

SOCIAL Workbook ENTERPRISE FUNDAMENTALS

Exercises and tools to build sustainable
and impactful social enterprises



socialstartupstudio.com.au

About this Workbook

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



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How to use this Workbook

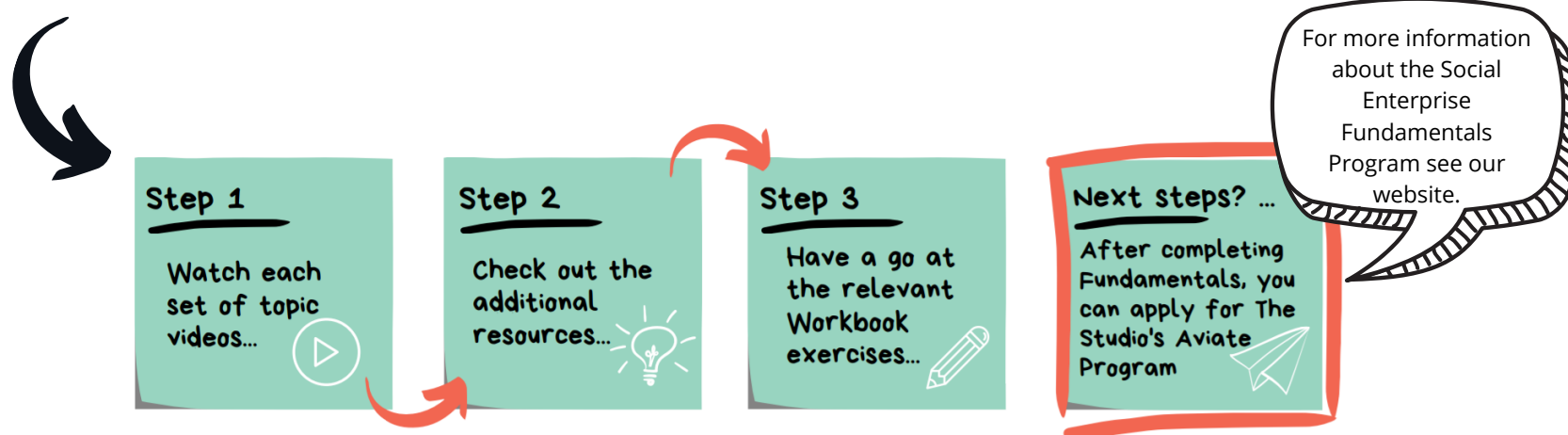
This Workbook accompanies The Studio's Social Enterprise Fundamentals Program.

The Social Enterprise Fundamentals Program consists of four key topics:

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

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

We suggest you watch the videos for a topic and then complete the relevant Workbook pages.



CONTENTS

Be sure to watch the
topic videos before
trying the exercises!

Topic 1: Introducing social enterprise

Exercise #1: Social enterprise types

Topic 2: Designing for impact

Exercise #2: Causes map

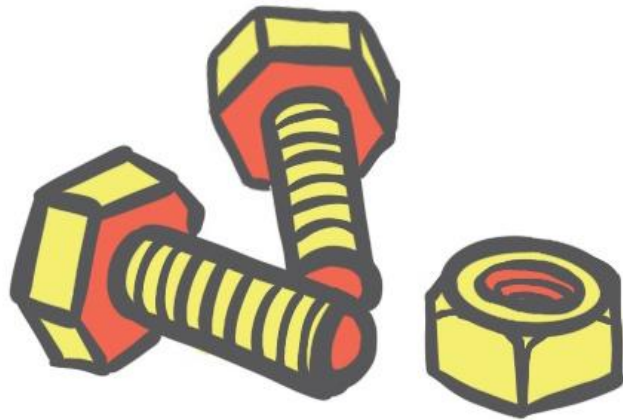
Exercise #3: Problem definition

Exercise #4: Theory of change

Exercise #5: Ecosystem and stakeholder map

Exercise #6: Stakeholder analysis

LEARN the NUTS
and BOLTS of
SOCIAL
ENTERPRISE



Topic 3: SE business model elements

Exercise #7: Economic value proposition analysis

Exercise #8: Social value proposition analysis

Exercise #9: Social enterprise business model canvas

Topic 4: Thinking about feasibility

Exercise #10: Establishment costs estimator

Exercise #11: Operating costs estimator

Exercise #12: Operating income estimator

Exercise #13: Initial financial feasibility assessment

Exercise #14: What's next?

SOCIAL ENTERPRISE TYPES

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

Topic 1: Introducing social enterprise
Fundamentals exercise #: 1

Write your answers here for each example...

Employment

Goal: employment opportunities with support

Access

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

Funding

Goal: maximize profits whilst operating sustainable and ethically

1

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



2

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



3

What is the product/service they sell?



4

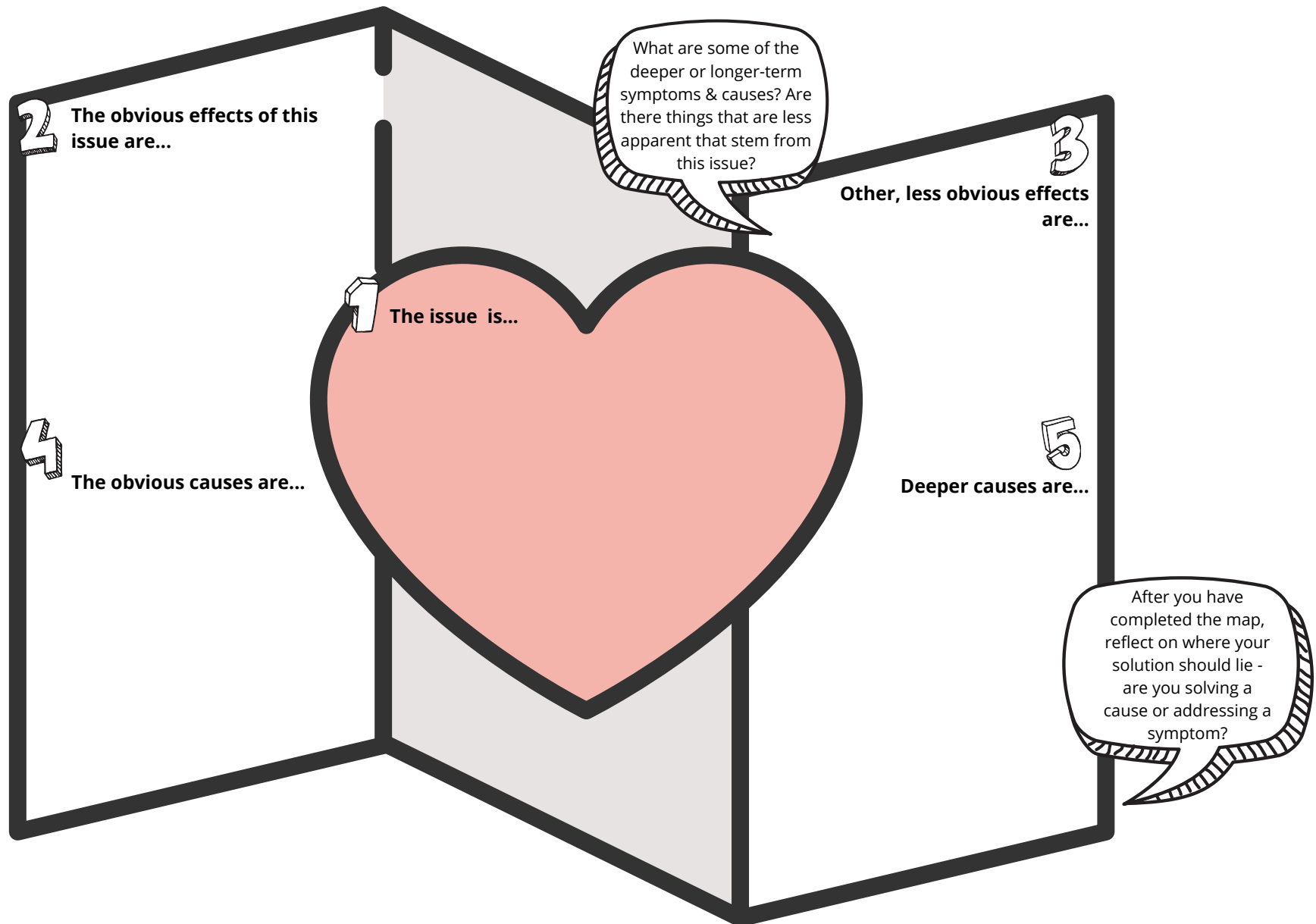
Who are the customers (who buys the product/service?)



CAUSES MAP

Topic 2: Designing for impact
Fundamentals exercise #: 2

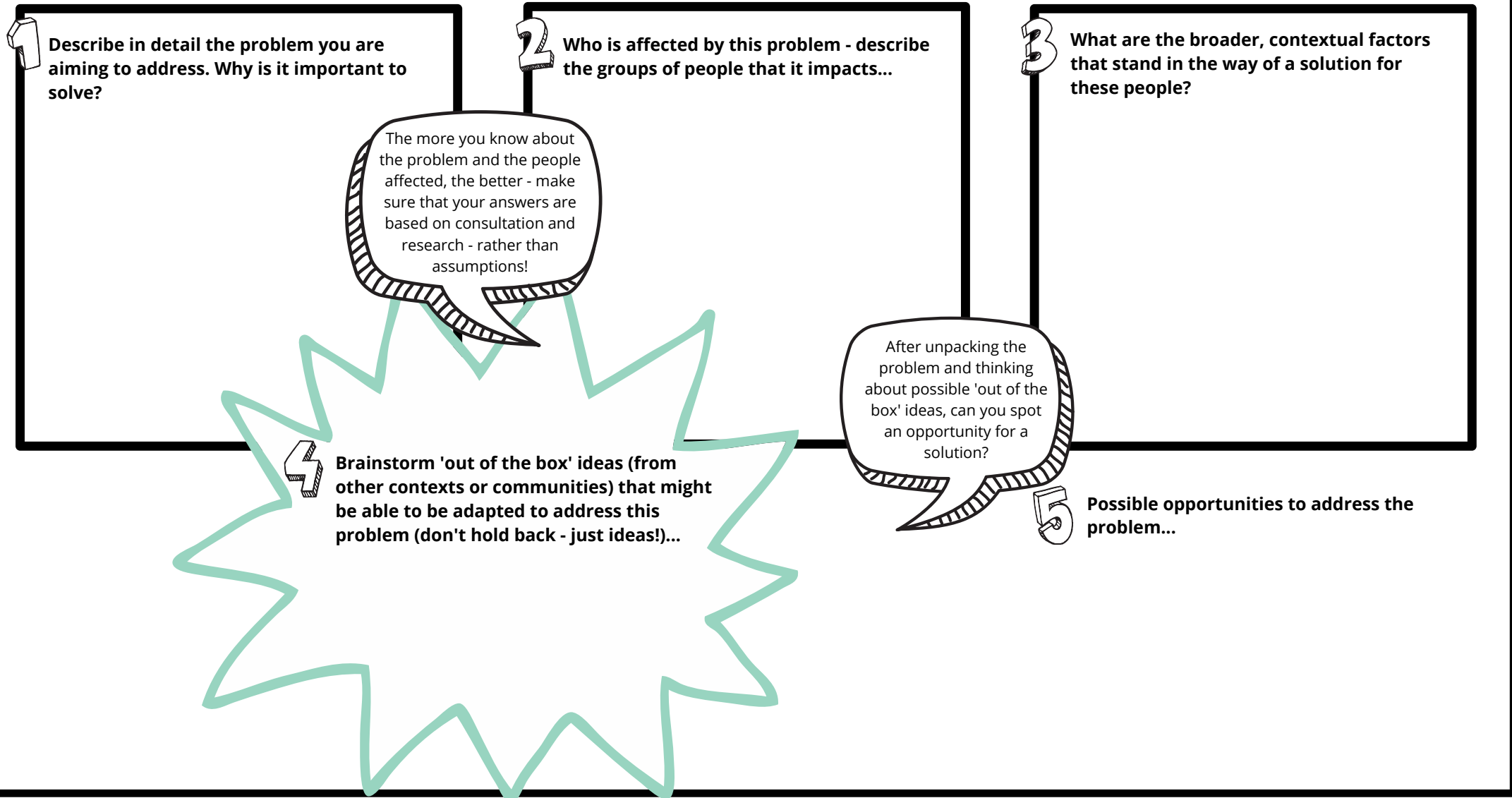
Use this tool for: exploring
the root causes and impacts
of the issue you are
investigating.



PROBLEM DEFINITION

Topic 2: Designing for impact
Fundamentals exercise #: 3

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



THEORY OF CHANGE

Topic 2: Designing for impact
Fundamentals exercise #: 4

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

Focus

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

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

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

Solution

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

Outputs

5 What will the immediate
results of your actions
be?

Outcomes

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

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

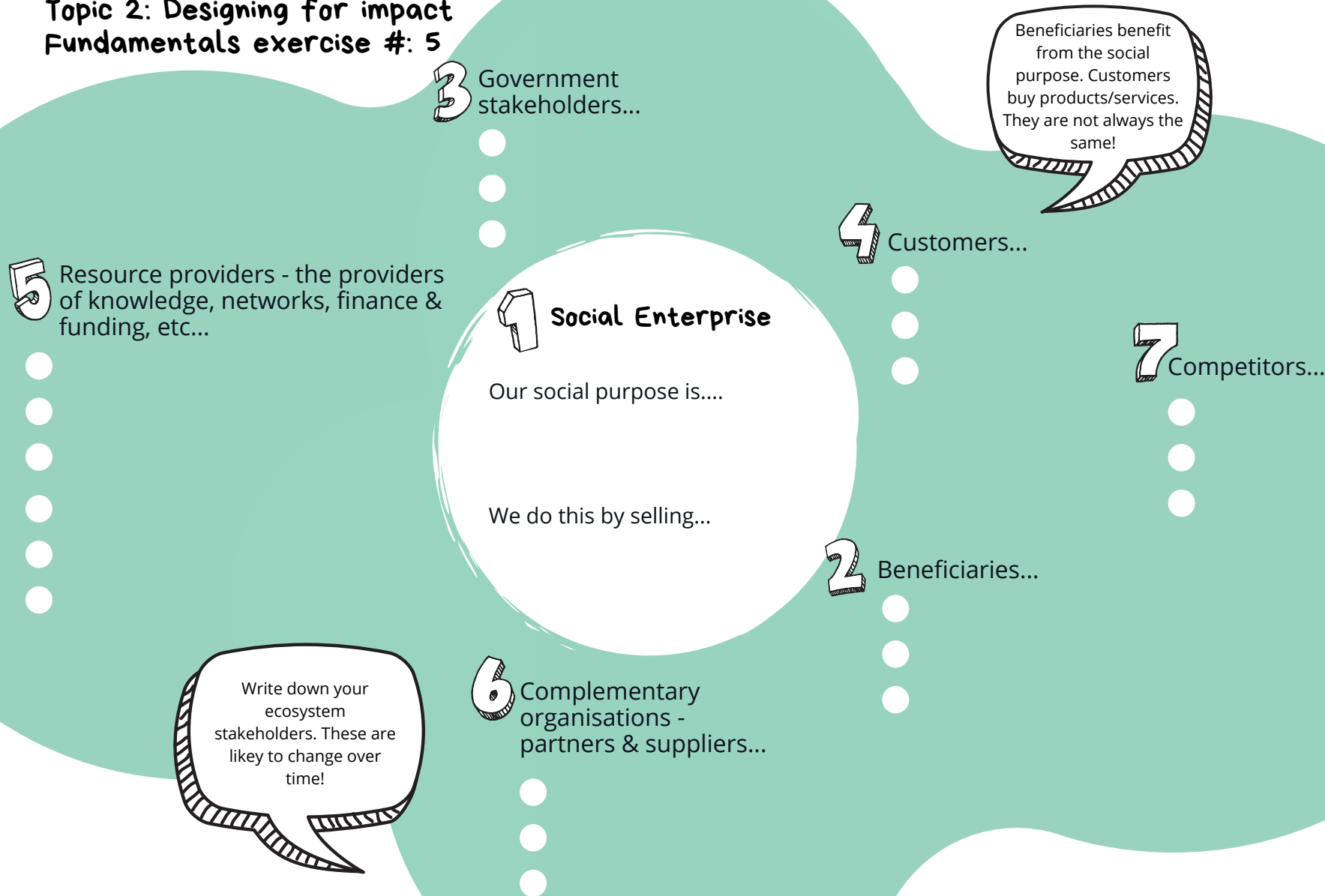
Are your planned
actions likely to
achieve your
intended
outcomes?

ECOSYSTEM & STAKEHOLDER MAP

Topic 2: Designing for impact
Fundamentals exercise #: 5

Use this tool to: identify
your key ecosystem
stakeholders.

(based on Bloom & Dees 2008)



STAKEHOLDER ANALYSIS

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

Topic 2: Designing for impact
Fundamentals exercise #: 6

Refer to the ecosystem &

STAKEHOLDER ANALYSIS

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

Topic 2: Designing for impact
Fundamentals exercise #: 6

Refer to the ecosystem &

Topic 2: Designing for impact

Fundamentals exercise #: 6

Refer to the **ecosystem & stakeholder map**.

[illegible]

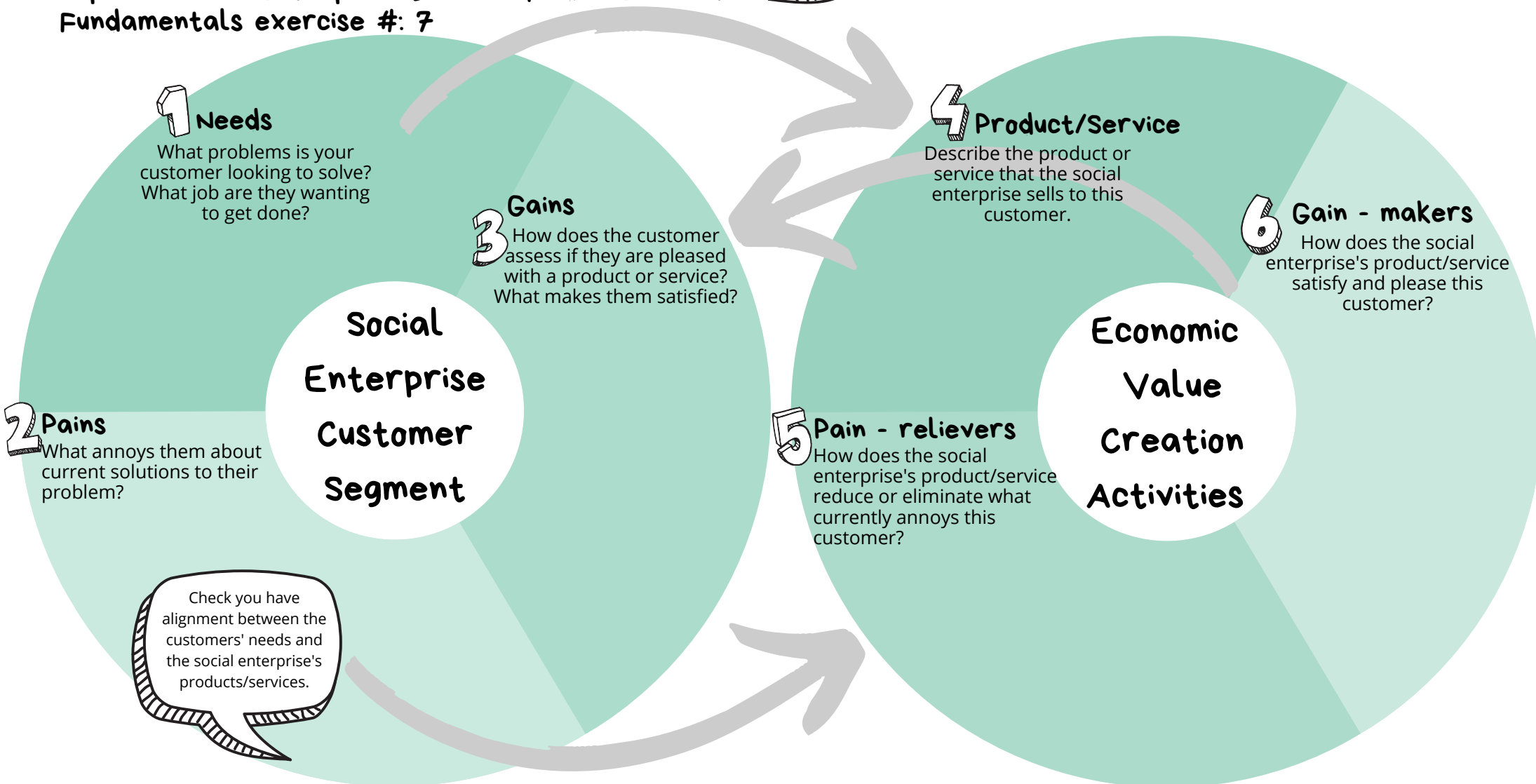
ECONOMIC VALUE PROPOSITION ANALYSIS

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

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

(based on Osterwalder & Pigneur 2010)

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

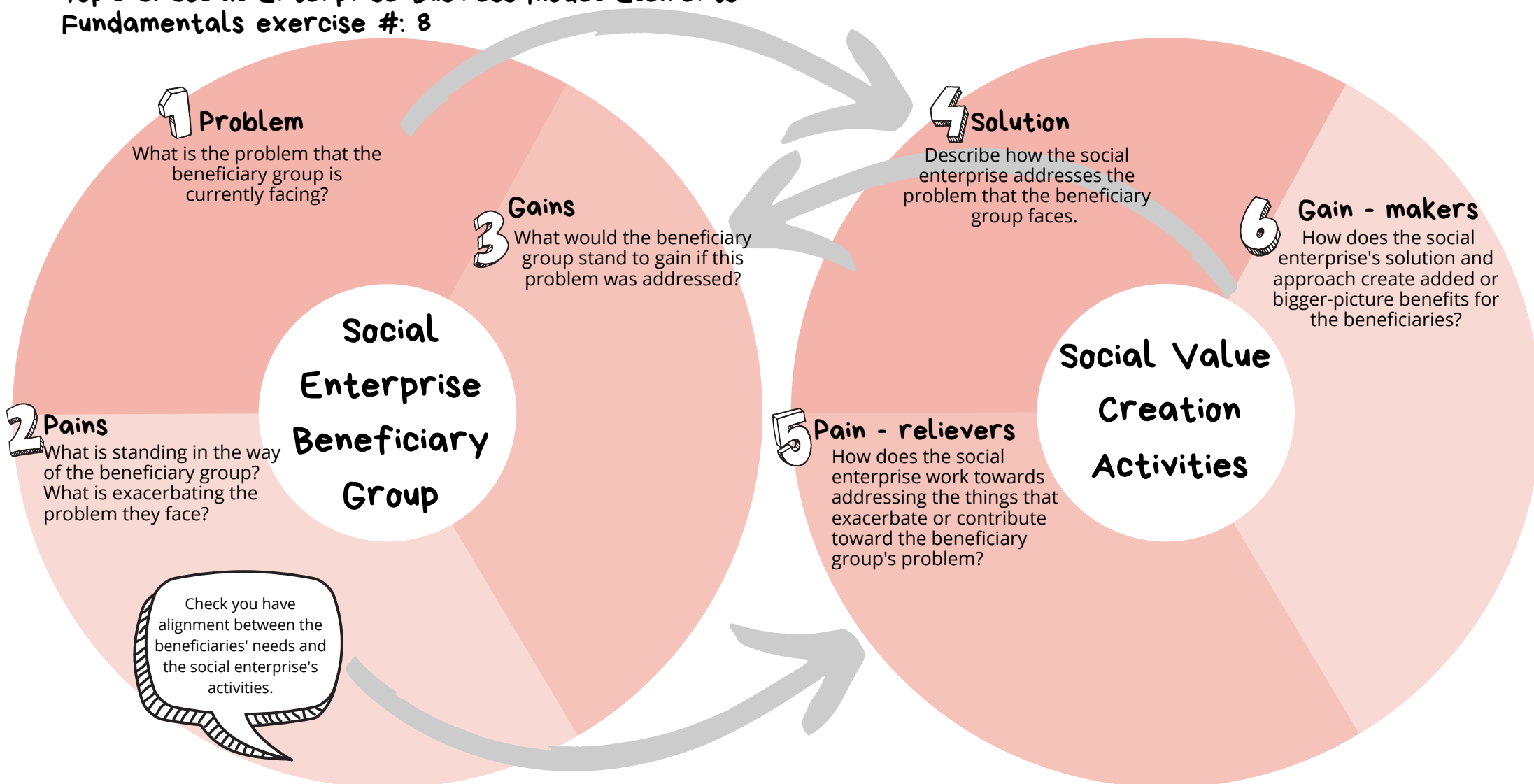


SOCIAL VALUE PROPOSITION ANALYSIS

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

(based on Osterwalder & Pigneur 2010)

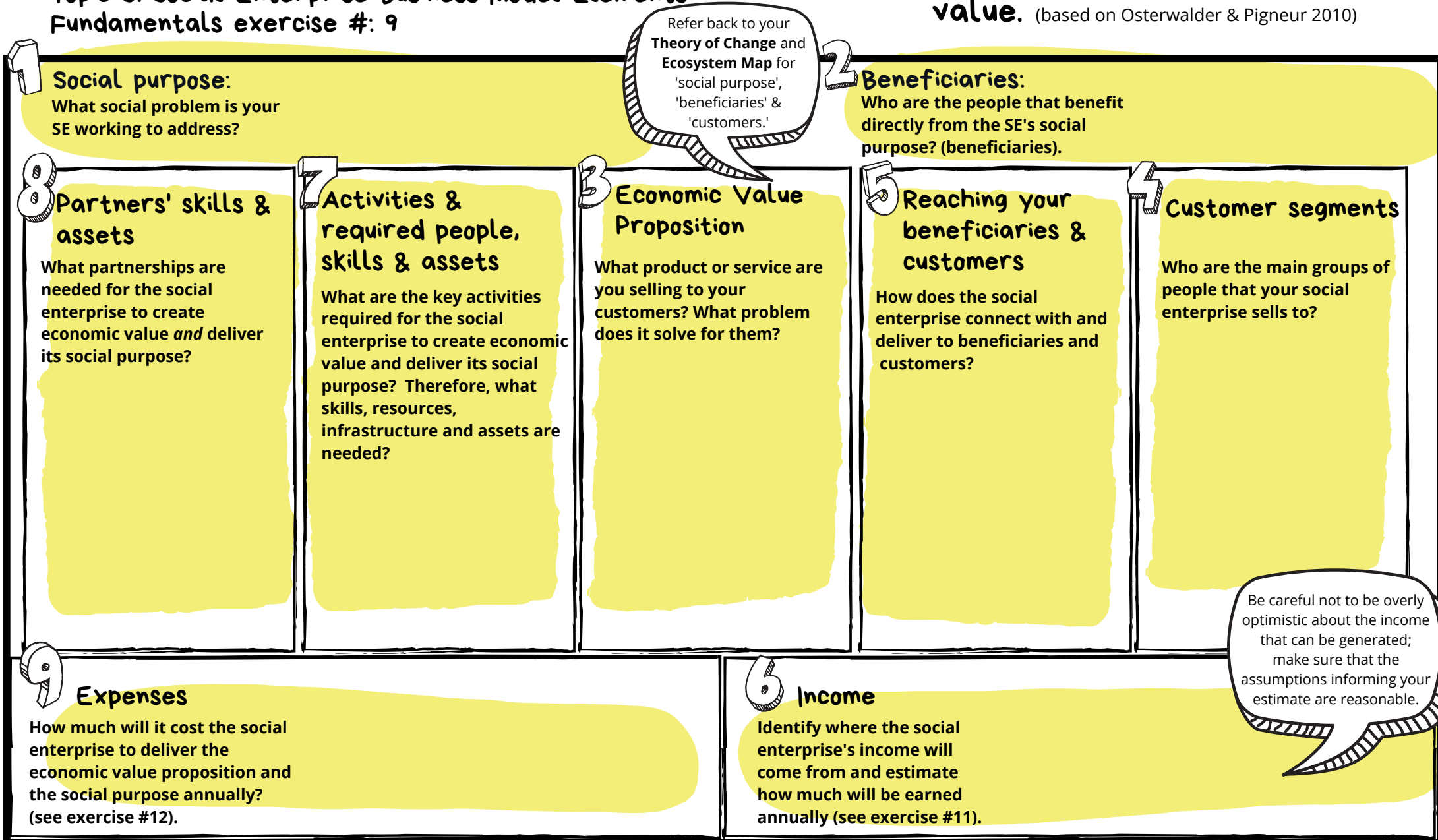
Topic 3: Social Enterprise Business Model Elements
Fundamentals exercise #: 8



SE BUSINESS MODEL CANVAS

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

Use this tool to: explore how the different components of your SE business model work together to create social value. (based on Osterwalder & Pigneur 2010)



ESTABLISHMENT COSTS ESTIMATOR

Topic 4: Thinking about feasibility
Fundamentals exercise #: 10

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



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



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

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

Item:

\$

Item:

\$

Item:

\$

Item:

\$

Item:

\$

Item:

\$



3 Total Estimated Establishment Costs = \$

OPERATING INCOME ESTIMATOR

Topic 4: Thinking about feasibility
Fundamentals exercise #: 11



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

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

Customer segment: _____

Product or service they buy:

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

Estimated product revenue = \$
(annually) _____

Customer segment: _____

Product or service they buy:

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

Estimated product revenue = \$
(annually) _____

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

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

2

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

\$ _____ +
\$ _____ +
\$ _____ +
\$ _____ +
\$ _____ +

Total estimated
operating income = \$
(annually) _____

OPERATING EXPENSES ESTIMATOR

Topic 4: Thinking about feasibility
Fundamentals exercise #: 12



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

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

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

Activity name: _____

What does the activity achieve?: _____

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

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

Estimated activity cost = \$ _____

Activity name: _____

What does the activity achieve?: _____

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

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

Estimated activity cost = \$ _____

Activity name: _____

What does the activity achieve?: _____

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

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

Estimated activity cost = \$ _____

Activity name: _____

What does the activity achieve?: _____

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

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

Estimated activity cost = \$ _____

2

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

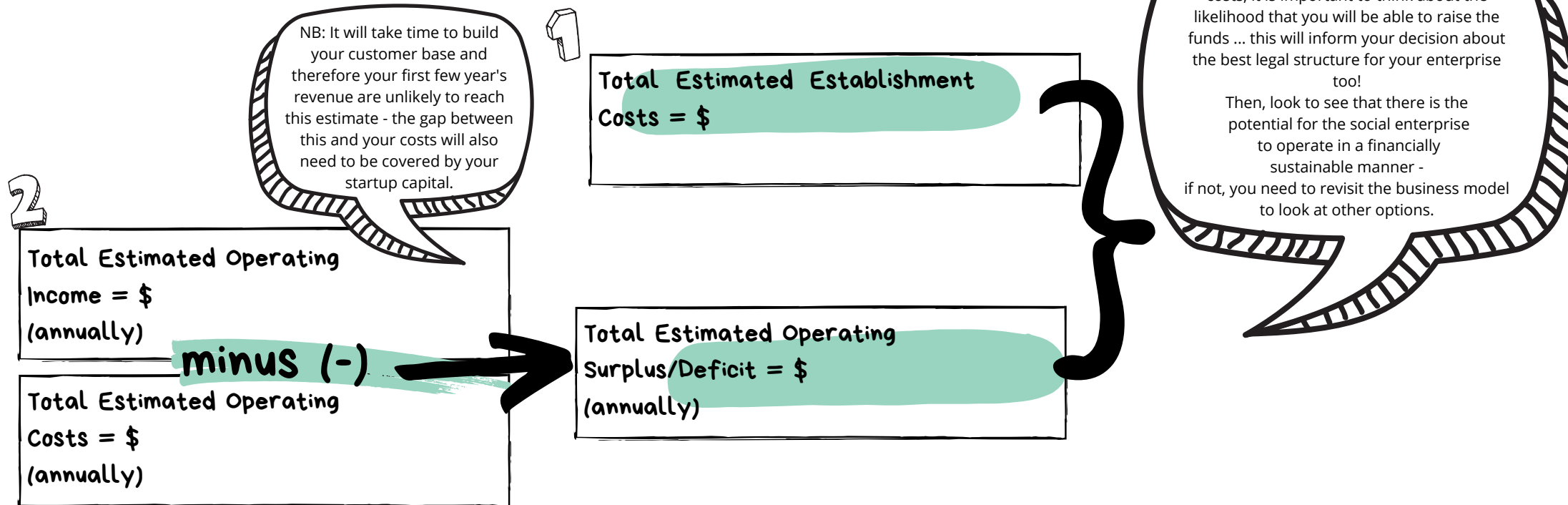
\$ _____ +
\$ _____ +
\$ _____ +
\$ _____ +
\$ _____ +

Total estimated
operating costs = \$ _____
(annually)

INITIAL FINANCIAL FEASIBILITY ASSESSMENT

Topic 4: Thinking about feasibility
Fundamentals exercise #: 13

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

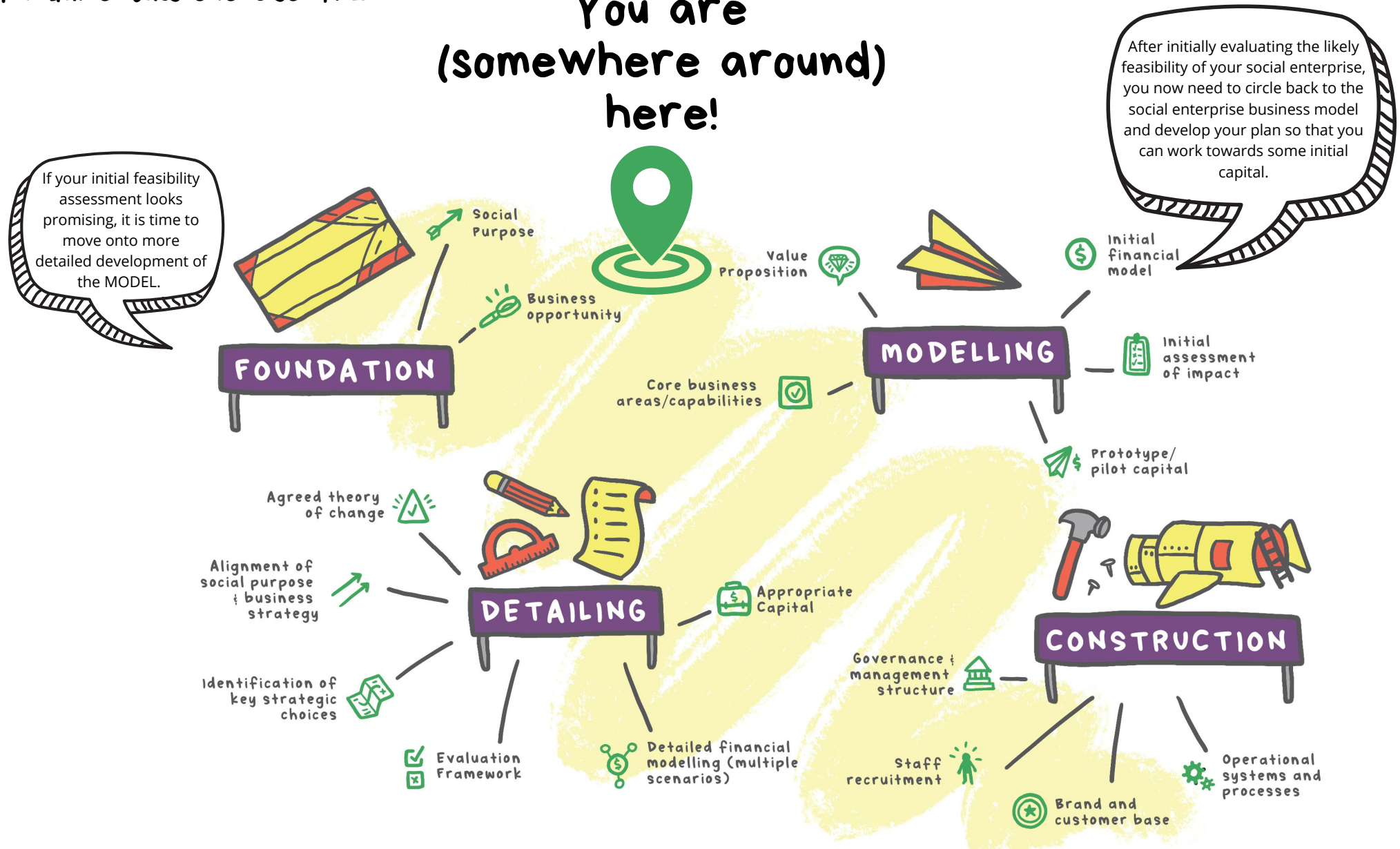


WHAT'S NEXT?

Topic 4: Thinking about feasibility
Fundamentals exercise #: 14

Use this tool to: inform your next steps.

You are
(somewhere around)
here!



REFERENCES

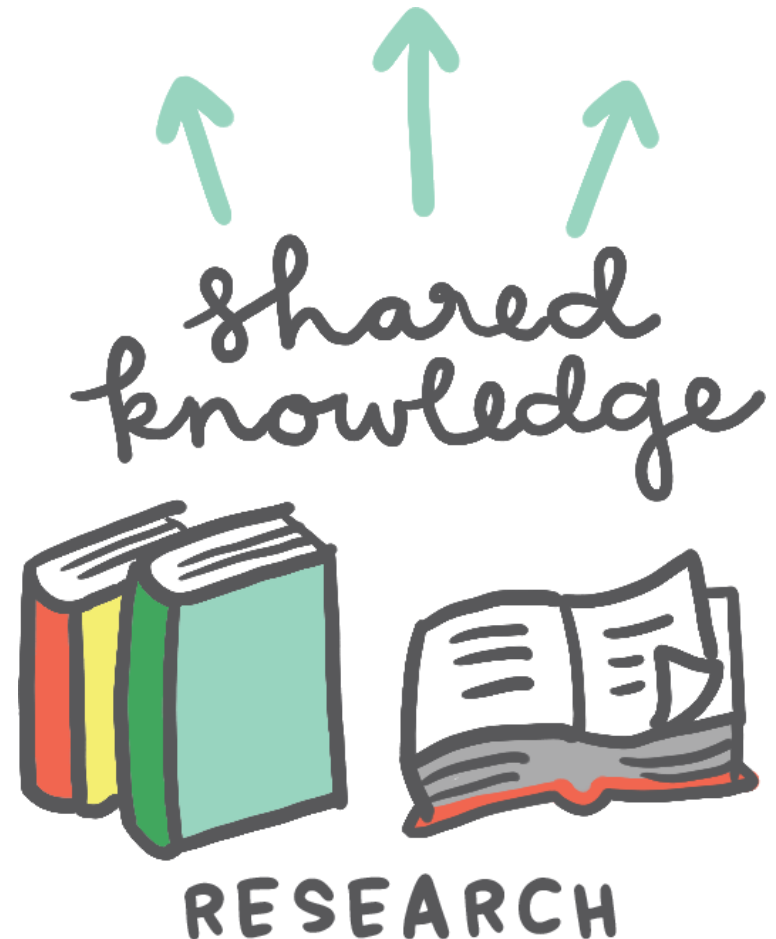
Bloom & Dees. (2008). Cultivate your ecosystem. Stanford Social Innovation Review, 6(1), 47-53. https://ssir.org/articles/entry/cultivate_your_ecosystem

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

The NESTA DIY toolkit is a fantastic resource, with lots of tools and information for social innovation.

... and other great info

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





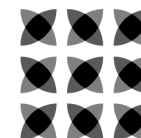
The Social Enterprise Fundamentals are a set of resources specifically designed for anyone looking to, or in the process of, starting a social enterprise in Australia. The resources consist of videos, accompanying resources and a workbook.

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

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



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