Hitchhiker's guide to becoming a social entrepreneur

start up cycle

tools

~~workshop- design sprint~~

COVID CHALLENGE?

economic activity

social purpose

participatory governance
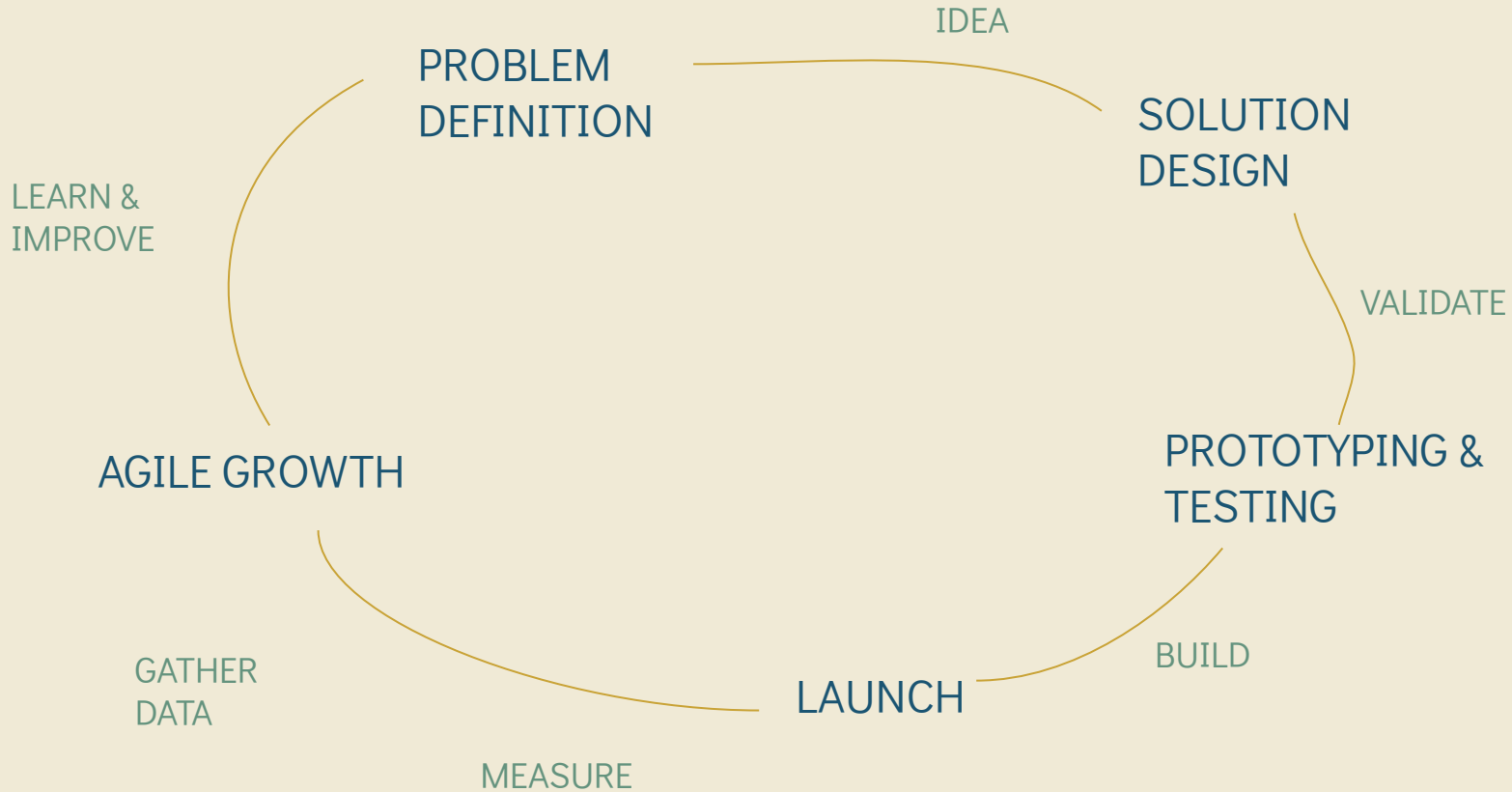
Before we get started

CURIOSITY & PURPOSE

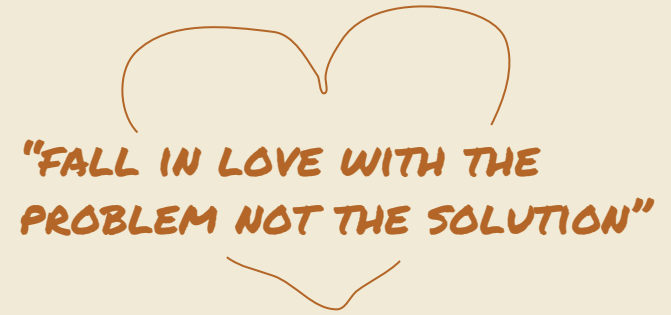PASSION & OPEN MINDEDNESS

HAPPINESS ADVANTAGE

Before you get started:

Why?

The start up cycle

PROBLEM DEFINITION

IDEA

SOLUTION DESIGN

VALIDATE

PROTOTYPING & TESTING

BUILD

LAUNCH

MEASURE

GATHER DATA

AGILE GROWTH

LEARN & IMPROVE

Lukas Droell, 2020

PROBLEM DEFINITION

"FALL IN LOVE WITH THE PROBLEM NOT THE SOLUTION"

Problem Brainstorm

Problem Interviews & Hypothesis Testing

Identify: Persona- *Pains, Gains* and *Jobs to be Done*

Customer segmentation

Problem Brainstorm

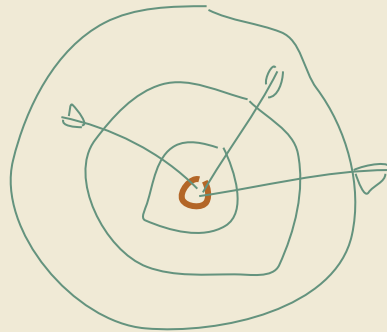What is the key social problem/ need you are addressing and why is it important?

Who is it a problem for?

What factors shape this problem?

Who is it a problem for?

What evidence do you have that this is a significant problem?

What alternatives/ solutions already exist?

Problem Interviews and Hypothesis Testing

1) develop problem hypothesis from brainstorm

2) develop semi-structured interviews {& questionnaire distributed online}
> different interviews for different stakeholders
>min. 10 questionnaires per stakeholder segment

GOAL: identify *personas , pains & jobs to be done*

plan- do- check- act

Remember:
survey just a snapshot in time- not a dynamic representation (keep checking your hypothesis)

Wouter Snijders
6 / 14 interviews

"As a company we are already engaged in social impact- but we are looking for long-term strategies and partners to tie our core business to social impact"

AGE: 53

WORK: Director of Digitiser

FAMILY: Married & Kids

ARCHETYPE: Entrepreneur

`professional` `goal-oriented`

`strategist` `open-minded` `risk-averse`

BIO: Throughout his career Wouter has always been a avid learner confronting a range of different challenges with eager.

His background in economics and management, his years of experience within established tech-companies equipped him with the necessary skills to eventually found his own company. In recent year, the topic of social impact and especially environmental responsibility have become increasingly important to companies who want to be market leaders. He is very much aware that the tech-companies of the future will have to socially responsible, yet the ways of doing this are not very reliable yet. On a personal level, especially due to his kid's awareness towards climate change, he would love to gradually combine their core business with social impact.

GOALS & MOTIVATIONS:

- core business needs to run- key priority
- positive image towards stakeholders and civil society (customers)
- want to engage in social impact on long-term
- well-being and productivity of workers

PAINS & FRUSTRATIONS:

- social impact is not their domain of expertise
- not clear return on investment regarding social impact- difficult to know how social actions will empower their company
- lack of social KPI's or impact indicators to evaluate contribution- this is turn makes communication of their efforts challenging
- lack of information on what opportunities (partnerships) are out there
-

Channels to mobilise:

#Networking Events #Newsletter #Events #Flyers #Twitter

Pains, Gains and Customer segmentation
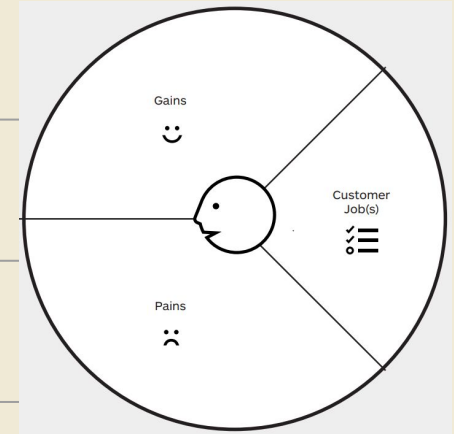
Description of segment		
Description of persona		
Number of Interviews		
Pains		
Gains		
Jobs to be done		

SOLUTION DESIGN

Solution Interviews

Customer Segmentation & Journeys

LEAN Canvas
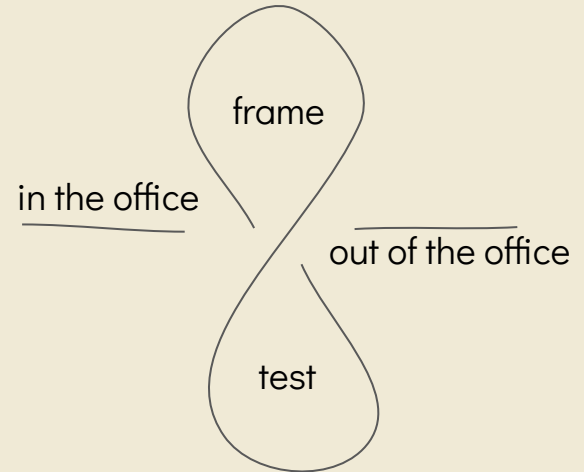
DESIGN WITH THE USER FOR THE USER

COLLABORATIVE INTELLIGENCE

TESTING IS ALWAYS BETTER THAN WAITING

Solution Interviews

Description of segment		
Key elements needed in solution		
How does our solution address this?		
How feasible?		

Assumptions:

frame

in the office

out of the office

test

Customer Segmentation and Journeys

Our _____

[service/product/program/initiative/workshop/etc.]

helps _____

[target customer segment: beneficiary, paying customer, donor, etc.]

who want to _____

[social need/job(s) to be done]

by _____   _____

[verb (e.g. reducing, avoiding, eliminating, etc.]   [customer pain]

and _____   _____

[verb (e.g. improving, increasing, enabling, etc.]   [customer gain]

(unlike _____).

[competitor, actual provider]

LEAN CANVAS

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems.	Outline a possible solution for each problem.	Single, clear, compelling message that states why you are different and worth paying attention.	Something that cannot easily be bought or copied.	List your target customers and users.

KEY METRICS

List the key numbers that tell you how your business is doing.

CHANNELS

List your path to customers (inbound or outbound).

EXISTING ALTERNATIVES

List how these problems are solved today.

HIGH-LEVEL CONCEPT

List your X for Y analogy e.g. YouTube = Flickr for videos.

EARLY ADOPTERS

List the characteristics of your ideal customers.

COST STRUCTURE

List your fixed and variable costs.

REVENUE STREAMS

List your sources of revenue.

Activate

Solution Tipps

Simple is better than complex

Failing is the best opportunity to learn! → constantly seek
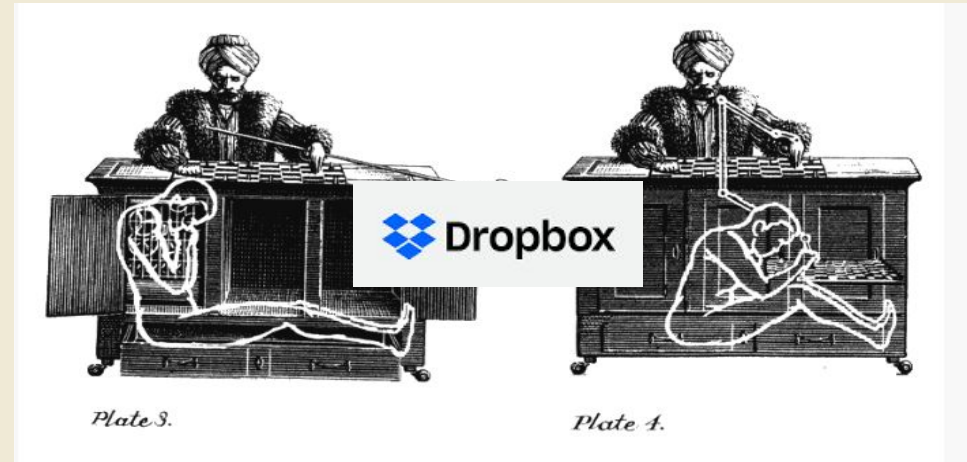constructive criticism

Idea B with team A- execution of idea matters!
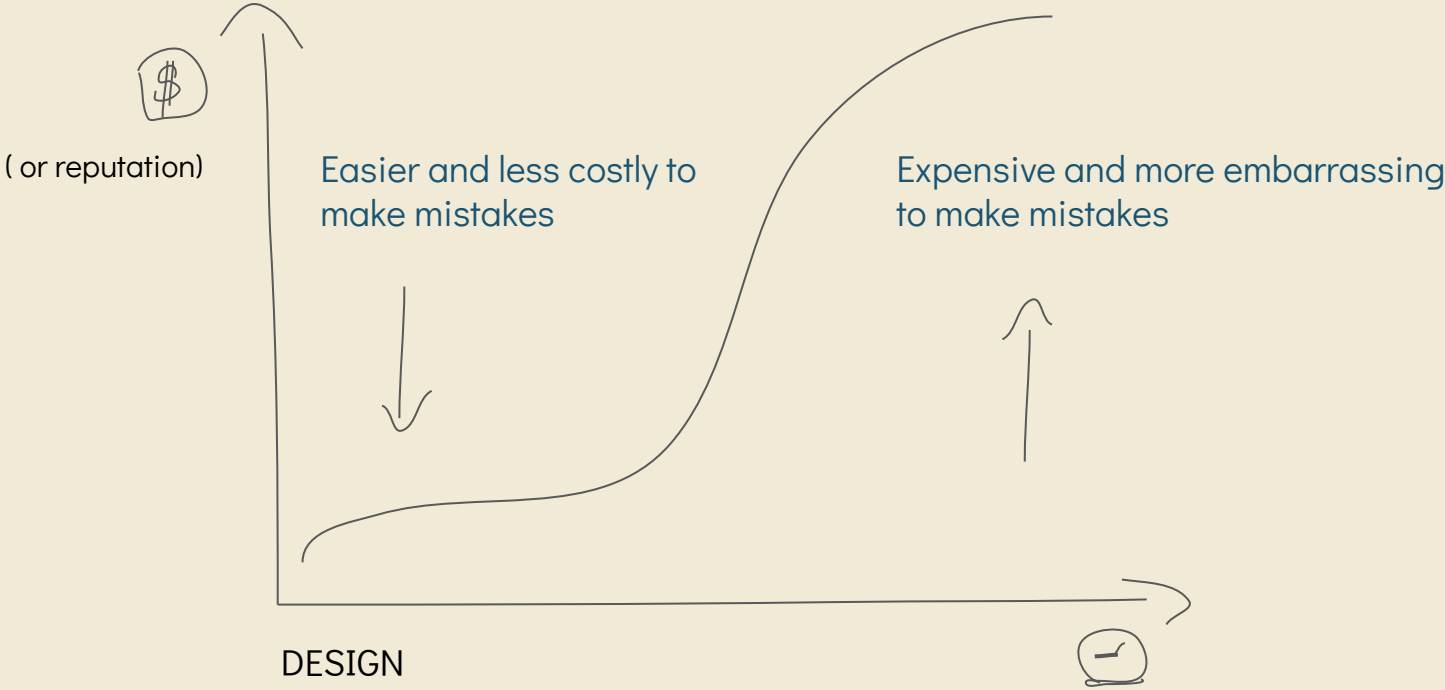
Today better than tomorrow

start with a small problem in a small market and TEST your
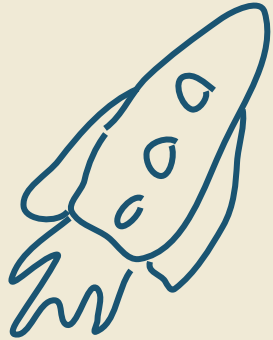solution!

PROTOTYPING AND TESTING

What's the smallest possible solution I can put out and get tested with end-user?

PROTOTYPING AND TESTING

(or reputation)

Easier and less costly to make mistakes

Expensive and more embarrassing to make mistakes

DESIGN

LAUNCH

Communication plan & Channels

Visual identity: logo, colors, font, material
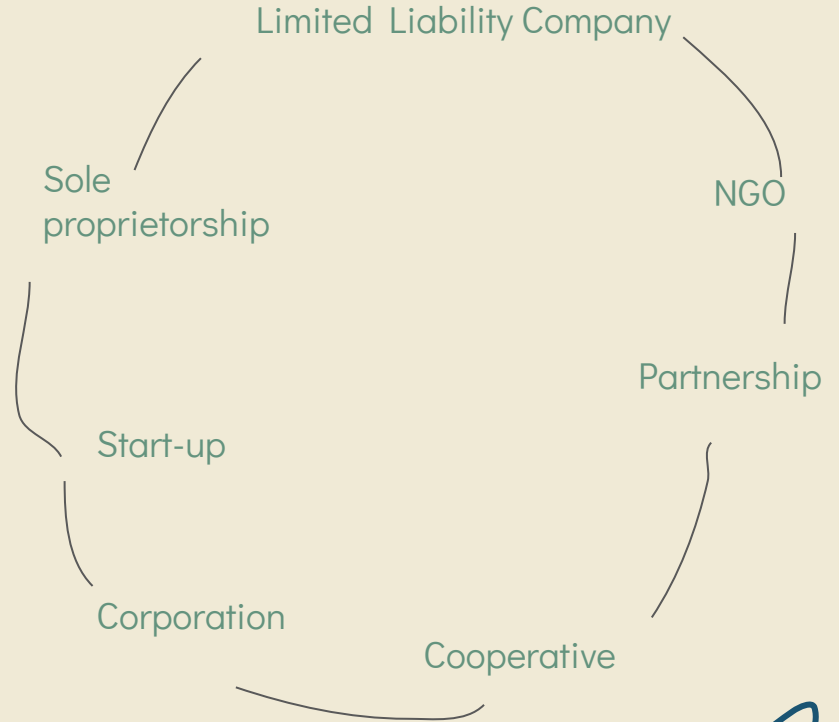
PITCH & Sales strategy

LEGAL STRUCTURE

FINANCING STRATEGY

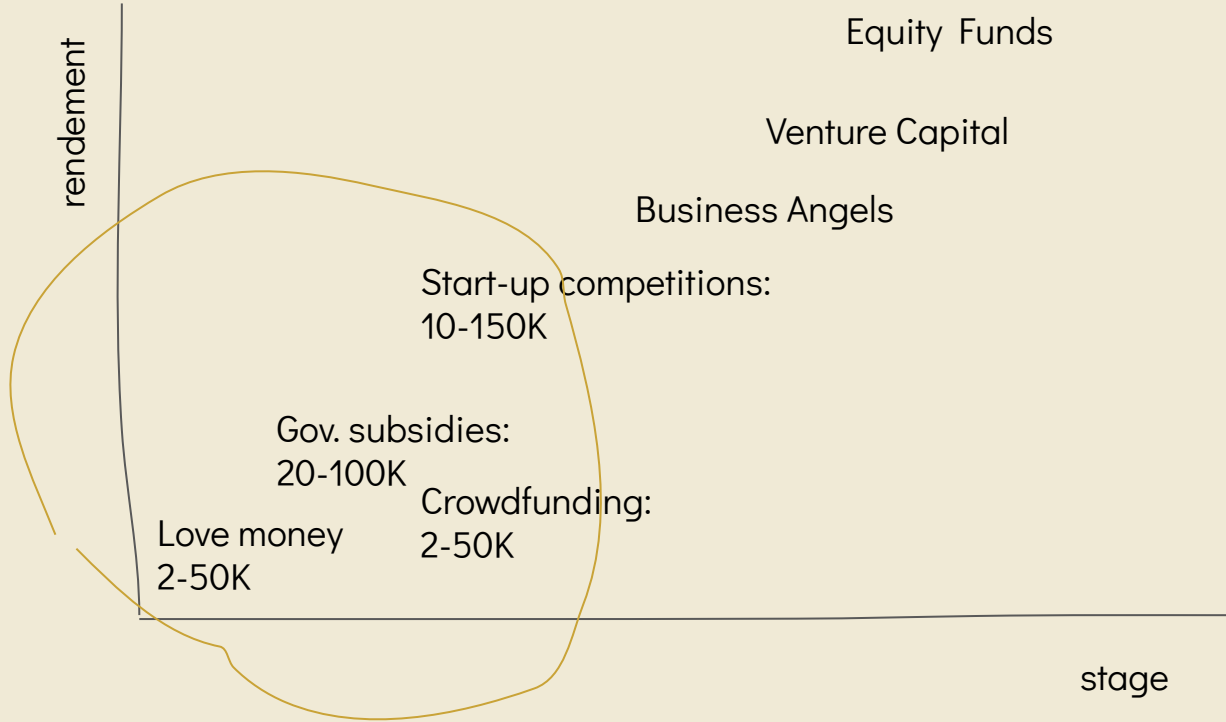Events? Fairs? → build your community

Legal Structure

Determining factors

- your activities and long-term goals

- mode of governance and ownership

- investments and financing

- flexibility and legitimacy
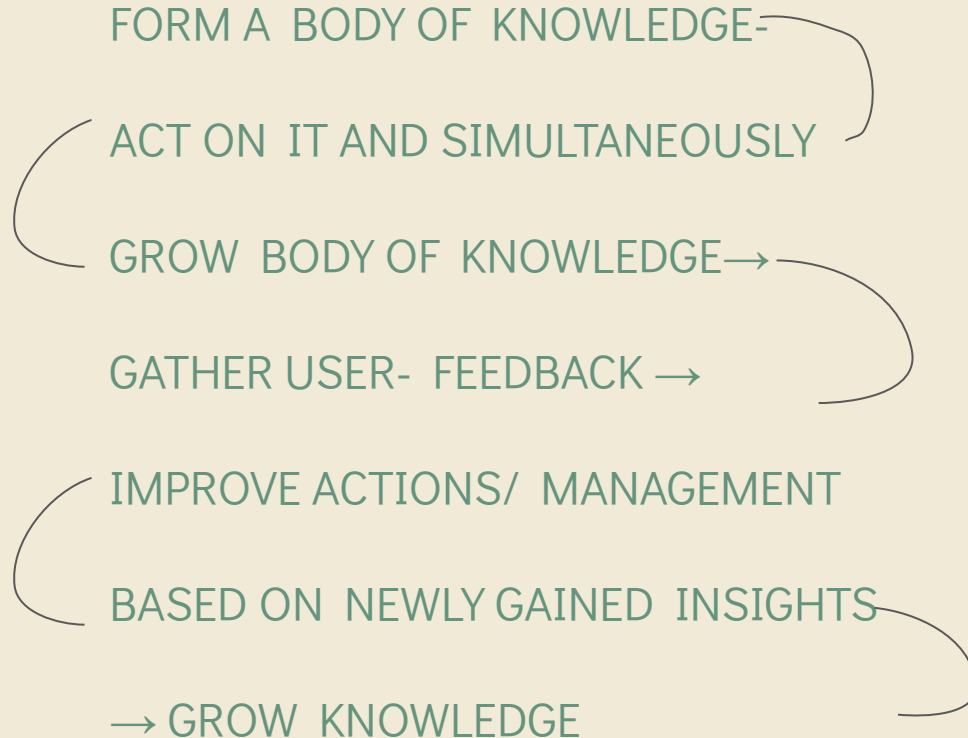
- cost and time effective

- scalability

Limited Liability Company

Sole proprietorship

NGO

Start-up

Partnership

Corporation

Cooperative

Financing Strategies

rendement

Equity Funds

Venture Capital

Business Angels

Start-up competitions:
10-150K

Gov. subsidies:
20-100K

Crowdfunding:
2-50K

Love money
2-50K

stage

"make it
before you spend it"

AGILE GROWTH

FORM A BODY OF KNOWLEDGE-

ACT ON IT AND SIMULTANEOUSLY

GROW BODY OF KNOWLEDGE→

GATHER USER- FEEDBACK →

IMPROVE ACTIONS/ MANAGEMENT

BASED ON NEWLY GAINED INSIGHTS

→ GROW KNOWLEDGE

Project triangle

Balancing your tensions

Systemic
understanding and
leveraging complexity
and interdependence
across diverse actors

Ambitious
aspiring transformational
outcomes at scale of
people and the problem

Evidence driven
building on what has
worked and what hasn't

Experimental
creatively exploring and
testing what could be

Pragmatic
what can we achieve
today with the resources
we have

People focused
understanding their
end-user and his lived
experience

USER FEEDBACK & IMPACT EVALUATION

INDICATORS-
- feasible
- help to take decisions
- gain solution leverage

-FINANCIAL INDICATORS

-USERS

-TEAM

-INTERNAL FUNCTIONING

-TOOLS

-SOCIAL IMPACT

Framework matters!

DATA NOT OPINIONS

COOPERATIVE PRINCIPLES

1. Voluntary adhesion open to all

2. Democratic power held by all members

3. Economic participation of all members

4. Self-governance and independence

5. Education, training and information

6. Cooperation amongst cooperatives

7. Community engagement

TOOLS

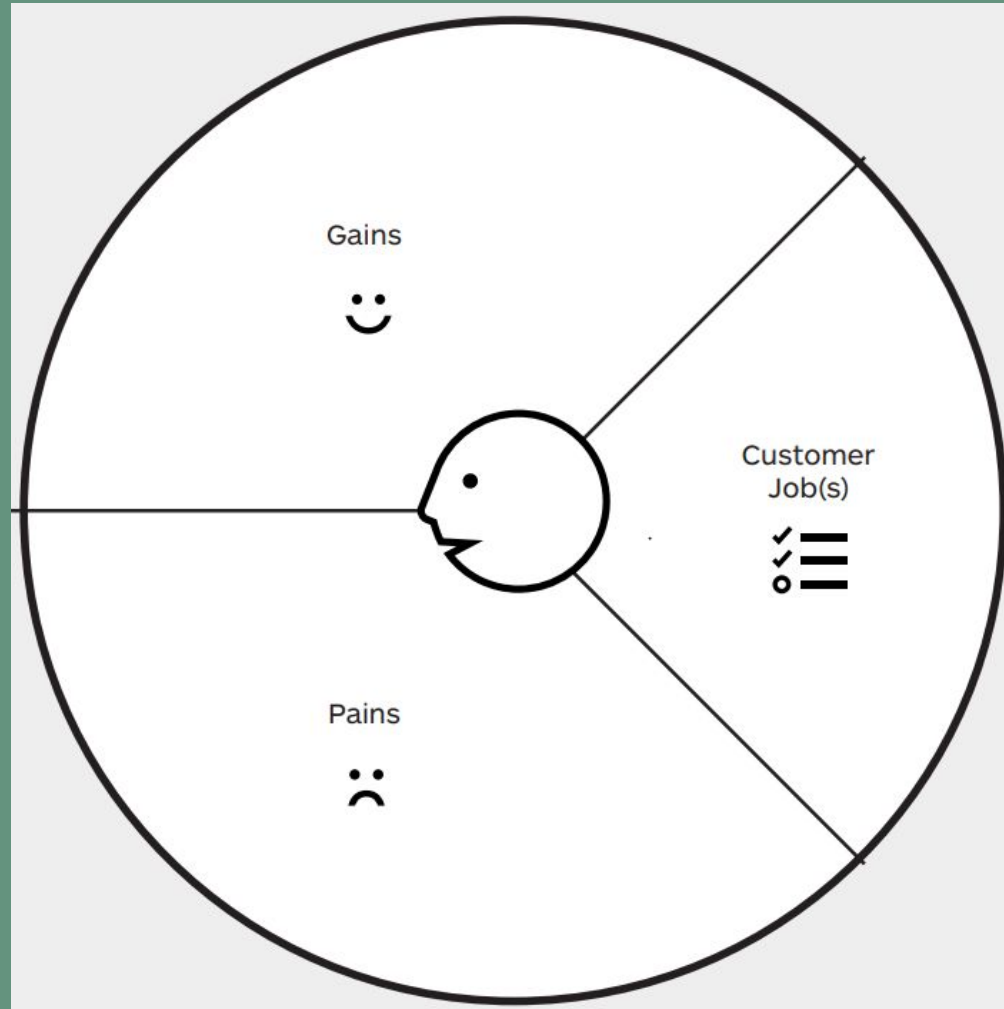# TOOLS: PROBLEM DEFINITION

hypothesis testing and interviews

checking your challenge: customer pains and gains

personas & to do

What are they thinking/ feeling?

What are they hearing?

What are they saying/doing?

What are they seeing?

PROBLEMS?

NEEDS?

Gains

Customer Job(s)

Pains

Léa Van Dries

5/11 interview

> "I would love to help out and be part of a social project in Brussels, but I don't really know where to find the really fun ones"

AGE: 22

OCCUPATION: Politics Student

FAMILY: / (boyfriend)

ARCHETYPE: motivated student

activist	empathic
concerned	happy

BIO: Lea is a 2nd year politics student, who already as a little kid has been engaged in volunteering with the "Scouts". Having moved to Brussels a year ago, she has joined student societies and is part of university life.

GOALS & MOTIVATIONS:

- *do some voluntary work that is fun and engaging*
- *sense of being useful and gaining self-confidence*
- *meeting new people and making a change to society*

PAINS & FRUSTRATIONS:

- *does not want to engage herself in organisations in which she won't have a impact or make a difference, and feels too time consuming*
- *juggling between having free time to socialize and her professional career*
- *feels that organisation do not communicate well and do not engage volunteers in a rewarding way*

Channels to mobilise:

#Insta #WordOfMouth #Facebook Groups #Events #Flyers

UNDERSTAND THE PROBLEM

UNDERSTAND YOUR TARGET

DEFINE "JOBS TO BE DONE"

DEFINE YOUR JOBS TO BE DONE

TOOLS: SOLUTION DESIGN- LEAN CANVAS

solution interviews and validating assumptions

customer journeys and storyboards

the LEAN canvas

TOOLS: SOLUTION DESIGN- LEAN CANVAS

PROBLEM
List your top 1-3 problems.

SOLUTION
Outline a possible solution for each problem.

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and worth paying attention.

UNFAIR ADVANTAGE
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CUSTOMER SEGMENTS
List your target customers and users.

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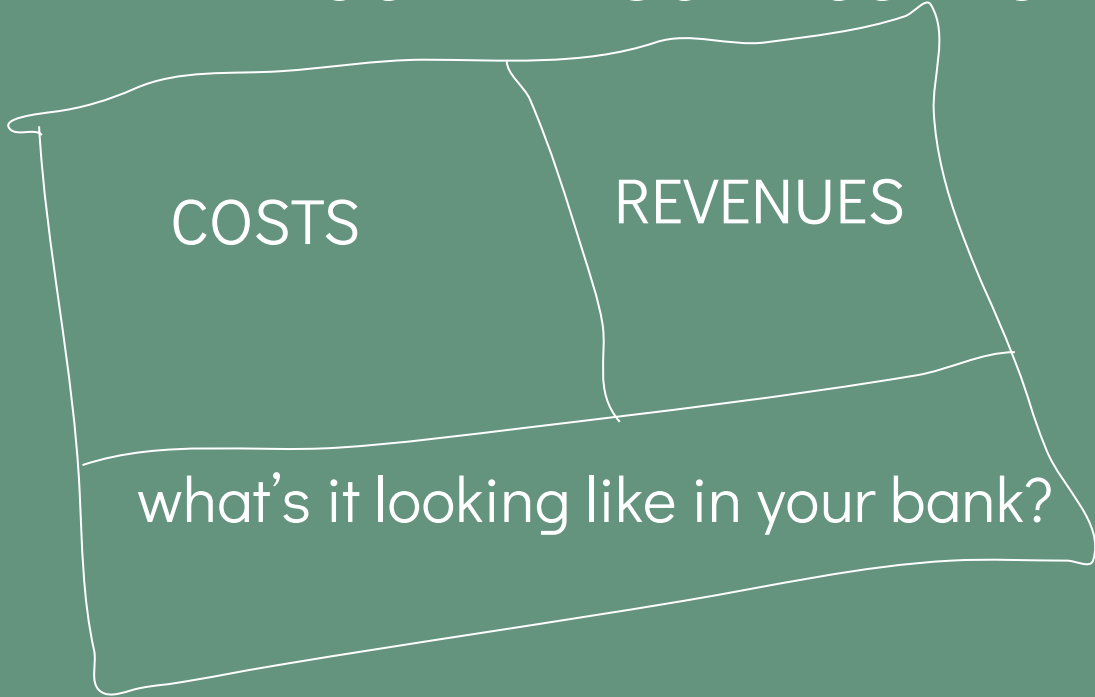List the characteristics of your ideal customers.

COST STRUCTURE
List your fixed and variable costs.

REVENUE STREAMS
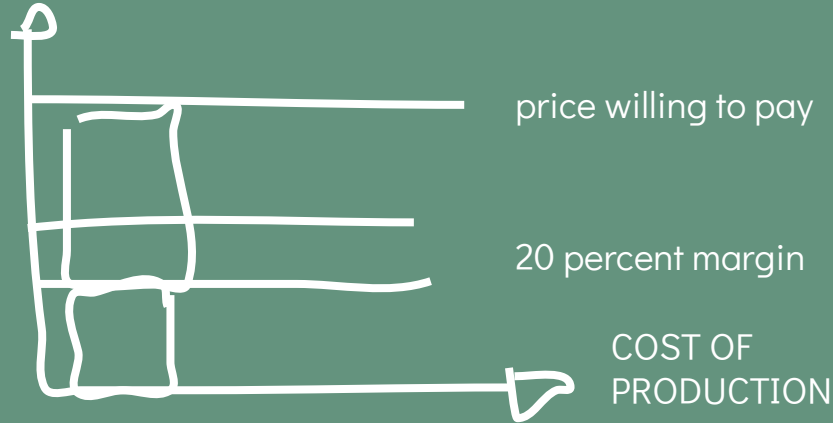List your sources of revenue.

Activate

THE PRICING LEVER

what is the price of the "pain"- i.e. what are people ready to pay for your solution

price willing to pay

20 percent margin

Get your pricing right

COST OF
PRODUCTION

BUSINESS MODEL SPEED CHECK:

- what are the switching costs for customers to go to you?
- can you lock in? see spotify- lose all your music
- can customers do some of the work for you? (see IKEA or Banks)
- revenue structure recurrent?
- make it before you spend it!
- Competition- protect yourself and your ideas
- create dependencies

LAUNCH

Communication Strategy

Team roles and governance

The elevator Pitch

Communication plan

Identity [VISION, MISSION, VALUES]

Attributes [NAME, LOGO, COLORS, VOCABULARY]

Promise/Message [Lacan's imaginary realm]

[what is my target doing today? what do I want them to do tomorrow?]

[what is my target thinking today? what do I want them to think tomorrow?]

[what is my target saying today? what do I want them to say tomorrow?]

[knowing all of this, how do I communicate my message/promise to my target in the most convincing manner?]

Communication plan

CHANNEL	TARGET	OBJECTIVE	MESSAGE	KPI	FOLLOW-UP

.....also define: time and money spent!

TEAM ROLES- checking your capabilities

ROLE	IN TEAM	POSSIBLE	NOT THERE IN TEAM
conceptualisation			
execution			
expert			
organisation			
propulser			
perfectionist			
coordinator			
promoter			

.......once you defined this- define team responsibilities

TEAM ROLES- defining responsibilities

TASK	BY WHOM?	NEEDS?	REVIEW/ DECISIONS	KPIs

LET PEOPLE CHOOSE WHICH TASKS THEY WANT TO DO!
→ divide the remaining tasks accordingly
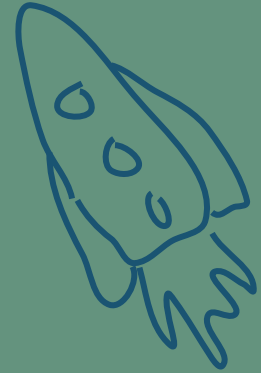

use 1 tool only!

ELEVATOR PITCH

1 min to explain:

1. Problem (stat/story)- why it concerns the person you address
2. Cost of the problem & potential
3. Solution and why you? (team, skills etc)
4. CALL TO ACTION

READY TO HITCHHIKE?

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DESIGN SPRINT:

1 UNDERSTAND

2 SKETCH

3 DECIDE

4 PROTOTYPE

5 VALIDATE

iterate where necessary...