in communities, individuals, or the environment caused by an initiative.

- Social impact refers to measurable, lasting changes in communities, individuals, or the environment.
- It includes improvements in areas like education, healthcare, and sustainability.
- Measuring impact helps organisations assess effectiveness, improve strategies, and ensure accountability.
- Clear impact measurement attracts funding, supports scaling, and drives meaningful change.
- Ultimately, it ensures resources are used efficiently for positive, lasting transformation.



The Role of Impact Measurement in Social Entrepreneurship

Impact measurement is essential for social enterprises to evaluate their effectiveness and track progress. It provides accountability to stakeholders, funders, and beneficiaries while guiding strategic decision-making.

By using data-driven insights, organisations can refine their approaches and enhance their impact.

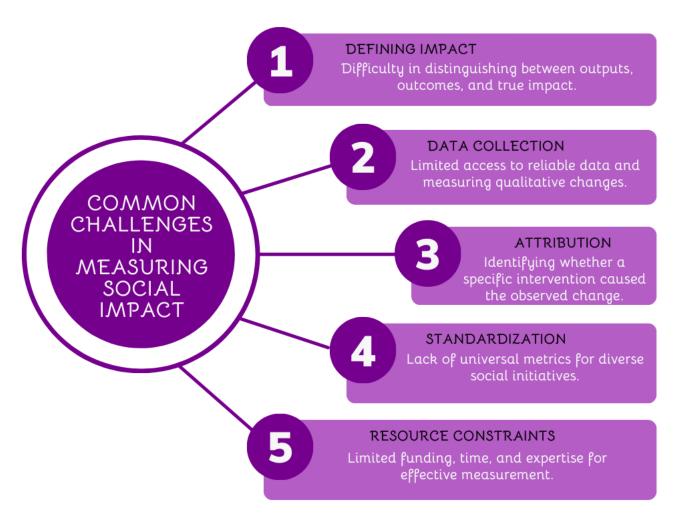
Clear measurement also boosts credibility, attracting funding and support.

Ultimately, it ensures continuous improvement and maximizes positive social change.





Challenges in Measuring Social Impact





Developing Measurable Indicators for Evaluating Social Impact

- Key Performance Indicators (KPIs): Quantitative measures. Define clear, quantifiable metrics
 to assess progress (e.g., number of beneficiaries served, job placements, environmental
 improvements, % of people employed after training).
- Performance Key Indicators (PKIs): Qualitative indicators measuring effectiveness (e.g., participant satisfaction).
- Theory of Change: Link activities to short- and long-term outcomes to ensure alignment with impact goals.
- Qualitative & Quantitative Data: Combine numerical data (e.g., survey results) with stories and testimonials for a complete picture.
- Baseline & Benchmarking: Establish initial data points and compare progress over time.
- Continuous Monitoring & Adaptation: Regularly review indicators to refine strategies and enhance impact measurement.



Why Both KPIs and PKIs are Important?

KPIs are critical for understanding the overall success and outcome of an initiative. They provide hard data on whether you are meeting your set objectives, especially for financial and operational goals.

PKIs are vital for assessing the quality of an initiative and understanding its effectiveness in a broader context, particularly for social impact projects where human behaviour and experience are essential.

Differencesesesendendendendendendendendendendendendende	Performance Key Indicators (PKIs)
Quantitative, numerical data	Qualitative, performance or quality-based data
Focus on achieving specific goals	Focus on quality of execution and effectiveness
Examples: Revenue, number of people reached	Examples: Beneficiary satisfaction, quality of service
Used to measure success through numbers	Used to measure impact and quality



Theory of Change & Impact Mapping

Defining Inputs, Activities, Outputs, Outcomes, and Impact

The Theory of Change framework helps organisations define the inputs (resources invested), activities (actions taken), outputs (direct products or services), outcomes (short- and medium-term changes), and impact (long-term effects). These elements create a clear pathway for achieving the intended social change.

Developing an Impact Map

Impact mapping is a visual representation that links the activities and outputs of a project to the desired long-term impacts. It helps organizations understand how their actions lead to tangible outcomes and ensures that all resources are aligned with the project's overall goals.

Case Study Analysis of Organisations Effectively Using Impact Mapping

Analysing case studies of organisations successfully using impact mapping reveals the practical application of this tool. It demonstrates how mapping the theory of change helps clarify objectives, track progress, and adapt strategies to maximise social impact.



Developing an Impact Map

An Impact Map is a visual tool used to link activities to intended social outcomes, helping organizations clearly define how their actions lead to measurable impact. It provides a structured way to plan, track, and communicate the effects of a project or initiative.

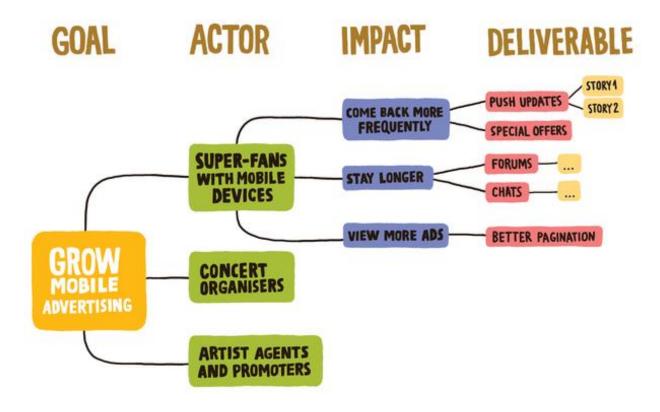
An impact map provides clarity, measurability, and a structured approach to tracking progress, supporting data-driven decision-making, and effectively communicating social impact to stakeholders.

Steps of creating an Impact Map





Example of Impact Map



More info: https://www.impactmapping.org/example.html



Tools and Methods for Measuring Social Impact

Measuring social impact requires a combination of quantitative and qualitative methods to effectively assess outcomes and ensure continuous improvement. Various tools and methodologies help organisations capture, analyse, and interpret data to track their social and environmental contributions.

Quantitative & Qualitative Approaches

- Quantitative: Surveys, dashboards, big data analytics to track numerical impact.
- Qualitative: Interviews, storytelling, and case studies to capture personal experiences.

Social Return on Investment (SROI) & Alternative Frameworks

- SROI: Measures the financial value of social impact (compares benefits against costs).
- Alternative Methods: Lean Data (fast insights), Outcome Harvesting (evaluates real change), Most Significant Change (story-based assessment).



Why These Tools Matter

Effective impact measurement enhances decision-making by providing data-driven insights, ensuring transparency for stakeholders, and improving overall project effectiveness. By demonstrating measurable success, it helps attract funding, strengthen partnerships, and drive continuous improvement.





What factors affecting the measurement of social impact do we need to take into account?

- 1.Complexity of Social Issues: The interplay of various social, economic, and environmental factors can obscure the direct effects of a program or initiative.
- **2.Lack of Standardized Metrics**: The absence of universally accepted metrics for social impact measurement complicates efforts to compare data across different organizations.
- 3.Long-term Impact: Social impacts often take years, to fully manifest.
- 4.Lack of Comparability: Comparing social impact across different contexts and organizations is challenging due to variations in objectives, methodologies, and target populations.
- **5.Attribution vs. Contribution:** Determining the extent to which observed changes can be attributed to a specific intervention (attribution) versus other external factors (contribution) is a significant challenge.
- 6.Data Quality and Availability: Ensuring the accuracy, reliability, and completeness of data is crucial for meaningful impact measurement. Poor data quality can undermine the credibility of impact assessments and lead to erroneous conclusions.
- **7.Time and Resource Constraints**: Conducting comprehensive impact assessments requires substantial time, expertise, and financial resources. Limited budgets, staff capacity, and project timelines can pose significant challenges, often resulting in trade-offs between the depth and breadth of the evaluation.
- **8.Contextual Sensitivity:** Social impact measurement must account for contextual factors such as cultural norms, socioeconomic conditions, and environmental dynamics.



Designing an Impact Measurement Plan

To successfully integrate impact measurement into social enterprises, it's essential to develop an actionable plan. This plan should outline how to track, evaluate, and adjust strategies over time based on feedback.

Steps to Create an Impact Measurement Plan:

- Define the social issue and target group.
- 2. Set measurable goals and indicators.
- Choose data collection methods.
- 4. Monitor and evaluate impact.
- 5. Adjust strategies based on findings.



Case Studies – Learning from Real-World Examples

Analysing both successful and failed projects helps identify key success factors and common pitfalls. Successful initiatives often highlight the importance of strong partnerships and adaptability, while failures reveal risks like poor planning.

Case studies provide insights into community engagement, goal alignment, and flexible strategies, allowing for improved impact measurement.

▼ Activity

Divide into small groups and analyse the following examples of social initiatives, identify challenges, success factors, PKIs, measuring methods and present your findings:

- 1. Too Good To Go is a mobile app that connects restaurants and stores with customers to sell surplus food at discounted prices, reducing food waste and making sustainability profitable.
- 2. Warby Parker operates a direct-to-consumer model for stylish, affordable eyewear and donates a pair of glasses for every one sold, partnering with NGOs to distribute eyewear to underserved communities.
- 3. TOMS pledged to donate a pair of shoes for every pair sold, aiming to provide footwear to children in need.



Case Study No 1 – Too Good To Go (Food Waste Reduction & Sustainable Business Model) – Successful Case

Overview: Too Good To Go is a mobile app that connects restaurants and stores with customers to sell surplus food at discounted prices, reducing food waste and making sustainability profitable. **Impact Measurement**:

- KPIs: Number of meals saved, reduction in food waste, CO₂ emissions avoided, partner restaurant engagement.
- Methods Used: App data tracking, business partner feedback, consumer surveys.

Lessons Learned:

- Aligning environmental and business goals can create a sustainable social enterprise.
- Leveraging technology can scale social impact efficiently.
- Measuring behavioural change (consumer attitudes towards waste reduction) is as important as tracking sales.

More info: https://d3.harvard.edu/platform-digit/submission/too-good-to-go-the-social-enterprise-tackling-global-food-waste/



Case Study No 2 – Warby Parker (Affordable Eyewear & Social Impact) – Mixed Results

Overview: Warby Parker operates a direct-to-consumer model for stylish, affordable eyewear and donates a pair of glasses for every one sold, partnering with NGOs to distribute eyewear to underserved communities.

Impact Measurement:

- KPIs: Number of glasses donated, improvement in beneficiaries' quality of life, impact on local economies.
- Methods Used: Partner NGO reports, vision tests in recipient communities, customer feedback.

Lessons Learned:

- Social impact models should prioritize long-term solutions, like training local optometrists, rather than just donating goods.
- Brand-driven social enterprises can succeed when their impact model is transparent and well-integrated into business strategy.
- Measuring social impact should go beyond numbers and assess real improvements in people's lives.

More info: https://www.warbyparker.com/impact-report



Case Study No 3 – TOMS Shoes (Buy-One-Give-One Model) – Unsuccessful Case

Overview: TOMS pledged to donate a pair of shoes for every pair sold, aiming to provide footwear to children in need.

Impact Measurement:

- KPIs: Number of shoes donated, health and well-being improvements in communities.
- Methods Used: Field studies, partnership reports, community interviews.

Lessons Learned:

- Giving away products can create dependency rather than long-term impact.
- Economic development solutions (e.g., job creation) are often more effective than direct aid.
- Measuring social impact should assess actual community improvements, not just distribution numbers.

More info: https://www.forbes.com/sites/davidhessekiel/2021/04/28/the-rise-and-fall-of-the-buy-one-give-one-model-at-toms/

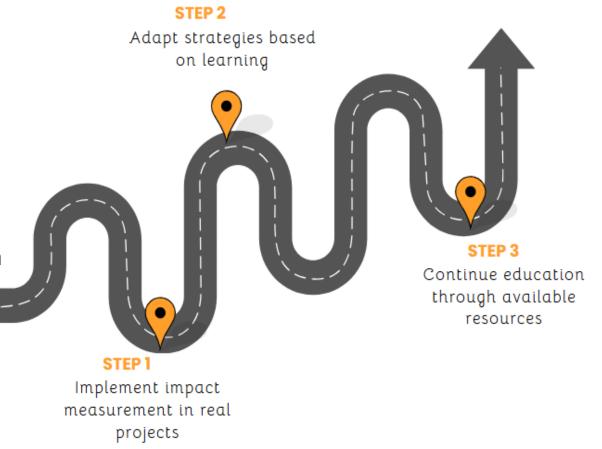


Action Plan & Next Steps

To successfully integrate impact measurement into social enterprises, it's essential to develop an actionable plan. This plan should outline how to track, evaluate, and adjust strategies over time based on feedback.

To stay ahead, continually improve your impact assessment strategies. Access resources like online courses, research papers, webinars, and networking with experts to enhance your knowledge. These tools ensure you keep refining your measurement approach and stay updated on best practices.

By continuously assessing and adapting, we can drive meaningful change and improve the lives of the communities we serve.





Challenges for Measuring Gender Inequality

The Global Gender Gap Index (GGGI) recognizes four subindices:

Women's

- 1) economic participation and opportunity,
- educational attainment,
- 3) health and survival,
- 4) political empowerment



Reflection



- What were the three most valuable insights from this session?
- How did these insights change or reinforce your understanding of social impact assessment?

Question 1: Which of the following is the primary purpose of using KPIs in measuring social impact?

- a. To track financial profits of the organisation
- b. To measure the effectiveness of social programs and initiatives
- c. To assess employee satisfaction within the company
- d. To create marketing strategies

Question 1: Which of the following is the primary purpose of using KPIs in measuring social impact?

- a. To track financial profits of the organisation
- b. To measure the effectiveness of social programs and initiatives
- c. To assess employee satisfaction within the company
- d. To create marketing strategies

Justification of the correct answer: KPIs help social entrepreneurs measure how well their activities are contributing to their desired social outcomes, such as reducing poverty or improving education.



Question 2: What is a key advantage of using the Theory of Change in social impact measurement?

- a. It helps predict future sales
- b. It connects activities to long-term social impact
- c. It focuses solely on financial returns
- d. It eliminates the need for data collection

Question 2: What is a key advantage of using the Theory of Change in social impact measurement?

- a. It helps predict future sales

 b. It connects activities to long-term social impact

 c. It focuses solely on financial returns
- d. It eliminates the need for data collection

Justification of the correct answer: The Theory of Change helps social enterprises outline how their activities lead to desired outcomes and long-term impact.



Question 3: Which of the following is a limitation of using Social Return on Investment (SROI) as a measurement tool?

- a. It only focuses on financial impacts
- b. It doesn't account for long-term outcomes
- c. It doesn't require any data collection
- d. It can be complex and time-consuming to calculate

Question 3: Which of the following is a limitation of using Social Return on Investment (SROI) as a measurement tool?

- a. It only focuses on financial impacts
- b. It doesn't account for long-term outcomes
- c. It doesn't require any data collection
- d. It can be complex and time-consuming to calculate

Justification of the correct answer: While SROI is valuable for quantifying the social impact of investments, it requires gathering significant data and conducting detailed calculations, which can be complex and time-consuming.



Question 4: What is the purpose of developing an impact map in social entrepreneurship?

- a. To calculate the financial profits of the organisation
- b. To visualize the pathway from activities to intended social outcomes
- c. To determine the best marketing strategies for the social enterprise
- d. To track the number of employees in the organisation

Question 4: What is the purpose of developing an impact map in social entrepreneurship?

- a. To calculate the financial profits of the organisation
- b. To visualize the pathway from activities to intended social outcomes
- c. To determine the best marketing strategies for the social enterprise
- d. To track the number of employees in the organisation

Justification of the correct answer: An impact map helps social enterprises visually map out how their activities lead to specific outcomes, showing the connections between inputs, actions, and long-term impact.



Question 5: Which of the following is a challenge in measuring social impact?

- a. The availability of enough financial resources
- b. Defining clear, measurable indicators of social change
- c. Ensuring the enterprise stays profitable
- d. Hiring a sufficient number of employees

Question 5: Which of the following is a challenge in measuring social impact?



- b. Defining clear, measurable indicators of social change
- c. Ensuring the enterprise stays profitable
- d. Hiring a sufficient number of employees

Justification of the correct answer: A major challenge in measuring social impact is defining indicators that effectively capture the scope of social change.



Resources / Further readings

- https://investmentimpactindex.org/wp-content/uploads/2020/05/III-A-short-guide-How-todevelop-an-impact-measurement-framework-Digital.pdf
- https://www.impactmapping.org
- MaximiseYourImpact.24.10.17.pdf
- Measuring social impact: a new era for the social economy? European Commission
- https://www.socialimpacttoolbox.com/



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Module 4: Green Competences

4.1 Sustainability values in SE and envisioning sustainable futures





Introduction

Sustainability values lie at the heart of social entrepreneurship. They reflect a commitment to creating lasting positive impact by addressing social and environmental challenges through innovative, value-driven approaches. These values emphasize ethics, equity, long-term thinking, and the responsible use of resources—ensuring that both people and the planet are considered in every decision.

In the context of social entrepreneurship, sustainability is not only a goal but a guiding principle. It shapes how ventures are developed, how communities are engaged, and how solutions are designed to remain impactful over time.

Envisioning sustainable futures involves imagining and building systems that support resilience, inclusivity, and regeneration. It calls for a forward-looking mindset — one that sees entrepreneurship as a tool for shaping a better, fairer world for current and future generations.



Learning Objectives

By completing this Module, you will be able to :

- Understand the core sustainability values and their importance in SE.
- Create a vision for sustainable social enterprises.
- Apply sustainability and systems thinking to business models.

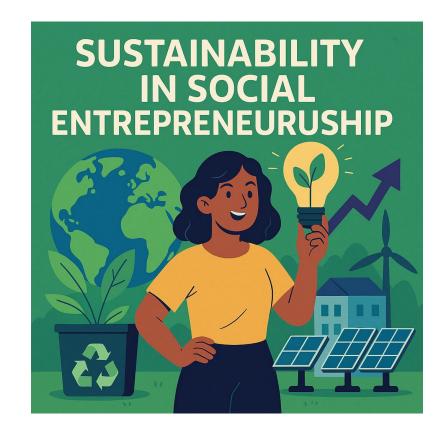




What is Sustainability in Social Entrepreneurship?

Sustainability in social entrepreneurship is not an accessory – it is its backbone. While traditional business models may focus primarily on financial gain, sustainability-oriented social enterprises are designed to deliver long-term value by integrating **ethical**, **social**, **and ecological considerations** into all aspects of their operations.

This type of entrepreneurship addresses complex societal challenges by combining the efficiency of business with the intentionality of mission-driven initiatives. It operates within broader ecosystems, acknowledging the interconnectedness of environmental, social, and economic systems.





What is Sustainability in Social Entrepreneurship?

Three core pillars define sustainability in SE:

Environmental sustainability

protecting ecosystems, reducing waste, and promoting regenerative practices.

Social sustainability

fostering fairness, inclusion, diversity, and respect for human rights.

Economic sustainability

ensuring that enterprises remain financially viable while pursuing positive social and environmental impact.



Why Sustainability Matters?

- Ensures long-term value
- Protects natural and social resources
- Builds trust and credibility

Sustainable social enterprises don't just aim to survive — they aim to make a meaningful difference while remaining viable over time.





Core Sustainability Values



These values guide decision-making and shape the identity of sustainable enterprises. They create the foundation for resilient and ethical business practices.



Benefits of Sustainability in SE

- √ Ethical impact
- √ Future-proof operations
- ✓ Attracts mission-aligned partners and funders

Embedding sustainability into a business model ensures resilience and long-term success. It helps enterprises respond to societal changes, environmental challenges, and evolving consumer expectations.

Sustainability-driven businesses are also more likely to build strong partnerships, receive funding from impact investors, and attract passionate team members who share similar values.

Ultimately, integrating sustainable practices makes social enterprises more adaptable, respected, and impactful.



Characteristics of a Sustainable Social Enterprise

A sustainable social enterprise operates with clear values and measurable impact. It prioritizes doing good over maximizing profits.

Such enterprises are:

- Purpose- and mission-driven
- Inclusive and focused on community needs
- Ethical in all decisions
- Committed to reducing environmental and social harm



Examples of Sustainable Social Enterprises

Zero-waste café employing women migrants	A hospitality business reducing environmental impact through sustainable practices (no plastic, local ingredients, composting), while providing job opportunities and integration pathways for women with migrant backgrounds.	
Social fashion brand using recycled textiles	An ethical clothing company producing garments from textile waste, promoting sustainable consumption, and offering fair employment conditions for women at risk of exclusion.	
Community solar energy cooperative	A locally-owned energy initiative that provides access to clean energy in rural or underserved areas, while reinvesting profits into community development and job creation.	
Coding school for refugee women	A social enterprise focused on digital inclusion by teaching programming and digital skills to refugee women, enhancing their employability and empowering them within the tech sector.	
Farm-to-table initiative supporting local farmers	A sustainable food system model that connects small-scale farmers with urban consumers, reducing supply chain emissions and promoting organic, local agriculture.	
Repair & Reuse Hub for Electronic Waste	A social enterprise that collects and refurbishes used electronics, reducing e-waste and offering training and green tech jobs to underrepresented groups, including migrant women.	
Urban Green Roof Initiative	A social enterprise that designs and maintains rooftop gardens to improve air quality, reduce heat, and provide urban farming jobs to marginalized women in cities.	



Examples of Sustainable Social Enterprises

- Can you think of any sustainable social enterprises you know?
 - Are there any initiatives in your local community, workplace, or city that combine social goals with environmental or economic sustainability?
- Have you heard of any inspiring examples from your country or abroad?

Feel free to share your ideas or stories — let's build a collective map of impact!



The Role of Migrant Women in Driving Sustainability and Social Change

How can migrant women become changemakers in their communities?

1. By using lived experience to identify real needs

Migrant women often deeply understand the challenges faced by marginalized groups. This insight helps them design targeted, effective solutions.

2. By creating inclusive businesses or social initiatives

Through social enterprises or community projects, they can offer employment, education, and support — especially to others in similar situations.

3. By building networks and acting as community connectors

They can bridge cultural and social gaps, promote dialogue, and foster trust between migrant and local communities.

4. By becoming visible leaders and role models

When they take on leadership roles, they challenge stereotypes and inspire others — showing that it's possible to lead, succeed, and contribute meaningfully.



What is a Vision in Social Entrepreneurship?

A vision is a powerful statement about the future you want to create through your enterprise.

It defines:



- The problem you address
- The change you want to create
- The people you want to serve



A strong vision gives you direction, motivation, and clarity. It also helps others (like funders or customers) understand why your business exists.



Envisioning Sustainable Futures

- Future-oriented thinking
- Planning with purpose
- Creating solutions that last

Envisioning sustainable futures is the process of creating long-tenvisions for enterprises that meet social, economic, and environment goals.

Sustainability values and principles can guide visions for a bette more sustainable world, helping to align future actions with ethica responsible, and impactful practices.

Envisioning sustainable futures is a proactive approach that seeks t go beyond the status quo and address the root causes of sustainabilit challenges.





Asking the Right Questions to Create a Sustainable Vision Ask



Envisioning a sustainable future begins by asking deep, personal and strategic questions. These questions help identify core motivations, social and environmental priorities, and long-term aspirations. They also encourage alignment between internal values and external actions.

Instead of only thinking about what you want to do, think about why it matters, for whom, and with what result. The clearer your answers, the stronger your vision.

A meaningful vision becomes a roadmap — not only for yourself, but for those who will support, join, or be impacted by your enterprise.



Reflecting on Your Personal Values

Before building your social enterprise, ask yourself:

- What do I truly believe in?
- What is my mission?
- What change do I want to see?
- What problems do I want to solve?
- What does success mean to me?

Mini Exercise: Write down your top 5 personal values. Think of specific actions or decisions where they show up in your life.

Share with a peer and discuss how these values could guide your business mission.





Embedding Sustainability Values in Your Enterprise

Once your values are clear, they should shape everything in your enterprise: from how you work with customers and staff to how you define success.

How to embed values:

- ✓ Clarify: Write down what really matters to you
- √ Communicate: Express your values clearly in your messaging
- ✓ Apply: Use them to guide decisions and actions
- ✓ Review: Regularly reflect and adjust to stay aligned

By living your values, you build a credible, inspiring enterprise that attracts trust and support.



Steps to Create Your Vision

Use these steps to write a vision that reflects your values and goals:

- ☐ Start with your values What drives you?
 - ➤ Which of your values are non-negotiable in your work or business?
- □ **Define your impact** What change do you want to create?
 - ➤ What specific problem are you trying to solve and why does it matter?
- ☐ Know your audience Who will benefit?
 - ➤ Whose lives will improve if your vision becomes reality?
- ☐ Visualize the future How does success look 5–10 years from now?
 - ➤ What outcomes would show you that your vision is working?
- ☐ Make it bold A vision should inspire and excite!
 - ➤ How can your vision challenge norms or spark new possibilities?
- Tip: Use words that evoke emotion, purpose, and movement.



Visioning Theory – Why It Matters

Visioning is a strategic tool. It turns dreams into clear, motivating plans.

Why it works:

- > Creates clarity and alignment
- > Builds confidence in decision-making
- Sparks creativity and long-term thinking
- ➤ Helps you stay focused during challenges



Sepecially for migrant women navigating change, visioning builds inner strength and a sense of purpose.



Visioning Exercise – My Sustainable Social Enterprise

You'll now create a vision board for your future business.

Tools: Miro, Canva, Padlet or simple paper

Include:

- Your personal values
- The problem you address
- Your ideal client/community
- Your social/environmental mission
- Visuals (photos, symbols, quotes)

This board will help you visualize your mission and serve as a foundation for your future plans.

Afterwards: Share in groups and reflect on each other's boards.







Visioning Exercise – My Sustainable Social Enterprise

Include:

- √ Your personal values
- √ The problem you address
- √ Your ideal client/community
- ✓ Your social/environmental mission
- √ Visuals (photos, symbols, quotes)



Visioning Exercise My Sustainable Social Enterprise - TIPS

Element	Tip	Example
Your personal values	Identify 2–3 values that guide your decisions and behavior.	Integrity, equity, and environmental stewardship
The problem you address	Focus on a specific social or environmental issue you care deeply about.	Lack of access to affordable education for migrant women
Your ideal client/community	Think about <i>who</i> benefits from your solution and <i>why</i> .	Refugee women aged 18–35 living in urban areas
Your social/environmental mission	Define your broader purpose – beyond profit – in one sentence.	Empower displaced women through digital skills and employment
Visuals (photos, symbols, quotes)	Choose imagery and phrases that energize and clarify your vision.	A globe icon, quote: "Empower one woman, transform a generation."



Key Takeaways

- Sustainability in social entrepreneurship is not a trend it is a mindset that shapes values, strategy, and long-term impact.
- > Core sustainability values such as responsibility, inclusion, transparency, justice, and environmental care guide every aspect of a mission-driven enterprise.
- Visioning helps define the purpose, direction, and future goals of sustainable businesses
 turning ideas into actionable plans.
- Migrant women can be powerful changemakers by creating inclusive, value-based initiatives that address real community needs.
- Sustainable social enterprises aim to create social, environmental, and economic value proving that business can serve both people and the planet.



Question 1: What are the three pillars of sustainability in SE?

a. Speed, innovation, marketing

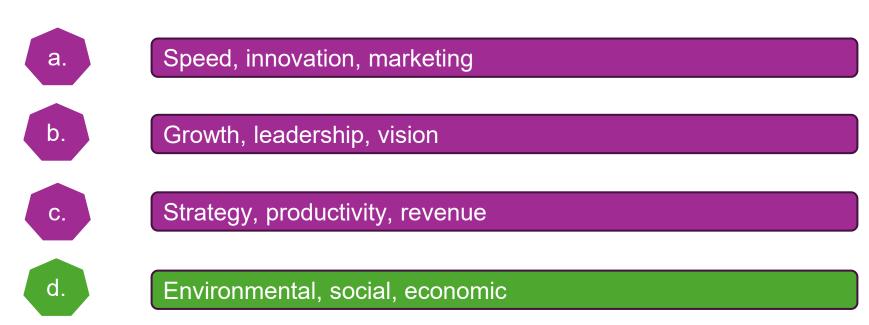
b. Growth, leadership, vision

c. Strategy, productivity, revenue

d. Environmental, social, economic



Question 1: What are the three pillars of sustainability in SE?



Justification of the correct answer: These three are clearly identified as the main dimensions.



Question 2: Which of the following best illustrates "systems thinking" in a social enterprise context?

- a. Focusing only on immediate client needs
- b. Considering how environmental, social, and economic factors interact
- c. Reducing costs by outsourcing to the cheapest supplier
- d. Creating a product before researching community needs



Question 2: Which of the following best illustrates "systems thinking" in a social enterprise context?

- a. Focusing only on immediate client needs
- b. Considering how environmental, social, and economic factors interact
- c. Reducing costs by outsourcing to the cheapest supplier
- d. Creating a product before researching community needs

Justification of the correct answer: Systems thinking is about seeing the bigger picture and how all elements (people, planet, processes) influence one another over time.



Question 3: Which of the following is NOT a core sustainability value in SE?





Question 3: Which of the following is NOT a core sustainability value in SE?



Justification of the correct answer: Speed is not listed as a sustainability value in the context of SE.



Question 4: How can migrant women become changemakers?

- By assimilating quickly and avoiding entrepreneurship
- b. By using their lived experience to build solutions
- c. By competing against local businesses
- d. By working in isolation



Question 4: How can migrant women become changemakers?



- b. By using their lived experience to build solutions
- c. By competing against local businesses
- d. By working in isolation

Justification of the correct answer: One of the key elements is transforming lived challenges into actions.



Question 5: Why is visioning important in social entrepreneurship?

- a. It creates alignment and motivation
- b. It guarantees financial return
- c. It attracts influencers
- d. It avoids legal risks



Question 5: Why is visioning important in social entrepreneurship?



Justification of the correct answer: Visioning builds clarity, focus, and purpose.



Resources / Further reading

- 1. European Commission Social Economy and Social Enterprises https://ec.europa.eu/social/main.jsp?catId=952&langId=en
- 2. UN Sustainable Development Goals (SDGs) https://sdgs.un.org/goals
- 3. Ashoka Leading Social Entrepreneurs Network https://www.ashoka.org
- 4. Migrant Women Institute Empowerment through Innovation https://migrantwomeninstitute.org
- 5. UNDP Social Enterprise: A New Model for Poverty Reduction and Employment Generation https://www.undp.org/publications/social-enterprise-new-model-poverty-reduction-and-employment-generation
- 6. Kamaludin, Xavier & Amin (2021) Social Entrepreneurship and Sustainability: A Conceptual Framework https://www.researchgate.net/publication/350945762_Social_Entrepreneurship_and_Sustainability_A_Conceptual Framework
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Module 4: Green Competences

Unit 4.2: Developing Sustainable Business Models and Building Systems Thinking





Introduction

The transition towards more sustainable economies requires entrepreneurs who understand not only how to build a business but how to design one that regenerates resources, empowers people, and works within planetary boundaries

This unit introduces:

- Circular economy principles that reduce waste and promote regeneration.
- Systems thinking tools to visualize interconnections and feedback loops.
- Practical frameworks like the Circular Business Model Canvas for designing sustainable business models.

Learners will gain tools to:

- Identify leverage points for systemic change.
- Create value beyond profit.
- Embed social and environmental impact in their business strategy



Learning Objectives

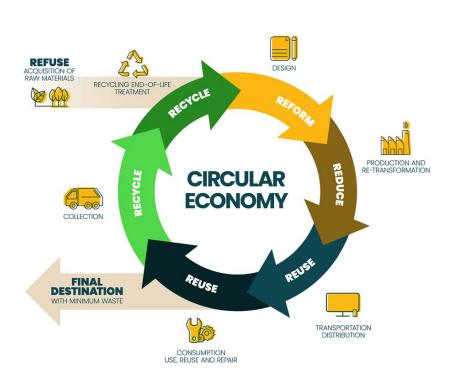
By completing this Module, you will be able to :

- Define sustainable business models and systems thinking.
- Analyze structures using the Circular Business Model Canvas.
- Apply systems thinking in social entrepreneurship.
- Develop a systems map for a business idea.





Circular Business Models



The Circular Economy is a systemic approach to economic development designed to benefit businesses, society, and the environment. In contrast to the traditional linear economy, which follows a 'take-make-dispose' model, the circular economy aims to keep products, components, and materials at their highest utility and value at all times.

Key principles:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems

Circular business models rethink how products are designed, used, and recovered, fostering innovation in reuse, repair, remanufacture, and recycling.



What is a Circular Business Model?

A business model that:

- Reduces waste and resource input
- Designs for reuse, repair, recycling
- Delivers value through sustainability

Think: Loops instead of lines!

CIRCULAR ECONOMY





alamy

What is Systems Thinking?

A mindset that focuses on:

- Relationships between elements
- Feedback loops and cause-effect
- Understanding the whole system, not just parts Used to tackle complexity in real-world challenges.

SYSTEM THINKING APPROACH

Traditional analysis Traditional analysis focuses on the separating the individual pieces of what is being studied; in fact, the word "analysis" actually comes from the root meaning "to break into constituent parts. Systems thinking, in contrast, focuses on how the thing being studied interacts with the other constituents of the system—a set of elements that interact to produce behavior—of which it is a part.



Systems Thinking in Action

Systems thinking is an approach to understanding the complexity of the world by looking at it in terms of wholes and relationships rather than isolated parts. It encourages us to see patterns, feedback loops, and cause-effect relationships over time.

A system is a set of interconnected elements—people, processes, institutions, nature—working together to achieve a purpose.

By applying systems thinking, entrepreneurs can:

- Identify the root causes of problems
- Understand unintended consequences
- Discover leverage points for effective, sustainable interventions





Reflection

- 1. What is one example of a linear practice in your current or past business idea? How could it be redesigned as circular?
- 2. What systems do your project ideas influence? (e.g., education, food, energy, waste, community support)
- 3. Which leverage point in your system could you influence to make the biggest positive change?
- 4. How might unintended consequences arise in a well-meaning sustainable project?



Activity: Systems in Action

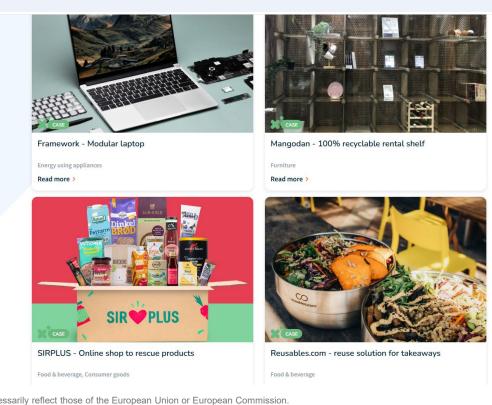
Click on the link: https://www.circularx.eu/en/cases

This page shows a collection of various cases, including different types of business models, circular economy strategies and experimentation practices.

Find a case study that seems like an interesting idea, read this case study and try to answer the questions below.

- What features of the circular economy model do you identify?
- What are the advantages of this idea? How does it benefit people, the community and the environment?
- Do you identify any shortcomings or mistakes in this project?

Working through this case study will help you to understand the circular economy model, deepen your understanding, develop your critical thinking, and express your opinion based on the theory you have learned.





Activity: Systems in Action

Debrief Questions:

- What surprised you about the system you created?
- · How did mapping change your view of your idea? Choose a sustainable business idea

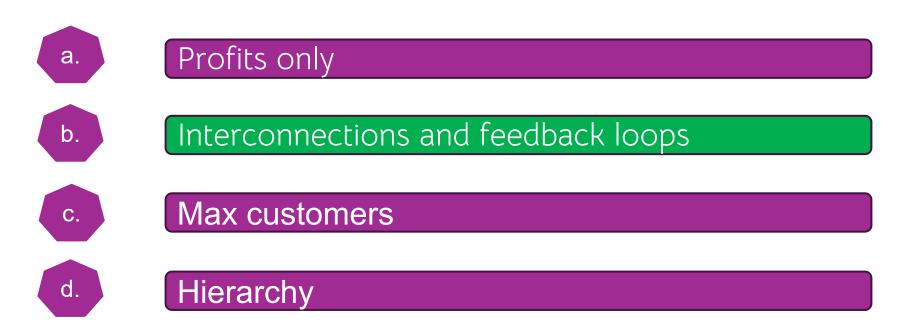


1. What does systems thinking emphasize?

- a. Profits only
- b. Interconnections and feedback loops
- c. Max customers
- d. Hierarchy



Question 1. What does systems thinking emphasize?



Justification: Systems thinking helps us understand how elements within a system influence one another, enabling better decision-making and sustainability awareness.

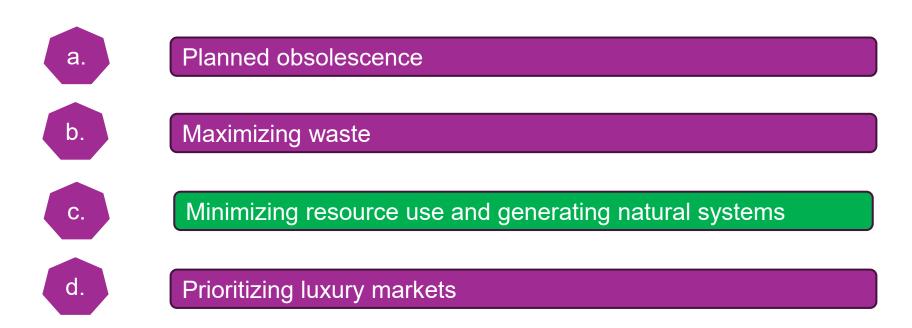


Question 2: What is a key principle of circular business models?

- a. Planned obsolescence
- b. Maximizing waste
- c. Minimizing resource use a d generating natural systems
- d. Prioritizing luxury markets



Question 2: What is a key principle of circular business models?



Justification: Circular models aim to reduce waste and environmental impact by reusing and regenerating resources across the business lifecycle.



Question 3: In a systems map, a "leverage point" refers to:

- a. The most visible stakeholder
- b. A place where a small action can create large change
- c. The central office location
- d. The most expensive product

Question 3: In a systems map, a "leverage point" refers to:

- a. The most visible stakeholder
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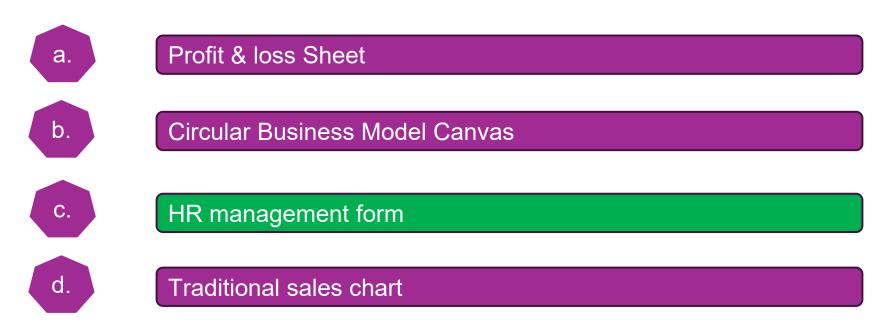
Justification: Leverage points are high-impact areas in a system where strategic intervention can lead to significant improvements or transformation



Question 4: Which tool helps entrepreneurs visually organize their sustainable business idea?

- a. Profit & loss Sheet
- b. Circular Business Model Canvas
- c. HR management form
- d. Traditional sales chart

Question 4: Which tool helps entrepreneurs visually organize their sustainable business idea?



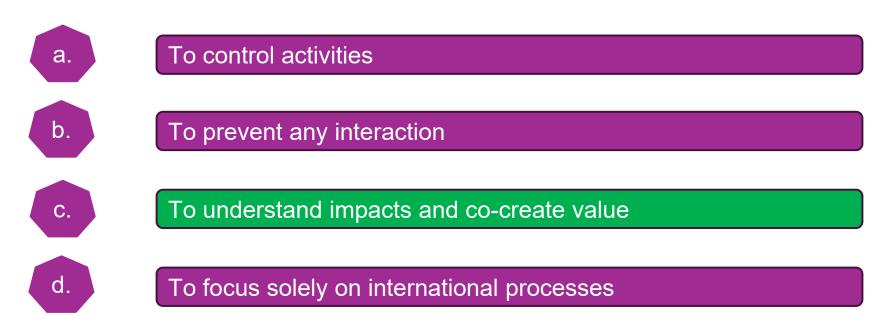
Justification: The Circular Business Model Canvas enables users to plan and visualize sustainable innovation by integrating environmental and social factors



Question 5: Why is it important to identify relationships between business actors?

- a. To control activities
- b. To prevent any interaction
- c. To understand impacts and co-create value
- d. To focus solely on international processes

Question 5: Why is it important to identify relationships between business actors?



Justification: Recognizing relationships allows businesses to design more resilient and collaborative systems that foster shared value and long-term sustainability



Resources / Further readings

- 1. Ellen MacArthur Foundation https://ellenmacarthurfoundation.org/
- 2. Circular Business Model Canvas https://www.circularbusinessmodelcanvas.org/
- 3. GreenComp EU Sustainability Framework
- 4. TED-Ed Systems Thinking Video
- 5. Forum for the Future Systems Mapping Toolkit



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Module 4: Green Competences

4.3 Future Literacy for Social Entrepreneurs





Introduction

Question: "Why Future literacy is crucial for social entrepreneurs?"

Future literacy is crucial for social entrepreneurs, especially when addressing the challenges faced by migrant women seeking entrepreneurial opportunities. It enables individuals to anticipate and adapt to future trends, challenges, and opportunities, which is vital for sustainable social innovation. For migrant women, future literacy nelps identify emerging markets, navigate shifting cultural and social dynamics, and develop solutions that are both innovative and impactful. By fostering future-ready mindsets, social entrepreneurs can better equip migrant women with the skills and knowledge necessary to create thriving businesses that not only improve themselves but also contribute to their communities' growth and resilience.



Learning Objectives

By completing this Module, you will be able to :

- Understand the core sustainability values and their importance in social entrepreneurship.
- 2 Create a vision for sustainable social enterprises.

Apply sustainability and systems thinking to business models.





The Importance of Future Literacy

Why future literacy matters for social enterprises?

- Anticipating Change
- Shaping Positive Impact
- Long-Term Strategy and Sustainability
- Navigating Uncertainty
- Fostering Innovation
- Attracting Partnerships and Funding
- Building Capacity for Systems Thinking

Benefits: Adaptation, innovation, resilience

Example: Business case study of a future-oriented enterprise

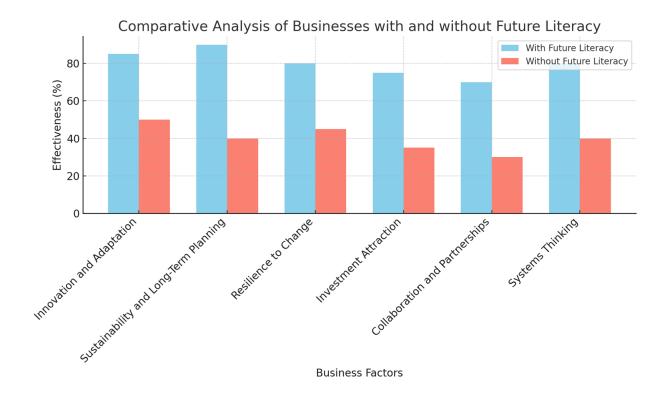


Chart: Comparative analysis of businesses with and without future literacy



Which are considered as the core Sustainability Values & their Importance in Social Entrepreneurship 1/2

Environmental Sustainability

• Importance: Ensures that business practices minimize environmental impact, preserve resources, and promote eco-friendly solutions. Social entrepreneurs can contribute to tackling climate change and resource depletion.

Social Equity

• Importance: Focuses on creating opportunities for marginalized communities, reducing inequalities, and promoting social justice. This value is crucial for empowering disadvantaged groups, such as migrant women, and providing them with equal entrepreneurial opportunities.

Economic Viability

• Importance: Ensures that social ventures are financially sustainable and capable of generating long-term impact. Social entrepreneurs must balance social goals with sound business practices to ensure their initiatives thrive.



Which are considered as the core Sustainability Values & their Importance in Social Entrepreneurship 2/2

Cultural Sensitivity

• Importance: Acknowledges and respects diverse cultural backgrounds. For social entrepreneurs, especially in multicultural settings, being culturally aware is essential for fostering inclusion and understanding within local and global communities.

Collaboration & Partnerships

• Importance: Encourages working with stakeholders, including governments, businesses, and NGOs, to create a broader, more sustainable impact. Collaboration helps amplify resources and efforts, driving shared value across sectors.



Visioning for Sustainable Social Enterprises

Why is Visioning Important?

- **☑ Defines Purpose & Direction** Ensures alignment with long-term social and environmental impact.
- Ensures Sustainability Balances financial viability with social good.
- Inspires Stakeholders Engages employees, investors, and communities.
- ✓ Guides Decision-Making Acts as a strategic compass for growth.
- Attracts Funding & Partnerships Draws support from impact investors and organizations.
- Adapts to Change Enables flexibility while staying mission-driven.





Visioning for Sustainable Social Enterprises

Which is its connection with SDGs?:

- Aligning Mission with Global Goals Supports specific SDGs (e.g., No Poverty, Climate Action, Decent Work).
- Driving Impact Measurement Uses SDG targets to track progress.
- Strengthening Stakeholder Engagement Builds trust with partners and funders.
- Encouraging Long-Term Sustainability Ensures a lasting impact beyond short-term initiatives.





Sustainability Trends & How Your Business Can Adapt

What's Trending in Sustainability?

- **QLess Waste, More Recycling** Businesses are reusing materials to cut costs & help the planet.
- ←Green Energy is the Future Solar, wind, and eco-friendly power are replacing fossil fuels.
- New Rules & Regulations Companies must follow stricter environmental and ethical laws.
- People Want Ethical Products More customers choose businesses that care about people & the planet.
- Tech for Good Smart tools like AI & blockchain help businesses go green & stay efficient.



Sustainability Trends & How Your Business Can Adapt

How Can YOU Adapt?

- Sell Eco-Friendly Products Customers love sustainable options!
- Save Energy & Cut Costs Simple changes like LED lights or reducing waste help a lot.
- **▼** Follow the Rules Knowing sustainability laws keeps your business safe & trusted.
- **☑** Engage with Customers Tell your story & show how your business makes a difference.
- Stay Flexible & Open to Change A smart business adapts to new trends & opportunities.



Reflection Activity: What sustainability values do you consider essential in your entrepreneurial journey?"

Steps to set up what sustainability values are important to you as an entrepreneur:

Focus on the values that resonate most with you

Address key points

Why these values matter to you: Explain how these sustainability values align with your personal beliefs or entrepreneurial vision.

Real-life examples (if applicable): Mention any experiences where these values have played a significant role in your business journey.

Call to action How can these values impact the future of my business?" "What changes can I make today to ensure sustainability is integrated into my entrepreneurial practices?"



Case Studies: how sustainability values and future literacy have been applied in social entrepreneurship

Case Study 1: Fairphone (Netherlands)

Future Literacy in Action: Fairphone was created with a vision of transforming the electronics industry by designing smartphones that are **ethically produced, easily repairable, and made to last**. They used **scenario thinking** and future studies to challenge the dominant narrative of tech consumption—where devices are designed to be disposable.

Sustainability Values:

Uses **conflict-free materials** and recycled components.

Ensures fair labor practices in the supply chain.

Promotes a modular design to reduce e-waste and extend product life.

Future Impact:

By anticipating the growing environmental and social concerns around e-waste and unethical sourcing, Fairphone positioned itself ahead of regulatory changes and consumer expectations. It's a great example of how future literacy helped build a resilient, values-driven business model.

The phone is modular, which makes it easily repairable and customisable by the user, in keeping with <u>right to repair</u> principles.

According to the company, increasing the lifespan of a phone by two years reduces <u>CO₂ emissions</u> by 30%

"There might be a misconception that as a social enterprise, we don't operate like a 'normal' business, but that's not true. In many ways, most of our choices are the same—we still need to make money and sell phones—but the outcome and the goals are different.

Our focus is investing in social innovation, instead of purely technical innovation. When other phone companies design a new phone, they research new technology—we research supply chain improvement." (Fairphone founder Tessa Vernink)



Case Studies: how sustainability values and future literacy have been applied in social entrepreneurship

Case study 2: Toast Ale (United Kingdom)

Focus: Circular economy, food waste, and sustainable brewing

Future Literacy in Action: Toast Ale was founded with the foresight that food waste would become one of the most critical environmental challenges of the coming decades. Using a future-literate approach, they reframed what others saw as waste—surplus bread from bakeries and sandwich factories—as a valuable resource. By integrating circular economy thinking and anticipating shifts in consumer values toward sustainability, Toast created a scalable and mission-driven product.

? Sustainability Values:

- •Uses surplus bread to replace one-third of the malted barley in beer brewing.
- •Partners with local bakeries and reduces food waste at scale.
- •Donates 100% of profits to charities focused on fixing the food system.
- •Champions transparency and carbon-conscious production.

Future Impact:

Toast Ale is more than a brewery—it's a **campaigning brand** that raises awareness of food waste and advocates for systemic change. Their business model anticipates the need for low-waste, low-impact products in a future shaped by climate policy, carbon accounting, and sustainable consumer choices.

By embedding future literacy into their strategy, they've built a brand that educates, innovates, and thrives in a changing world.



Reflection:

Personal Reflection: What sustainability values do you consider essential in your entrepreneurial journey?"

- •"How can these values impact the future of my business?"
- •"What changes can I make today to ensure sustainability is integrated into my entrepreneurial practices?"



Reflection:

Group Reflection: Implement an activity to identify sustainability trends

Trend Spotter Challenge (30–45 min)

¶ Goal: Competitive, rapid-fire way to identify trends

How it works:

- Teams or individuals compete to spot as many real-world examples of sustainability trends as possible within a time limit
- Use news feeds, social media, reports
- Score bonus points for:
 - Trends linked to specific SDGs
 - Innovative examples from the Global South
 - Cross-sector solutions (e.g., tech + environment + justice)
- ☐ Ends with a group share-out and voting on the most exciting or unexpected trends.





Question 1: What is Future Literacy in social entrepreneurship?

- The ability to predict the future with certainty
- b. The capacity to imagine and prepare for different future scenarios
- C. A method to avoid uncertainty by following traditional business models
- d. A skill reserved for large corporations



Question 1: What is Future Literacy in social entrepreneurship?

- a. The ability to predict the future with certainty
- b. The capacity to imagine and prepare for different future scenarios
- C. A method to avoid uncertainty by following traditional business models
- d. A skill reserved for large corporations

Justification of the correct answer: Future Literacy enables entrepreneurs to anticipate possible futures and adapt their strategies



Question 2: Why is Future Literacy important for social entrepreneurs?

- a. It helps them react to crises only when they occur
- b. It allows them to create proactive strategies for long-term sustainability
- c. It discourages innovation and creativity
- d. It focuses solely on short-term financial gains



Question 2: Why is Future Literacy important for social entrepreneurs?

- a. It helps them react to crises only when they occur
- b. It allows them to create proactive strategies for long-term sustainability
- c. It discourages innovation and creativity
- d. It focuses solely on short-term financial gains

Justification of the correct answer: Future Literacy helps entrepreneurs develop long-term strategies that align with sustainability goals.



Question 3: How can social entrepreneurs develop Future Literacy?

- a. By ignoring emerging social and environmental challenges
- By engaging in trend analysis, foresight exercises, and scenario planning
- c. By solely relying on past business experiences
- d. By avoiding new business models



Question 3: How can social entrepreneurs develop Future Literacy?

- a. By ignoring emerging social and environmental challenges
- b. By engaging in trend analysis, foresight exercises, and scenario planning
- c. By solely relying on past business experiences
- d. By avoiding new business models



Question 4: What is a key benefit of applying Future Literacy in business models?

- a. It eliminates all risks in business
- b. It helps entrepreneurs make informed decisions based on different possible futures
- c. It restricts adaptability in uncertain conditions
- d. It focuses only on technological advancements

Justification of the correct answer: Future Literacy fosters adaptability and resilience by preparing entrepreneurs for multiple future scenarios.



Question 4: What is a key benefit of applying Future Literacy in business models?

- a. It eliminates all risks in business
- b. It helps entrepreneurs make informed decisions based on different possible futures
- c. It restricts adaptability in uncertain conditions
- d. It focuses only on technological advancements

Justification of the correct answer: Future Literacy fosters adaptability and resilience by preparing entrepreneurs for multiple future scenarios.



Question 5: How does Future Literacy contribute to sustainable social enterprises?

- a. By reinforcing short-term thinking
- By encouraging entrepreneurs to consider long-term sustainability trends and challenges
- c. By making sustainability irrelevant in business models
- d. By ensuring businesses operate without innovation



Question 5: How does Future Literacy contribute to sustainable social enterprises?

- a. By reinforcing short-term thinking
- b. By encouraging entrepreneurs to consider long-term sustainability trends and challenges
- c. By making sustainability irrelevant in business models
- d. By ensuring businesses operate without innovation

Justification of the correct answer: Future Literacy helps entrepreneurs design sustainable enterprises that anticipate and respond to future challenges.



Resources / Further readings

Videos:

- Sustainable Business Models
- Lessons from Tesla
- Mastering your Sustainable Business model
- Sustainable Development Goals (SDGs) Explained in 10 minutes or less

Readings

- Systems Thinking In Entrepreneurship Or: How I Learned To Stop Worrying And Love "Entrepreneurial Ecosystems"
- Systems Thinking in Entrepreneurial Ecosystems: A Holistic Approach to Startup Success and Innovation Networks



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Module 5: Digital Competences

5.1 Using digital tools for communication





Introduction

This unit examines the role of digital tools in facilitating both internal and external communication within the context of Social Entrepreneurship. Effective communication is essential for the coordination of teams, stakeholder engagement, and the dissemination of information to support social impact initiatives.

Digital communication tools provide opportunities to enhance collaboration, improve operational efficiency, and expand outreach efforts. This module will explore key digital platforms and strategies that can support social entrepreneurs in managing communication effectively, ensuring clarity, accessibility, and engagement across various audiences



Learning Objectives

By completing this Module, you will be able to:

- Identify appropriate digital tools for internal collaboration and teamwork.
- Assess strategies for engaging external stakeholders through digital platforms.
- Apply best practices for clear, inclusive, and effective digital communication.
- Evaluate the impact of emerging technologies on communication in the social enterprise sector.





The Role of Communication in Social Entrepreneurship

Internal communication is vital for keeping team members aligned, informed, and motivated.

Effective internal communication forms the backbone of any social enterprise's operational success. It ensures that all team members — regardless of their role or location — are on the same page regarding the mission, current goals, and ongoing activities. Clear communication channels allow for efficient task delegation, progress monitoring, and quick resolution of challenges. More than just information-sharing, good internal communication fosters a sense of belonging and psychological safety within teams. When individuals feel heard, valued, and connected to the bigger picture, their motivation and engagement increase significantly, which in turn enhances the organisation's overall performance and resilience.

More information: https://www.amics.eu/?p=2101



The Role of Communication in Social Entrepreneurship

External communication connects the organisation with partners, funders, and beneficiaries.

External communication is the primary way a social enterprise tells its story, demonstrates impact, and builds relationships with the outside world. Whether it's through social media, reports, public events, or one-on-one outreach, this type of communication conveys the values, goals, and achievements of the organisation to key external audiences. Strong communication with partners and funders fosters trust, encourages collaboration, and secures vital resources. At the same time, communicating effectively with beneficiaries ensures that the services or initiatives provided are relevant, accessible, and empowering — reinforcing a feedback loop that leads to more inclusive, community-led solutions.

More information: https://www.amics.eu/?p=2101



The Role of Communication in Social Entrepreneurship

Transparent, inclusive communication practices improve coordination, legitimacy, and visibility.

Transparency in communication builds credibility both inside and outside the organisation. It involves being open about decision-making processes, funding sources, project outcomes (including challenges), and organisational changes. Inclusivity ensures that diverse voices, particularly those from marginalised groups, are not only heard but also actively considered in shaping messages and decisions. Together, these principles foster a culture of trust and accountability. When communication is both transparent and inclusive, coordination across departments and partnerships becomes smoother, legitimacy in the eyes of funders and the public is strengthened, and visibility increases organically as the organisation is perceived as authentic, responsible, and responsive.



Digital Transformation in the Social Sector

- Digital transformation enables non-profits and social enterprises to improve efficiency, reach, and accountability.
- Technologies like cloud collaboration, CRM tools, and virtual events allow for scalable, cost-effective operations.
- Building digital capacity is essential to thrive in today's connected world.



Key Tools for Internal Digital Communication

Messaging platforms like <u>Slack</u> and <u>Teams</u> foster real-time team interactions. Messaging platforms for business are digital communication tools designed to help teams and organisations collaborate more effectively. Unlike traditional email, these platforms offer real-time messaging, organised channels or groups, file sharing, video conferencing, and integration with other workplace tools.

They enable quicker decision-making, improve transparency, and support both in-office and remote work. With features like threaded conversations, mentions, and searchable archives, messaging platforms help streamline internal communication and reduce reliance on long email chains.

Project management tools such as <u>Trello</u>, <u>Asana</u>, and <u>Notion</u> help plan, track, and collaborate effectively. These tools allow users to break down projects into tasks, assign responsibilities, set deadlines, and monitor progress, all in one centralised space. For example, Trello uses boards, lists, and cards to visually represent tasks and workflows, while Asana offers timeline views and task dependencies for more complex planning. Notion combines task management with documentation, making it ideal for teams that want to keep notes, databases, and projects in one place. By providing clarity and structure, these tools enhance team collaboration, reduce misunderstandings, and ensure the experior of the plant to be a superior of the plant to be a



Key Tools for Internal Digital Communication

Cloud storage systems (i.e. Google Drive) make resources accessible to all team members, anytime, anywhere. This is particularly valuable for social entrepreneurs, who often work with distributed teams, limited resources, and dynamic community-based projects. Cloud storage ensures that important documents, such as proposals, reports, and visual materials, are easily accessible and kept up to date in real time. It also enhances collaboration by allowing multiple users to edit and comment on files simultaneously, reducing version control issues. For mission-driven initiatives, this kind of flexibility and accessibility supports greater efficiency, transparency, and inclusivity across all areas of their work.

Social media platforms (Facebook, X, Instagram, LinkedIn, TikTok) are essential for outreach, storytelling, and advocacy, making them especially valuable for social entrepreneurs. These platforms enable direct communication with diverse audiences, including beneficiaries, supporters, funders, and the wider public. By sharing stories, updates, and impact in an engaging and accessible way, social entrepreneurs can raise awareness about their mission, build trust, and grow a community around their cause. Social media also allows for low-cost marketing, real-time feedback, and the opportunity to participate in relevant conversations, campaigns, or movements. Ultimately, it helps amplify voices, mobilise support, and create greater visibility for social impact initiatives.













Enhancing Team Collaboration through Digital Platforms

- Digital platforms like Google Workspace and Zoom allow remote teams to collaborate seamlessly.
- Shared documents and live meetings facilitate real-time input and decision-making.
- Digital whiteboards (i.e. Miro) can boost creative collaboration and engagement.



Tools for External Digital Communication

Email tools like Mailchimp help segment audiences and tailor messages to supporters. For social entrepreneurs, email is a reliable and direct way to connect with partners, donors, volunteers, and beneficiaries. These tools allow for clear, structured communication, the sharing of important documents, and the ability to schedule or automate messages for regular updates or campaigns. Advanced email platforms also offer features like contact segmentation, analytics, and custom templates, which can be especially useful when running newsletters or fundraising efforts. In the context of social impact work, effective email communication helps build credibility, maintain engagement, and nurture long-term relationships that are vital for sustaining and growing a mission-driven initiative.



Tools for External Digital Communication

Websites and blogs serve as central hubs for information, impact stories, and contact points, offering a professional and accessible space where people can learn more about a social entrepreneur's mission, values, and impact. A well-designed website provides essential details such as the organisation's background, services, contact information, and opportunities to get involved or donate. Blogs, on the other hand, allow for regular updates, behind-the-scenes insights, and the sharing of powerful impact stories that humanise the work and deepen connection with audiences.

For social entrepreneurs, having a strong online presence through a website or blog helps build credibility, visibility, and trust, all of which are crucial when trying to attract supporters, collaborators, and funders. It also ensures that their message is available to a global audience at any time, making it easier to reach beyond local communities and scale their social impact.



As a social entrepreneur, your work is not just about creating a business, it's about creating positive change. To grow your impact, you need the support of people and organisations outside your business: donors, partners, volunteers, clients, and community members. These are your external stakeholders.

Digital platforms (like social media, websites, email, or messaging apps) are powerful tools to connect with them. Here is a simple, step-by-step guide to help you create your own strategy (see next slides).





1. Define Who You Want to Reach

Ask yourself:

- Who are the people or organisations that can support your mission?
- What kind of help do you need? (Money, time, visibility, advice, etc.)

Example: You want to connect with local NGOs, women's organisations, and people who care about the environment.





2. Choose the Right Digital Platforms

Not all platforms are useful for every goal. Choose one or two where your stakeholders are most active.

Examples:

- Use Instagram to reach young people and share visual content.
- Use Facebook to create a community group or join existing ones.
- Use LinkedIn to connect with professionals and potential partners.
- Use WhatsApp or Telegram to stay in touch with volunteers or clients.





3. Share Your Story and Mission

People connect with people. Share:

- Why you started your project
- Who you want to help
- What your impact has been

Tip: Use photos, short videos, or real stories from your community. You don't need expensive equipment: your phone is enough!





4. Be Active and Consistent

Post regularly. Reply to comments and messages. Keep your audience updated.

Tip: Make a simple content plan. For example:

- Monday: Share a story
- Wednesday: Show your product or service
- Friday: Ask a question or invite participation



5. Invite Participation

Ask your followers to:

- Share your posts
- Donate or support a campaign
- Join a workshop or event
- Give feedback

Remember: Engagement is not just about talking: it's about listening and inviting others in.





6. Show Results

People want to see the difference you're making.

Ideas:

- Share before/after photos
- Post short interviews with people you've helped
- Use simple graphics or numbers to show progress (e.g., "10 families supported this month")





7. Build Relationships

Use your digital platforms to create connections, not just followers.

Suggestions:

- Tag and thank supporters
- Highlight other projects or women doing similar work
- Respond kindly and personally to comments and messages





Here are some tips for Effective Digital Communication

Do	Don't			
Use a clear and concise subject line.	Leave the subject line blank or vague.			
Start with a polite greeting and use the recipient's name if known.	Jump straight into the message without a greeting.			
Be direct but courteous – get to the point respectfully.	Ramble or use overly casual/informal language.			
Use proper grammar, punctuation, and spelling.	Rely on abbreviations, slang, or text-speak (e.g. "u", "gr8").			
Structure your message with short paragraphs and bullet points if needed.	Send a wall of unbroken text.			
Tailor your tone to your audience (professional but human).	Use humour or sarcasm that might not translate well digitally.			
Re-read your message before sending – check tone and clarity.	Fire off messages without proofreading.			
Respond in a timely manner, or acknowledge receipt if a full reply will take time.	Ignore messages or delay responses without explanation.			



Overcoming Barriers to Digital Communication

Digital communication can offer countless benefits, but several barriers may prevent individuals and communities from fully engaging with these tools. Common challenges include unequal access to devices and reliable internet, low levels of digital literacy, and resistance to adopting unfamiliar technologies, especially in contexts where people may already be facing social, economic, or educational disadvantages.

To address these issues, it is crucial to prioritise simple, user-friendly interfaces that reduce complexity and make tools more approachable for all users, regardless of their technical background. Equally important is the provision of accessible and culturally relevant training, delivered in a way that meets people where they are and builds confidence over time.

Listening actively to users, understanding their daily realities, and co-creating solutions with them, rather than imposing external tools, can significantly enhance adoption, inclusivity, and long-term engagement. By putting people at the centre of digital strategies, social entrepreneurs and organisations can ensure that technology becomes an empowering force, rather than an additional barrier.



Training and Digital Mentorship

- Digital tools are only as effective as the people using them.
- Programmes like <u>EPALE's mentorship guide</u> show how digital skills training can empower diverse groups, such as migrant women.
- Ongoing support, peer mentoring, and role modelling help build digital confidence across diverse teams.



Data Protection and Ethical Communication

- Social entrepreneurs must protect personal data and comply with data protection regulations like GDPR.
- Use secure, encrypted communication tools and obtain informed consent before sharing stories or images.
- Ethical communication requires honesty, sensitivity, and respect for dignity.





Future Trends in Digital Communication

- Al tools are streamlining content creation and improving customer service through chatbots.
- Virtual and augmented reality allow immersive engagement experiences for training or awareness.
- Blockchain and decentralised tools offer transparency in reporting and donations tracking.



Reflection Activity (to be completed individually, before the practical task)

Instructions for learners:

Before creating your digital stakeholder map, take a moment to reflect on your personal motivation and the social impact you want to create. Answer the following questions in writing (in a notebook, or digitally if you prefer). This reflection will help guide your strategy later.

What is the social issue or cause that matters most to you?

(e.g., environmental justice, migrant women's rights, education, food access, etc.)

Why do you care about this issue?

(Think about your personal experiences, background, or values.)

Who do you want to help or serve through your project or idea?

(Be as specific as possible: children, families, single mothers, migrants, etc.)

What kind of change would you like to see in your community or society?

(What impact do you hope your project will have?)

What is one challenge you face in sharing your idea or project with others?

(This could be related to confidence, language, digital skills, etc.)



Practical exercise: Create Your Digital Stakeholder Map

Take a sheet of paper and divide it into three columns.

In the first column, write down the types of people or groups you want to connect with (for example: local community, potential donors, partner organisations, clients, volunteers).

In the second column, write what kind of relationship or support you want from them (such as: buy my product, donate, share my project, offer advice).

In the third column, write which digital platform would be best to reach them (for example: Instagram for clients, LinkedIn for partners, WhatsApp for volunteers).

Once finished, choose one stakeholder group and prepare a short message or post you could publish to connect with them.



Social Media calendar: template

Date	Day	Platfor m	Content Type	Topic / Campaign	Post Caption / Copy	Media Needed	Hashtags	Status	Notes
2025- 04-01	Mon day	Insta gram	Image	Spring Launch Teaser	"Something fresh is coming "> Stay tuned!"	Teaser Image	#SpringVibes #NewDrop	Sched uled	Schedule for 10 AM
2025- 04-02	Tues day	Twitt er	Text / Link	Blog Promo	"Check out our latest blog on spring trends!"	Blog Link	#TrendyTuesday	Drafte d	Link goes live at 9 AM
2025- 04-03	Wed	TikTo k	Video	BTS / Culture	"Behind the scenes of our new shoot ≝"	BTS Footage	#BTS #TeamCulture	In Progr ess	Need final cut
2025- 04-04	Thur sday	Face book	Carousel	Product Highlights	"Spotlight on our top picks this month ∰"	Carousel of products	#MonthlyFavorite s	Not Starte d	Coordinate w/ design



Question 1: What is the first step in creating a digital communication strategy for your social enterprise?

- a. Posting daily on all social media platforms
- b. Choosing the best design for your logo
- Defining who you want to reach and what kind of support you need
- d. Creating a blog with your personal story



Question 1: What is the first step in creating a digital communication strategy for your social enterprise?

- a. Posting daily on all social media platforms
- b. Choosing the best design for your logo
- c. Defining who you want to reach and what kind of support you need
- d. Creating a blog with your personal story

Justification of the correct answer: The first step is to define your target stakeholders and the kind of support you need from them.



Question 2: Why is it important to choose the right digital platforms for your communication strategy?

- a. Because it makes your brand look modern
- b. To save time and reach the right people where they are most active
- c. Because you need to use as many platforms as possible
- d. To make sure your posts go viral



Question 2: Why is it important to choose the right digital platforms for your communication strategy?

- a. Because it makes your brand look modern
- b. To save time and reach the right people where they are most active
- c. Because you need to use as many platforms as possible
- d. To make sure your posts go viral

Justification of the correct answer: Choosing platforms strategically allows you to reach your intended audience more effectively and efficiently.



Question 3: Which of the following is the best example of sharing your mission and story?



- b. Sharing a short video explaining why you started your project
- c. Creating a price list
- d. Posting random inspirational quotes



Question 3: Which of the following is the best example of sharing your mission and story?

a. Posting only product images
b. Sharing a short video explaining why you started your project
c. Creating a price list
d. Posting random inspirational quotes

Justification of the correct answer: Sharing your personal motivation and impact story connects emotionally with your audience.

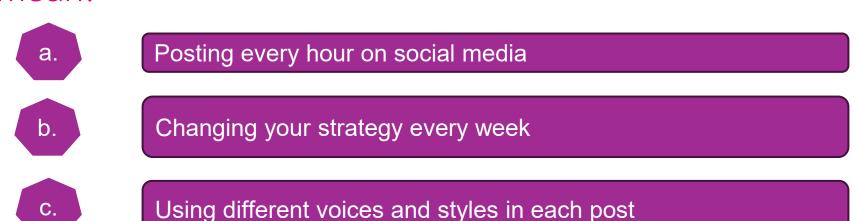


Question 4: What does "being consistent" in digital communication mean?

- a. Posting every hour on social media
- b. Changing your strategy every week
- c. Using different voices and styles in each post
- d. Following a simple content plan and posting regularly



Question 4: What does "being consistent" in digital communication mean?



d. Following a simple content plan and posting regularly

Justification of the correct answer: Consistency helps build trust and keeps your audience engaged.



Question 5: Which action best represents "inviting participation" in your strategy?



- b. Asking your followers to give feedback or join an event
- c. Only sharing professional success stories
- d. Ignoring negative comments



Question 5: Which action best represents "inviting participation" in your strategy?

- a. Sending a long monthly report
- b. Asking your followers to give feedback or join an event
- c. Only sharing professional success stories
- d. Ignoring negative comments

Justification of the correct answer: Participation involves opening space for dialogue and action, not just sharing information.



Resources / Further readings

MASTER Miro in 3 Minutes: A QUICK & Effective Overview

How To Create An Instagram Account (Step By Step Tutorial)

Slack Workshop 101: Learn the Basics

MAILCHIMP Tutorial: How to CREATE your first EMAIL

<u>CAMPAIGN - Emma Jane Palin | Domestika English</u>

Grow with Google

Meta Blueprint: Free Online Training for Advertising on Facebook | Meta for Business

https://mailchimp.com/help/create-a-regular-email/



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Module 5: Digital Competences

5.2. Designing the Digital Strategy in SE





Introduction

This module introduces learners to the importance of digital strategies in the context of social entrepreneurship, with a focus on initiatives led by migrant women. It aims to demystify digital tools, support mission-driven communication, and empower learners to build effective, affordable online presence strategies.

This module adopts a participatory and practice-oriented approach tailored to adult learners and migrant women in social entrepreneurship. Facilitators are encouraged to create a supportive, inclusive learning environment that respects diverse digital experiences and levels of digital literacy.



Learning Objectives

By completing this Module, you will be able to:

- Understand the role and value of a digital strategy within social entrepreneurship
- Understand the role and value of a digital strategy within social entrepreneurship
- Design and present a draft digital strategy for their (real or fictional) social enterprise



Warm Up Activity

- What social media platforms do you currently use?
- Have you ever tried to promote something online?
- What was your experience with creating content or using digital tools?



What Is Digital Strategy?

A digital strategy defines how a social enterprise uses online tools to achieve its goals. It includes setting objectives, identifying the audience, choosing platforms, and planning content.

Key phrases: Customers are becoming increasingly connected and are demanding more personalized digital experiences, digital strategies to better engage customers, digital strategies revolutionize the way a business operates, it's an ongoing process, digital strategy needs to be aligned with the overall business goals





Understanding Your Mission, Audience, and the Brand Voice

Your mission defines your purpose.

Your audience defines who you speak to.

Your brand voice is how you speak—warm, professional, playful, etc.

Aligning all three ensures coherence and authenticity.



Choosing the Right Digital Platforms

Facebook: Community building

Instagram: Visual storytelling

LinkedIn: Professional visibility

TikTok: Youth engagement

Choose platforms that match your audience and mission.









Content Planning, Consistency, and Engagement

- ✓ Planning ensures regular, relevant content.
- ✓ Consistency builds trust and visibility.
- ✓ Engagement comes from responding, listening, and co-creating with your audience.





Scheduling and Automation Tools

Canva: Design visuals

Buffer: Schedule posts

Google Analytics: Track audience behavior

✓ Using these tools helps save time and increase impact.









Case Study: Digital Success Stories

Example: 'Refugee Voices' in Germany

Trains migrant women to share their stories via Instagram and YouTube, increasing

- visibility,
- fighting stereotypes, and
- attracting support through authentic storytelling.



Picture taken from: www.migrantwomenpress.com



Case Study: Refugee Voices

'Refugee Voices' is a German initiative that empowers migrant women through digital storytelling.

They use Instagram and YouTube to share their experiences, challenge stereotypes, and gain support.

Their strategy relies on low-cost tools, personal stories, and community engagement.



Reflection Activity: Sketch Your Strategy

- 1. Define your objectives
- 2. Identify your audience
- 3. Choose your main platforms
- 4. Draft one week of sample posts
- 5. Describe your brand tone and personality



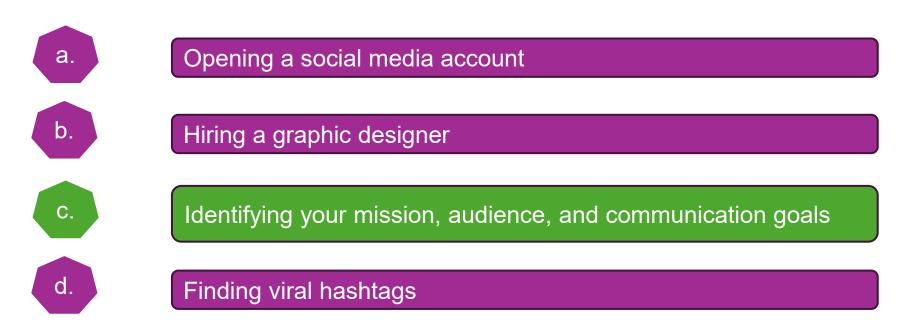
Question 1: What is the first step in designing a digital strategy?



- b. Hiring a graphic designer
- c. Hiring a graphic designer
- d. Finding viral hashtags



Question 1: What is the first step in designing a digital strategy?



Justification of the correct answer: Any effective strategy begins with a clear understanding of purpose, audience, and desired outcomes.



Question 2: Which platform is best suited for professional networking?





Question 2: Which platform is best suited for professional networking?



Justification of the correct answer: LinkedIn is the most effective for B2B communication, networking, and professional visibility.



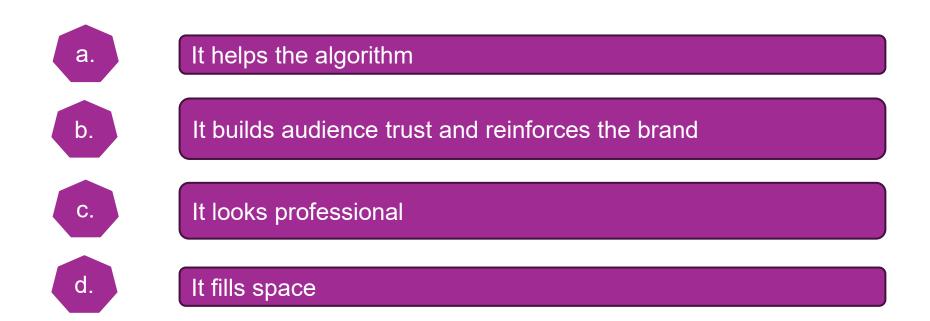
Question 3: Why is consistency important in digital content?



- b. It builds audience trust and reinforces the brand
- c. It looks professional
- d. It fills space



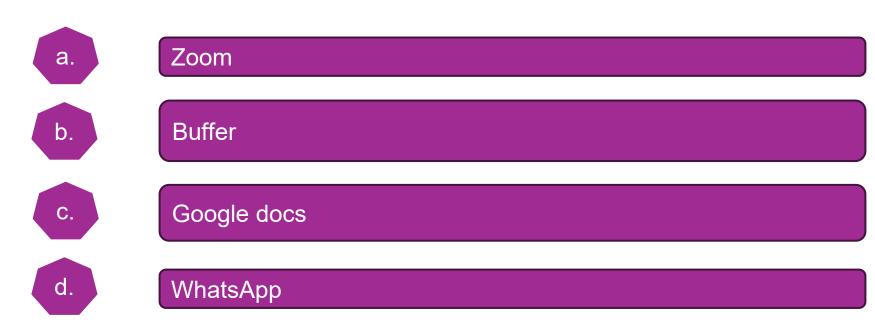
Question 3: Why is consistency important in digital content?



Justification of the correct answer: Consistent content builds trust and reliability. Audiences come to expect regular, relevant communication, which strengthens the brand image and relationship.



Question 4: Which tool is useful for planning and automating posts?





Question 4: Which tool is useful for planning and automating posts?



Justification of the correct answer: Buffer is a scheduling tool that allows users to plan and publish posts across various platforms, saving time and maintaining consistency.

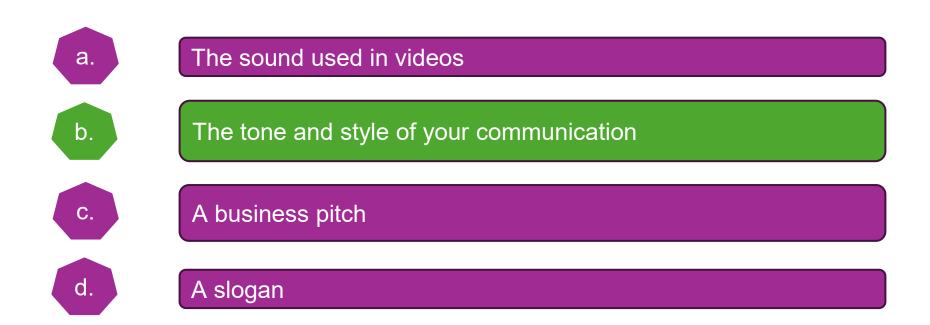


Question 5: What is a 'brand voice'?

- a. The sound used in videos
- b. The tone and style of your communication
- c. A business pitch
- d. A slogan



Question 5: What is a 'brand voice'?



Justification of the correct answer: A brand voice reflects the personality and values of a business in how it communicates. It helps differentiate the brand and build recognition.



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Module 5: Digital Competences

5.3 Safety Online





Introduction

In this module, we will explore together the principles of digital safety and privacy, focusing on the needs of migrant women in social entrepreneurship.

We basically aim to raise awareness about common online risks—such as phishing, cyberbullying and data breaches—and to empower learners with tools and strategies to protect themselves and their ventures in the digital world.



Let's Discuss!

- Have you ever felt unsafe or uncomfortable online?
- Do you know someone who faced online harassment?
- What safety settings do you use on your social media accounts?



Learning Objectives

By completing this Module, you will be able to:

- Understand basic concepts of digital safety and privacy
- Recognize common online risks and threats
- Identify safe practices for passwords and platforms
- Learn to report abuse and protect digital identities





Introduction to Online Safety

Online safety is about protecting

- √ your identity,
- √ data, and
- √ well-being

while using the internet.

For social entrepreneurs, digital safety is crucial

- √ to maintain credibility, and
- √ To ensure personal and community protection.



- Phishing
- Identity Theft
- Cyberstalking
- Harassment and Scams
- Data breaches

Be alert for suspicious links, unknown messages, and too-good-to-be-true offers.





Phishing

What it is:

Phishing is a type of cyberattack where attackers impersonate trustworthy entities (e.g., banks, institutions, or colleagues) to trick people into revealing sensitive information such as passwords or credit card numbers.

Learn more:

Phishing Explained – US Federal Trade Commission (FTC)
Google: How to recognize and report phishing

Picture taken from:www.myabt.com



Identity Theft

What it is:

Identity theft occurs when someone steals your personal data—like your name, social security number, or bank details—and uses it without permission, often to commit fraud or theft.

Learn more:

Identity Theft – European Union Agency for Cybersecurity (ENISA)

IdentityTheft.gov – U.S. Government resource

Picture taken from:www.tpgonlinedaily.com





Cyberstalking

What it is:

Cyberstalking involves repeated, unwanted online attention, harassment, or surveillance that causes fear or distress. It can include threats, persistent messages, or tracking digital activity.

Learn more:

© Cyberstalking – National Network to End Domestic Violence (NNEDV) © UK National Cyber Security Centre: Online Harassment



Picture taken from:www.kttn.com



Data Breaches

What it is:

A data breach occurs when confidential or protected information is accessed or disclosed without authorization, often affecting businesses and the people whose data they hold.

Learn more:

What is a Data Breach? – IBM Security
Data Breach Notification – European
Commission

Picture taken from:www.eenewseurope.com





Harassment and Scams

What it is:

Online harassment refers to abusive behavior including threats, hate speech, and bullying. Scams involve deceptive schemes intended to trick people into giving up money or personal data.

Learn more:



Picture taken from:www.myabt.com



How to Avoid Such Threats: Safe Digital Habits

- ✓ Use strong, unique passwords
- ✓ Enable two-factor authentication
- ✓ Avoid public Wi-Fi for sensitive work
- ✓ Log out from shared devices
- ✓ Update software regularly



Privacy Settings

✓ Always check the privacy settings on your social media and communication tools. Limit what is visible publicly. Adjust who can contact, tag, or message you. Learn how to report or block others effectively.



Recognizing Harassment and Abuse

✓ Online abuse can be emotional, psychological, or reputational. Learn the signs: repeated contact, threats, shaming, impersonation. Document everything and report it via platform tools and, if necessary, legal channels.

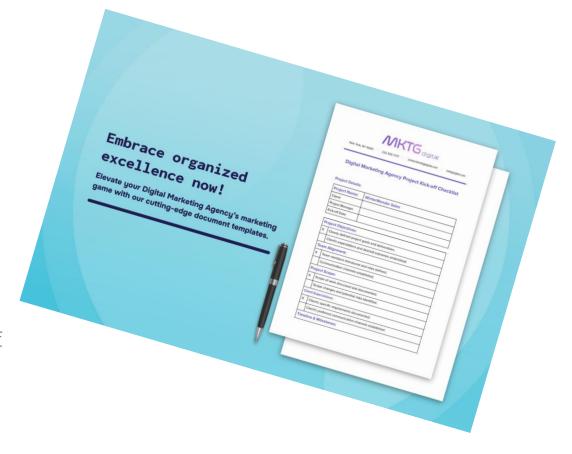


Creating Digtal Safety Plan

- ✓ List platforms you use and assess their risks
- ✓ Review passwords and settings
- ✓ Know how to report abuse
- ✓ Build support networks online and offline

Have a look at this example: SafetyPlan_DigitalSafety.pdf

Picture taken from: www.template.net





Reflecting Activity: Creating Your Own Digital Safety Plan

- ✓ What platforms do I use and are they secure?
- ✓ What are my current password habits?
- ✓ Have I experienced or witnessed online harassment?
- ✓ How would I respond to suspicious messages?
- ✓ Who can I contact for support?



Case Study: "Safe Sisters Initiative"

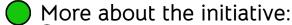
The Safe Sisters Initiative is a regional digital security training program for women human rights defenders in East Africa, coordinated by DefendDefenders (East and Horn of Africa Human Rights Defenders Project).

The program empowers women with the skills to protect themselves and their communities online. Participants learn about risk assessment, secure communication, device protection, and responding to digital threats.

Amina, one participant, used the training to avoid phishing, implement strong security, and train her own team.

Digital safety became a part of her social business culture.

Amina's story reflects one of many: after training, she implemented privacy-first workflows, educated her team, and reduced vulnerability to phishing and online attacks—embedding safety into the heart of her enterprise.



Application of the property of



Question 1: What is a phishing attempt?

- a. A way to improve your website speed
- A scam where someone tries to get your private info by pretending to be trustworthy
- c. A new marketing strategy
- d. None of the above



Question 1: What is a phishing attempt?

a. A way to improve your website speed
b. A scam where someone tries to get your private info by pretending to be trustworthy
c. A new marketing strategy
d. None of the above

Justification of the correct answer: Phishing involves tricking people into giving out personal or financial information by pretending to be a legitimate source, such as a bank or popular website.



Question 2: Which of these is the safest password practice?

a. Use your birthday as a password

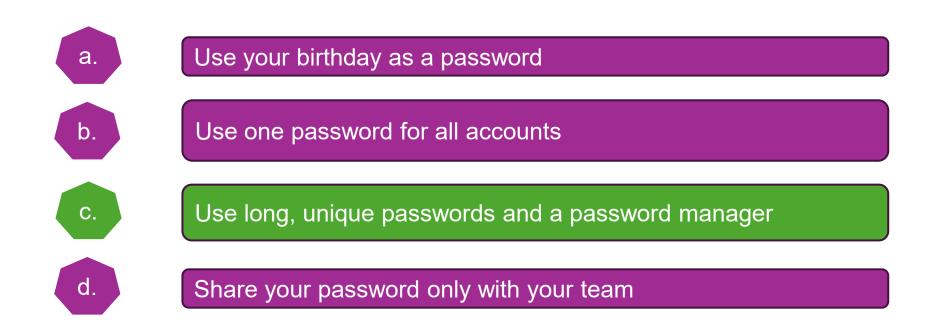
b. Use one password for all accounts

c. Use long, unique passwords and a password manager

d. Share your password only with your team



Question 2: Which of these is the safest password practice?



Justification of the correct answer: Strong, unique passwords are harder to guess or hack. A password manager helps store them securely and reduces the risk of reuse.



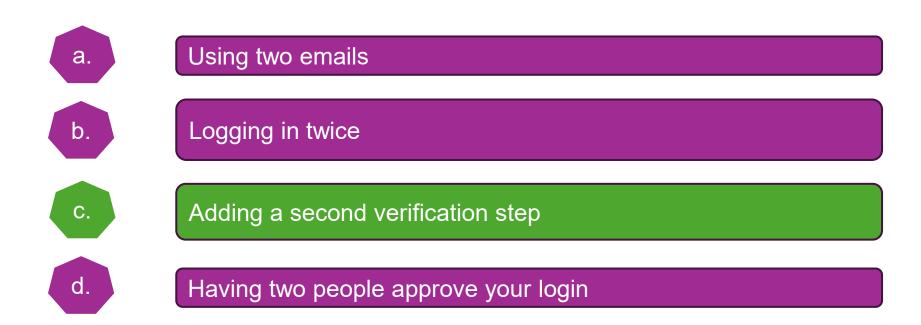
Question 3: What does two-factor authentication mean?



- b. Logging in twice
- c. Adding a second verification step
- d. Having two people approve your login



Question 3: What does two-factor authentication mean?



Justification of the correct answer: Two-factor authentication (2FA) adds a layer of security by requiring something you know (password) and something you have (like a phone or app code).



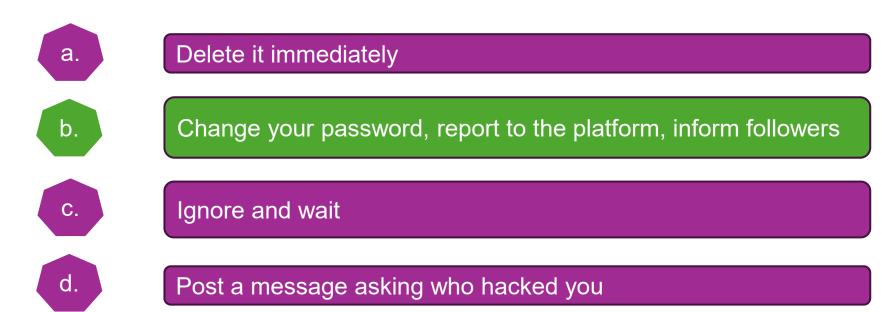
Question 4: What should you do if your social media account is hacked?



- b. Change your password, report to the platform, inform followers
- c. Ignore and wait
- d. Post a message asking who hacked you



Question 4: What should you do if your social media account is hacked?



Justification of the correct answer: Quick action limits damage. Changing the password locks out the hacker, reporting helps restore access, and warning followers prevents scams.



Question 5: Which of these helps prevent online harassment?

- Staying offline forever
- b. Using filters, reporting abuse, and blocking harmful accounts
- c. Replying aggressively to threats
- d. Hiding your business



Question 5: Which of these helps prevent online harassment?



Justification of the correct answer: Quick action limits damage. Changing the password locks out the hacker, reporting helps restore access, and warning followers prevents scams.



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Module 5: Digital Competences

5.4 Managing digital identity





Introduction

This unit focuses on understanding and developing your digital identity, how you present yourself and your work in online spaces. A clear and consistent digital identity can help you build trust, reach your audience more effectively, and communicate your values and goals in a professional way. Whether you are just starting out or looking to strengthen your presence online, this unit will guide you through the key elements of digital identity and offer practical tools to help you shape it. You will explore how to define your message, choose the right platforms, and use accessible tools like Canva to create simple yet effective visual content that reflects who you are and what you stand for.

Learning Objectives

By completing this Module, you will be able to:

- Understand the importance of a strong digital identity and professional brand.
- Use free tools to create and manage your professional branding.
- Design basic visual materials using Canva.
- Build a consistent and authentic personal/professional online presence.





What Is Digital Identity?

Your digital identity includes all the ways you present yourself and your work online. It covers:

- Visual branding (logo, colours, fonts)
- Personal and business profiles
- Messaging and tone of voice
- Website and social media presence
- Consistency across platforms

Example:

Fatima runs a cooperative for handmade crafts. Her digital identity uses soft earthy tones, storytelling through Instagram, and a clear mission of empowering women.



a. Brand Name

Choose a name that is:

- Memorable
- Easy to spell and pronounce
- Related to your values or activity

Tip from The Branding Journal: Short, original names work best for recognition.



b. Logo

A good logo:

- Works in black and white and colour
- Is simple and recognisable
- Communicates your mission or style
- Looks good in small and large sizes

Google





Types of logos:

- Wordmark (e.g. Google)
- Symbol (e.g. Twitter's bird)
- Combination (e.g. UNICEF text + icon)



c. Colour Palette

Colours evoke emotions and shape perception Choose colours aligned with your values and audience.

Create your own palette: <u>Color palettes - color schemes to inspire | Canva Colors</u>



Image taken from: 8 Key Brand Identity Elements with Examples



d. Typography

Fonts influence tone. Combine no more than two fonts:

- Serif = traditional, reliable
- Sans-serif = modern, clean
- Script = creative, personal

Check the Canva Typography Guide:

<u>Canva's ultimate guide to font</u>

combinations





e. Imagery and Icons

Photos and illustrations should be:

- Inclusive and diverse
- High-resolution
- In line with your message (e.g. handmade, eco, innovative)

Free sources: Unsplash, Flaticon, Pexels, and Canva's media library.



f. Tone of Voice

This defines how you "sound" when communicating:

- Formal or friendly?
- Inspirational or informative?
- Personal or professional?

Read more: How to use tone in your nonprofit marketing



Key Elements of a Strong Professional

Brand

g. Examples of

Tone of Voice in Social Media

Facebook	Friendly, conversational, community-oriented	Personal touch, updates, and engagement	Event photos, team news, milestone announcements
LinkedIn	Professional, concise, value-focused	Career development, expertise, and networking	Industry tips, company updates, achievements
Instagram	Visual, creative, polished yet personal	Aesthetic content, storytelling, authenticity	Stories, reels, behind-the- scenes, quotes
X (Twitter)	Brief, reactive, informal- professional mix	Timely insights, commentary, quick interactions	Tips, article links, live event posts, short polls
TikTok	Informal, trend-driven, highly visual and dynamic	Relatability, entertainment, creativity	Challenges, tutorials, humour, day-in-the-life clips



Free Tools to Build Your Digital Identity

Tool	Use	Features
<u>Canva</u>	Graphic design	Templates, drag-and-drop, logo creator
LinkedIn	Professional profile	Networking, CV, thought leadership
Namecheck.com	Name checking	Availability across platforms
About.me	Mini site	Quick personal web presence



Create your digital identity with Canva

What is Canva?

Canva is a **free online design platform** that allows anyone to create professional-quality visual content, even with no design experience.

Key Features (Free Version):

- Thousands of ready-to-use templates for logos, posters, social media, presentations
- Easy **drag-and-drop** system
- Library of stock photos, illustrations, icons, and fonts
- Download files in PNG, JPG, or PDF
- Mobile app to design on the go
- Free folders to keep designs organised



Create your digital identity with Canva

How to use Canva?

Here is a guide for beginners developed by Canva in order to get you started:

How to Use Canva: A Beginner's Guide

It offers several articles and tutorials to help you learn from zero the concrete techniques you need.



Managing and Growing Your Digital Identity

Once your identity is set, keep it alive:

- Use the same branding across all platforms
- Post regularly with valuable content
- Update bios and links often
- Monitor how others perceive your brand online



Practical Tips for Using Images and Media Professionally

- Always credit images that are not your own: use proper attribution (e.g. Photo by John Smith on Unsplash).
- Use royalty-free or licensed content: stick to platforms that provide legal usage rights (e.g. Unsplash, Pexels, Pixabay, or paid stock libraries).
- Avoid random Google images: these are often copyrighted and not legally reusable.
- Maintain consistent visual branding: choose images that reflect your professional identity (tone, colour scheme, values).
- Name image files appropriately: use meaningful file names (e.g. JaneDoe_Headshot2025.jpg, not IMG_1234.jpg).



Handling People's Images and Information Responsibly

- Get consent before publishing identifiable images of others: especially important for team photos, events, and social media posts.
- Written permission is ideal: (email or consent forms for official use).
- Be transparent about how the image will be used: website, LinkedIn, promotional materials, etc.
- Respect privacy boundaries: don't share behind-the-scenes, location data or private messages without permission.
- When in doubt, don't post: protecting others' identity is part of managing your own professional credibility.



Logo





Typography

Bellota Text Bold: Only for H1 or big sections

For other headers or highlights we will use Bellota Text Bold with a 36 point difference with respect to the main titles.

We will use narrow paragraphs and respect the margins between elements.

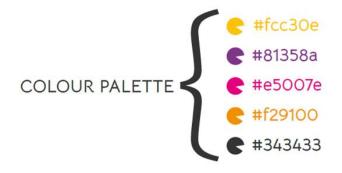
For large blocks of text, when documents can be enlarged on screens, we can use 12 point font sizes.

Always align text to the left, do not cut words and indent the first word to make it easier to read. Where possible, use short paragraphs and adhere to easy-to-read parameters.



Colour Palette







Website





Practical Activity: Build Your Visual Brand in Canva

Objective:

Create your brand's Logo, Colour Palette, and Social Media Post using Canva.

Instructions:

- A. Create a Canva account
- B. Design a logo (template-based or original)
- C. Select 2–4 colours that represent your values
- D. Create a branded Instagram or Facebook post

Optional: Share your design with the group for feedback



Take a few quiet minutes to answer the following questions honestly. You can write your answers in your notebook, phone, or a document. These reflections are just for you.

1. My Online Presence Today

- How would I describe my current digital identity in one sentence?
- Which platforms or tools am I currently using (Instagram, Facebook, WhatsApp, LinkedIn, a website)?
- Is the way I present myself online aligned with who I really am and what I want to offer?



Take a few quiet minutes to answer the following questions honestly. You can write your answers in your notebook, phone, or a document. These reflections are just for you.

2. My Values and Message

- What are the values that guide my work or project? (e.g. empowerment, sustainability, creativity)
- What message do I want people to remember when they see my brand?
- In what ways can I communicate these values visually and verbally?



Take a few quiet minutes to answer the following questions honestly. You can write your answers in your notebook, phone, or a document. These reflections are just for you.

3. My Visual Style

- What colours, fonts, or images feel "right" for my brand?
- Do I already have a logo or a visual identity? If not, what would I like it to look like?
- What emotions or ideas do I want people to feel when they see my posts or materials?



Take a few quiet minutes to answer the following questions honestly. You can write your answers in your notebook, phone, or a document. These reflections are just for you.

4. My Action Steps

One thing I want to create (e.g. a logo in Canva, an Instagram bio, a business card):

Example: "I will design my first logo using Canva before the end of the week."

One thing I want to **improve** in my digital identity:

Example: "Make my Instagram more consistent with my brand colours."

One thing I want to **learn more about** or explore next:

Example: "How to use LinkedIn to connect with other social entrepreneurs."



Question 1: What is the first thing you should define when building your digital identity?

- a. The colours you will use on your social media
- b. The number of posts you will share per week
- c. Your values, goals, and who you want to connect with online
- d. Which hashtags are most popular in your sector



Question 1: What is the first thing you should define when building your digital identity?

- a. The colours you will use on your social media
- b. The number of posts you will share per week
- c. Your values, goals, and who you want to connect with online
- d. Which hashtags are most popular in your sector

Justification of the correct answer: Your digital identity starts with understanding who you are, what your goals are, and who you want to reach. This forms the foundation for all your digital presence.



Question 2: What does your digital identity include?

- a. Only your Instagram profile
- b. Only your personal photos and videos
- Your online communication, platforms, tone, and how people perceive you
- d. Your business registration number



Question 2: What does your digital identity include?

- a. Only your Instagram profile
- b. Only your personal photos and videos
- Your online communication, platforms, tone, and how people perceive you
- d. Your business registration number

Justification of the correct answer: Digital identity includes all your online interactions, visuals, tone of voice, platforms you use, and how people recognise and connect with you.



Question 3: Which of the following best helps you maintain a consistent digital identity?

- a. Changing your profile picture every week
- Using the same name, photo, and tone across your online platforms
- Posting different types of content in every social media platform without a plan
- d. Using only emojis and hashtags in your posts



Question 3: Which of the following best helps you maintain a consistent digital identity?

- a. Changing your profile picture every week
- b. Using the same name, photo, and tone across your online platforms
- C. Posting different types of content in every social media platform without a plan
- d. Using only emojis and hashtags in your posts

Justification of the correct answer: Consistency in name, image, and communication style builds trust and helps people recognise you and your mission online.



Question 4: Why is it important for a social entrepreneur to manage their digital identity carefully?

- a. Because followers like colourful posts
- b. Because it increases the chance of going viral
- c. Because it builds trust and helps share your mission clearly
- d. Because it helps avoid using too many words online



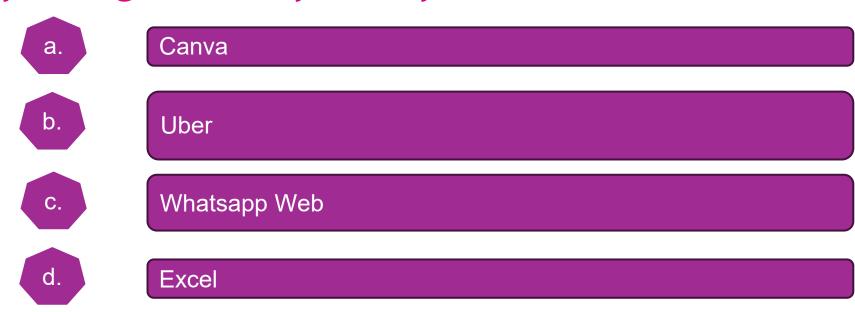
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- b. Because it increases the chance of going viral
- c. Because it builds trust and helps share your mission clearly
- d. Because it helps avoid using too many words online

Justification of the correct answer: A clear and intentional digital identity helps you connect with the right people, build credibility, and promote your cause effectively.



Question 5: Which of these tools can help you create and express your digital identity visually?





Question 5: Which of these tools can help you create and express your digital identity visually?



Justification of the correct answer: Canva is a free tool that helps you design visual elements for your digital presence, like profile banners, posts, and presentation materials, supporting a coherent digital identity.



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