Better Incubation

Innovation Ecosystems for Social Change

Foundational Training Course on Social Entrepreneurship

Program design & delivery for social entrepreneur support

by LIAISE - Linking Incubation Actors for Inclusive and Social Entrepreneurship

MODULE 2 | ONLINE, 30 JUNE 2021

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develop key skills, know-how & connections to grow your services to better support businesses make social & environmental impact

Module 1: **Introduction to Social Entrepreneurship**, 17 May
 Module 2: **Program Design and Delivery**, 30 June
Module 3: **Impact Measurement and Management**, 30 September
Module 4: **Communicating Impact**, 20 October
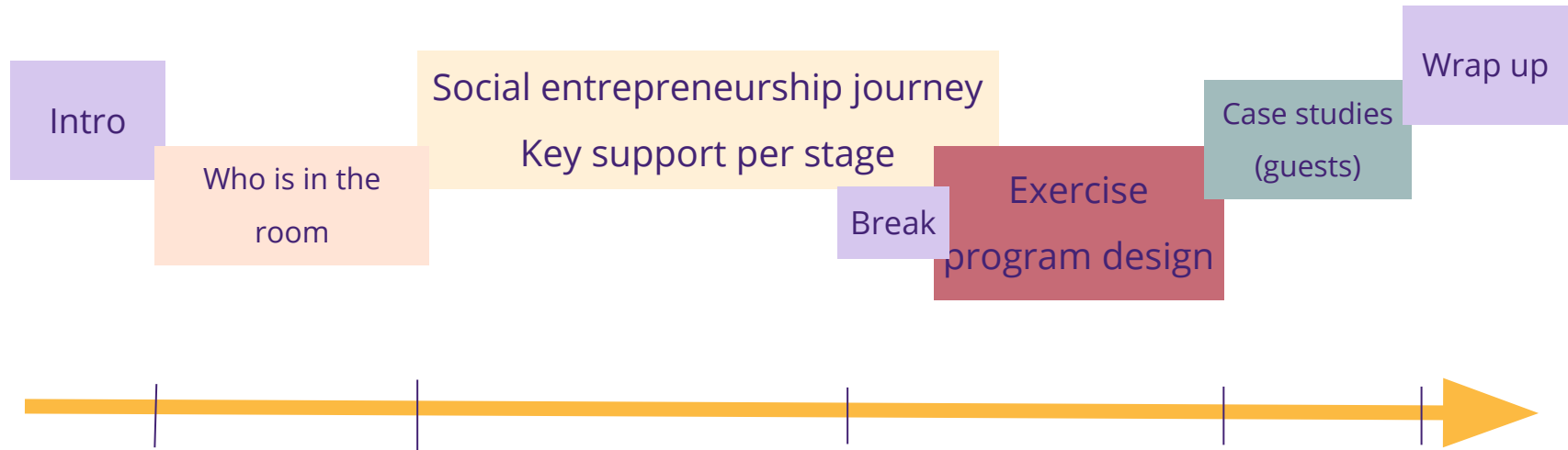Module 5: **Funding Instruments**, 28 October

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Welcome everyone!

1. Please **rename on zoom** with NAME & ORGANISATION
2. **Introduce yourself** in the chat

Objectives:

1. **Improve the understanding** about social enterprise support programs

2. **Acquire skills, tools and methodologies** to design social enterprise support programs (focus on start-up)

3. **Inspire** with cases studies and models of start-up programs.

4. Introduce Impact Hub's **recommendations for incubation** programs i.e. support to provide to entrepreneurs at the Start-up stages of their journeys.

5. **Highlight key considerations** for designing and developing incubation support programs.

Agenda for today

Intro

Who is in the room

Social entrepreneurship journey

Key support per stage

Break

Exercise program design

Case studies (guests)

Wrap up

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Who is in the room?

QUESTION 1

Where is your Incubator?

QUESTION 2

How many programs does your organisation typically run each year?

0

1-3

4-6

7-10

11+

QUESTION 3

How many team members are currently dedicated to delivering programs?

0

1-3

4-6

7-10

11+

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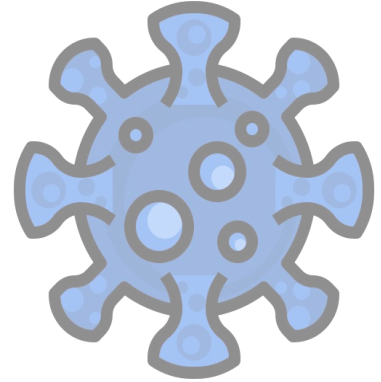evpa
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QUESTION 4

Do any of your programs focus on any of the following?

Actively recruiting and support people from underserved backgrounds
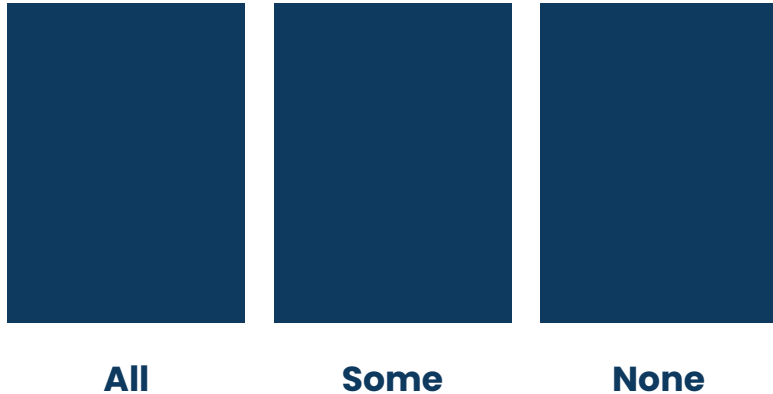
COVID-19 support and recovery

Environment or climate change

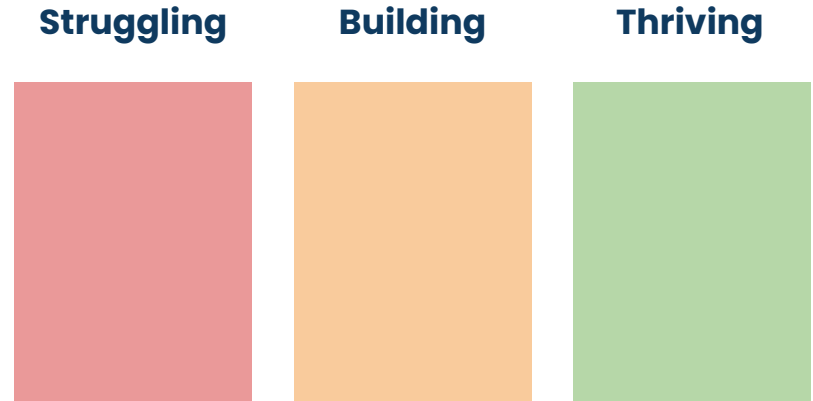Intentional social entrepreneur support

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How many of your programs charge a participants fee?

How would you describe the state of your programs overall?

Struggling

Building

Thriving

All

Some

None

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Introduction to the entrepreneurial journey

The entrepreneurial journey

01 **Finding the spark**

02 **The idea**

03 **Knowing the idea is a good one**

04 **Preparing to launch**

05 **Post launch and learning**

06 **Early growth**

07 **Growth and maturity**

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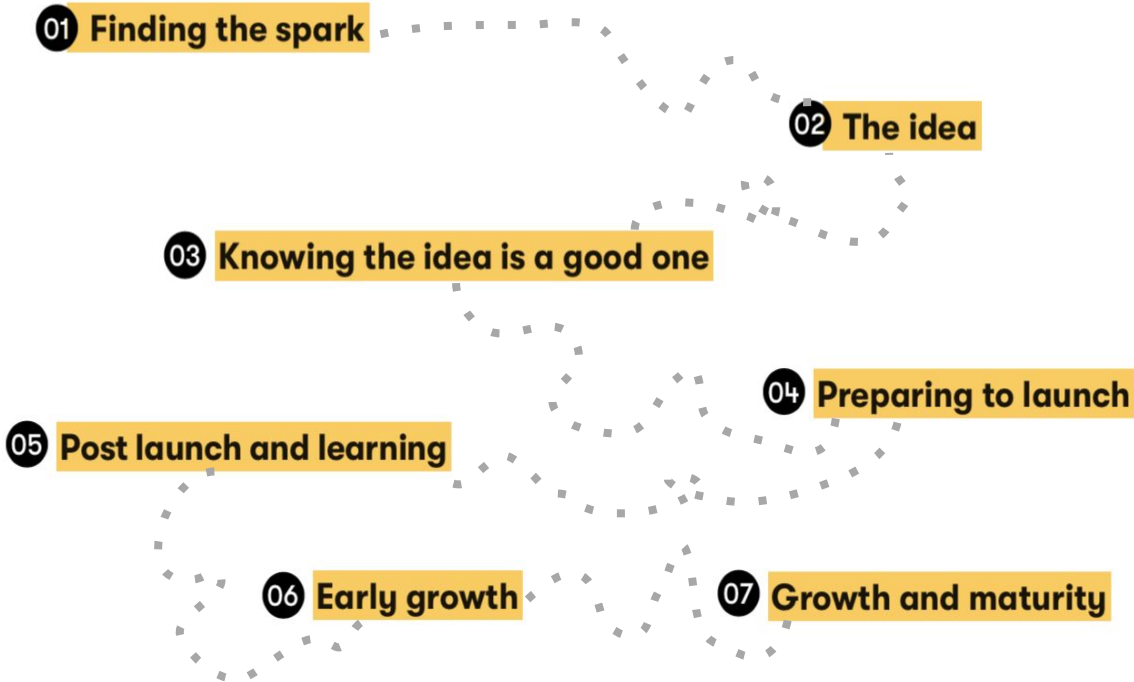
The entrepreneurial journey

Characteristics – how we generally talk about different stages of the journey

Journey Stages Milestones

Idea
- Passionate
- Motivated
- **Have an idea**

start-up
- More committed
- Researched
- **Testing idea & market**

Growth
- Employing staff
- Formal Systems & process.
- **Proving the model**

Scaling
- Leadership
- Strategy
- Partnering
- **Scale Planning**
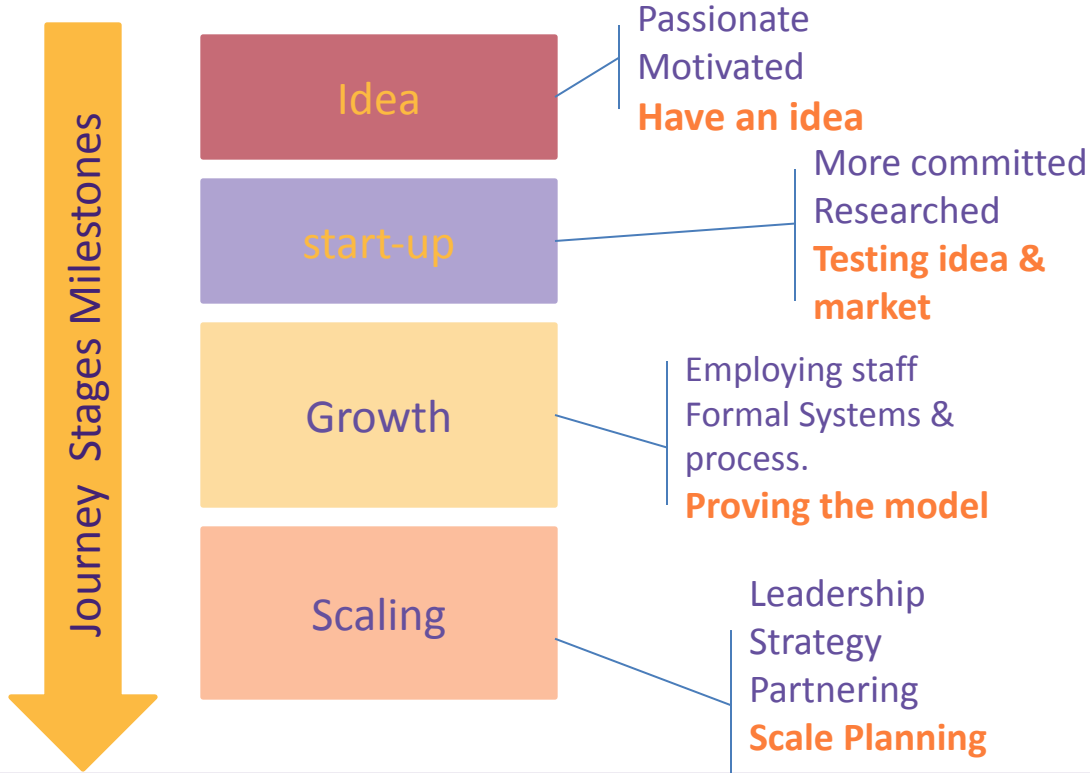
The journey stages milestones can never describe the full picture. It is rich and diverse covering the venture, social impact and personal aspects.

It is helpful to create narrative for each "stage" either through reporting, case studies or other methods to keep checking in within your decision making teams.

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Small group reflection

What challenges do entrepreneurs typically face at start up phase?

The person and the social business

Journey Stages Milestones (↓)

	Person	**Social Venture**
Idea	No experience Little access to support	Basic pilot plan Connect to supporters & market
start-up	Learning the basics Building confidence & Skills, budgeting	Testing the models Validating social impact
Growth	Going Full Time, Running a team Managing the books	Developing / managing revenue & business model
Scaling	Becoming the leader Managing growth	Sales pipeline/contracts Management accounts Management team Reporting infrastructure

We want to help build on the milestones and characteristics to create a set of capabilities at each stage.
These being **what we expect people to have before moving to the next level.**
These are some of the outputs/results we would like at each level.

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Start up stage: deep dive

Journey Stage	Typical Barriers for Journey stage
Start-up stage: **Starting up a social venture, motivated by creating Social impact**	**All the barriers from the Step Up / Ideation stage plus:** Need to find **sufficient customers** to cover costs and stay sustainable Need to **satisfy any funders or investor** Need to **put in place systems**, such as finance, supply chain and delivery, health and safety, HR Need to balance the competing demands of running the **day to day (urgent/short term) vs. systems and longer term growth** Need to resist overwhelm and **burn-out** and the fear of failure Need to go **beyond initial set of customers** to build completely new relationships Need to put in place **impact measurement** systems and reportng Need to put in place appropriate **governance** systems and legal structure to support mission

Type of support depending on the stage of the entrepreneurship
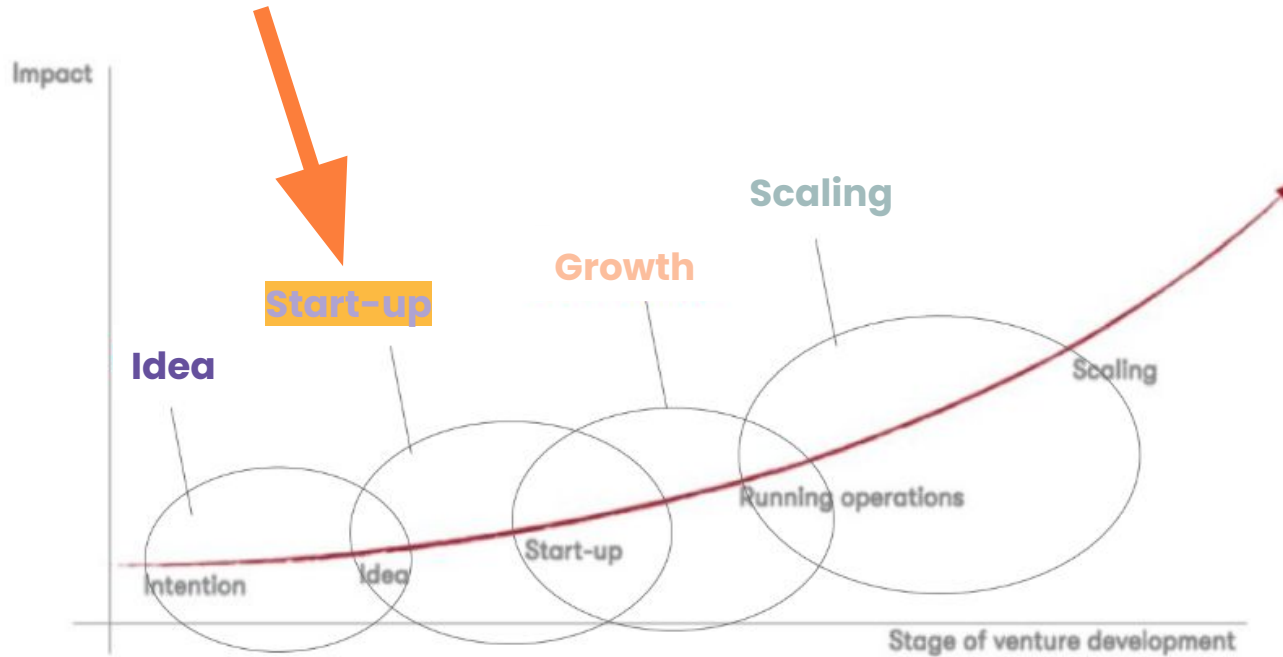
Small group reflection

What do venture needs and challenges mean for your start-up support program?

Start-up program elements

1. Knowledge and skills
Entrepreneurial, business & leadership
Specific skills: business planning, sales, marketing, growth hacking, financial, impact management etc.
Wellbeing, inclusion, environment
Problem definition + Problem-solving approach

2. Supportive people
Mentors and coaches
Advisors/experts
Peer-to-peer support
External & internal support
1:1, group, event-based

3. Space
Office/Co-working space
IH Membership
Office space
Meeting rooms
Event space

4. Networks
Networking events
Sharing knowledge & experiences
Collaborators & Customers
Suppliers
Interest/Alumni communities
Exposure and platforming
Broader network

5. Access to Capital
Fundraising strategy
Investments & Bursaries
Funding instruments

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Open reflection

What elements/services are you currently providing in your programs?

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Let's take a BREAK
See you in 10 minutes

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Individual design exercise
Design sprint: building your support start-up program

Meet the entrepreneurs

Maria

The Refugee Café
Serving delicious food whilst providing training and a path to employment for local refugees. The café will be a space for the local community to socialise, learn and interact over food and drinks while local refugees and other vulnerable migrants will gain training to harness skills and knowledge relevant for the catering industry

Thomas

Fungi Town
is an urban mushroom farm growing nutritious mushrooms and leafy greens from local by-products. Using coffee grains, sawdust and straw as a growing substrate for the mushrooms, the production processes are environmentally sustainable and low tech with minimal impact on water and energy usage

Sarah

Shoots Market
is a new supermarket that provides communities with healthy, local, sustainable and affordable food and products in store and online. They provide convenience without compromise that is good for people, the planet and the economy.

Hermes

Stir It Up
want to transform the way local families buy, cook and think about food. Through their vegetable recipe box delivery service, they'll not only offer their community the tools and raw materials with which to cook their children healthy meals, but also empower them to make food choices that will have a positive impact on people, planet and their local population.

The target population

- **Community-led** entrepreneur looking to transform the food system

- People with **big ideas** to find solutions to current problems and make a change

- **Early stage** businesses: **pre-trading** or first sales

- From **underserved communities** all **around the country**

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Problem definition

Your local food system is at a pivotal point. The pandemic confronted many with its flaws and inequalities, while political challenges continue to threaten our long supply chains.

However, the past year also saw a rise in incredible initiatives demonstrating the importance of a more resilient and inclusive food system in Europe.

Now is the time to recover and build back a food system that is **responsible, sustainable and equitable.**

The challenges:
1. Increase **access** to nourishing, culturally appropriate and affordable food.
2. Reduce diet-health related issues and shift to sustainable **consumption** patterns.
3. Increase urban **farming.**
4. Increase job opportunities in the food sector for **communities most affected** by the Covid-19 pandemic.

Design your program

Taking into account your current challenge and target population:

Design a 3-6 month start up program. Think of the following elements (for the sake of this exercise let's assume that budget is not an issue):

1. *What's the value that your program is offering to these entrepreneurs?*
2. *What challenges is the program trying to solve for them?*
3. *What are the key outcomes you expect for the participating entrepreneurs by the end of the incubation period?*
4. *As a result, what are the key offerings of your program?*
5. *What are the key design considerations you'll need to take into account to make the program accessible to underserved communities across the country? (geographic distance)*

Your program name

Duration:

Topic/theme/sector (if applicable):

Format (# hours commitment), virtual, in person, hybrid...

Smart partnerships:

Target population:

1. Knowledge and skills

2. Supportive people

3. Space

4. Networks

5. Access to Capital

Peer to peer feedback

Share your program design with your peers. Get and receive feedback

10 minutes

Program design experiences
IH Istanbul
IH fellowship

Impact Hub Istanbul

How to design local programs for underserved communities?

Giulia Berti

Social Innovation | Project Design | Inclusive

Entrepreneurship

Impact Hub Fellowship

How to adapt programs design for replication to different countries and cultures?

Rahel Aschwanden

CEO Instituto NOW| Former Incubation

Manager IH Zurich |

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Reflect

What do you feel you can / have to do differently when designing and delivering programs for social entrepreneurs?
- your key takeaways
- your next actions

Your key takeaways 💡

Clearer up-front communication on the demands and benefits of the program + emphasis on stronger (advisory) boards as hands on support for the entrepreneur

No major differences with EU|BICs incubation programmes. Impact Management and measurement being probably the newest dimension

Adapt the selection process so it will be both more inclusive, but also guarantee high quality of the ideas to be latter developed in the program

powerful idea with the ability to make an impact

Categorize the target group and design the program tailored to their needs

Community is central

Make them feel protected with the incubating space

Design an program for deaf people

Mix of MUST HAVE and flexibility to replicate programmes

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Your next actions 🚩

Meet with potential participants and try to see their real needs

Try to design a dedicated program in a public agency

spread the message of incubators' inclusiveness forward, among peers

Work still on the individual design exercise idea and maybe implement in the future :)

Design impact measure session

Designing/ researching the fixed and flexible approach to adapt across our campuses in different regions across UK

Start designing our program

Start thinking of the LIAISE toolbox according to the the fix and flexible approach > use the pilots to give concrete application examples

Definitely share the PPT template with the rest of the team and do a short brainstorming exercise

The opportunity:

Impact Hub is offering **free** 1-on-1 expert coaching and mentoring sessions to support EBN members to implement learnings and embed changes into their organisations.

Example topics:

- Business modelling
- Program design
- Communicating impact
- Organisational development

Support package

Up to 10 organisations can each be provided with 6 hours of 1:1 coaching or mentoring support between September '21 and February '22. Structure, frequency and content will be confirmed by both parties but here is a typical experience:

- Session 1: Introductions (1.5 hrs)
- Session 2: Goal setting/Deep dive (1.5 hrs)
- Session 3: Progress review/Deep dive (1.5 hrs)
- Session 4: Progress review and next steps (1.5 hrs)

Timeline

18 July | July - August | September | Mid-September | Sept - February

Complete application form by this date | Selection* & diagnostics | Match-making process | Connected with coach or mentor | 1:1 activities & local implementation
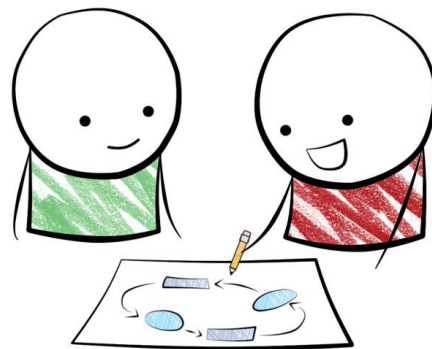
Participants that attended both Module 1 and Module 2 will be prioritised.
1:1 support as outlined is only available to EBN members.

How to apply

Complete this form by
EOD Sunday 18 July:

https://forms.gle/3UV5U46bunnf
RqXN7

Thank you!

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