



ASHOKA

THE 7 KEY QUESTIONS' GUIDE

EVERY SOCIAL
ENTREPRENEUR
SHOULD ASK

to have a clearer idea,
to develop your project
and maximize its impact!

BELGIUM

PREFACE

“ In a constantly fast-changing world, the sector of organizations with social impact has no other choice than to re-invent itself.

In fact, as the demand for solutions grows to reduce inequalities, diminish poverty and foster community spirit, the means at our disposal decrease and it is essential to think of new economic models.

Social or societal entrepreneurship presents an extraordinary opportunity to combine impact and economic effectiveness, to invent hybrid models combining philanthropy, subsidies, activities that generate income to varying degrees (according to the maturity of the project, its sector of activity) in order to gain self-sufficiency and stand the test of time.

New drivers of growth and development lie in new forms of “win-win-win” collaboration with other worlds such as business or government.

As a result, there are tremendous opportunities to re-invent oneself that are open to all those who wish to commit today to this new form of entrepreneurship that is changing the world. But we have to ask the right questions at the right time...

This guide, we hope, will allow you to answer a few of those.

Happy reading and, above all, happy entrepreneurship!”

Virginie Samyn
Director, Ashoka Belgium



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INTRODUCTION

You have decided to commit yourself to putting your talent and energy into a social entrepreneurial project; you are heading up your project, your activity is working but you are asking yourself:

How to develop yourself without losing sight of your social mission? How to bring a response that meets the social challenge? How to measure and increase your social impact? How to enlist other actors in society?

Take some time now in order to save time later ...

The goal of this practical guide is to give you some keys to allow you to think differently about your project. It should help you to see it more clearly and ensure the pertinence of your project in order to increase the social and societal impact on society that often is in great need of it!

Certain questions proposed here may seem complicated and far from your everyday life. However, they are essential in preparing you as a social entrepreneur.



A FEW WORDS ABOUT ASHOKA

For more than 30 years, Ashoka has identified, supported, connected and communicated with innovative “social entrepreneurs”: individuals who bring radically new solutions to societal issues, whether in the domain of education, health, the environment, the fight against exclusion, economic development, etc.

More than 3000 social entrepreneurs have been identified throughout the world, including 400 in Europe, thus constituting **the largest global network of social entrepreneurs**. In addition to the support for innovative social entrepreneurs, Ashoka promotes the co-creation of innovative solutions among the different actors of society (social, public, private) to allow changes in scale of the innovation of social entrepreneurs and encourage the creation of hybrid models and collective innovations of greater social impact.

Ashoka’s objective is to make a world where everyone is capable of acting quickly and effectively to respond to societal challenges.

Present on every continent across 85 countries, Ashoka launched its activities in Belgium in 2007.

This guide was born based on its experience in assisting several thousand social entrepreneurs. Ashoka shares its observations and offers several **approaches** here. This is therefore not a scientific manual; rather, these questions are among the most frequently asked by many social entrepreneurs.

This guide is the second version of the practical booklet created in 2007, supplemented by more recent examples adapted to the local Belgian context.

Global: www.ashoka.org

Belgium: www.belgium.ashoka.org

“Tous acteurs de changement – Everyone a Changemaker”



SAMPLE QUESTION

The 7 questions in this guide are all organized in the following manner:

WHY THIS QUESTION?

A few words to understand the interest of the question have been asked.

PUT YOURSELF IN THE SHOES OF A POTENTIAL PARTNER

Most social entrepreneurs in the world are looking for partners. The lack of financial resources and the lack of partnerships with businesses are considered the major constraint to their development. It is therefore interesting to put yourself in the shoes of your potential partner, an outside person who generally does not know your field. Succeeding in convincing the right partners to work with you will be a good test to understand your level of clarity.

A FEW TOOLS TO MOVE AHEAD

The tools we are offering are obviously there to help you but some will be more or less adapted to your activity: you are the only ones who know what is useful and effective for you!

SOME EXAMPLES TO UNDERSTAND

All the examples that serve as concrete illustrations for the different questions are drawn from projects of social entrepreneurs that Ashoka has supported (“Ashoka Fellows”) or helped during the IMPACT project.

We will illustrate the questions by several examples, in particular, the cases from Siel Bleu and 1 Roof 2 Ages which will refer to in the 7 questions in order to help you understand the framework of the Practical Guide.

You will also find several recommendations of **GOOD PRACTICES** and **TRAPS TO AVOID**.

Finally, we offer a list of **ADDITIONAL RESOURCES** if you wish to go further. These are methodological tools, studies, and various documentation that we have catalogued through the years and which are deemed useful by entrepreneurs before you. This list is far from exhaustive but gives an idea of what is in Belgium.



**WHAT SOCIAL PROBLEM
HAVE YOU IDENTIFIED
AND HOW ARE YOU
RESPONDING TO IT**



WHY THIS QUESTION ?

If you are committed, it is because you are absolutely convinced of the good basis of your action. Although it is obvious to you, it is essential to precisely define the social problem that you are addressing in order to **demonstrate the pertinence of your project clearly**. It is then necessary to quantify its issues, specifying the targets and the size of the “segments” in order to show the scope of the problem.

The following step consists in both **analyzing the obstacles** that hinder the solution to this problem and **identifying the means of action**. This will allow you to present a complete and persuasive response.

**What practical changes are you going to effect?
How?**

What means will you use to treat the problem at its source?

The challenge here is to show that the mission that you are given will bring an effective answer to the problem.

1. What social problem have you identified?

Q1

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR MOST CONVINCING?

SIGNS OF MEANING

SITUATION 1

Q1: *What social problem are you responding to and what do you need today in order to solve it?*

Learning difficulties concerning persons with sensory, cognitive or mental disability. Some views differences must change and new pedagogical tools must be created to unite people from different worlds.

Q2: *What practical changes are you going to effect?*

We are going to create a laboratory for pedagogical innovation that is enriched by different networks (university, education, medical-social, digital, etc.) and produces prototypes of tools that are tested and approved before being distributed.

Situation 2: You are capable of specifically qualifying the social problem which you are responding to, showing your vision of success, as well as the conditions and objectives you wish to reach.

SITUATION 2

Q1: *What social problem are you responding to and what do you need today in order to solve it?*

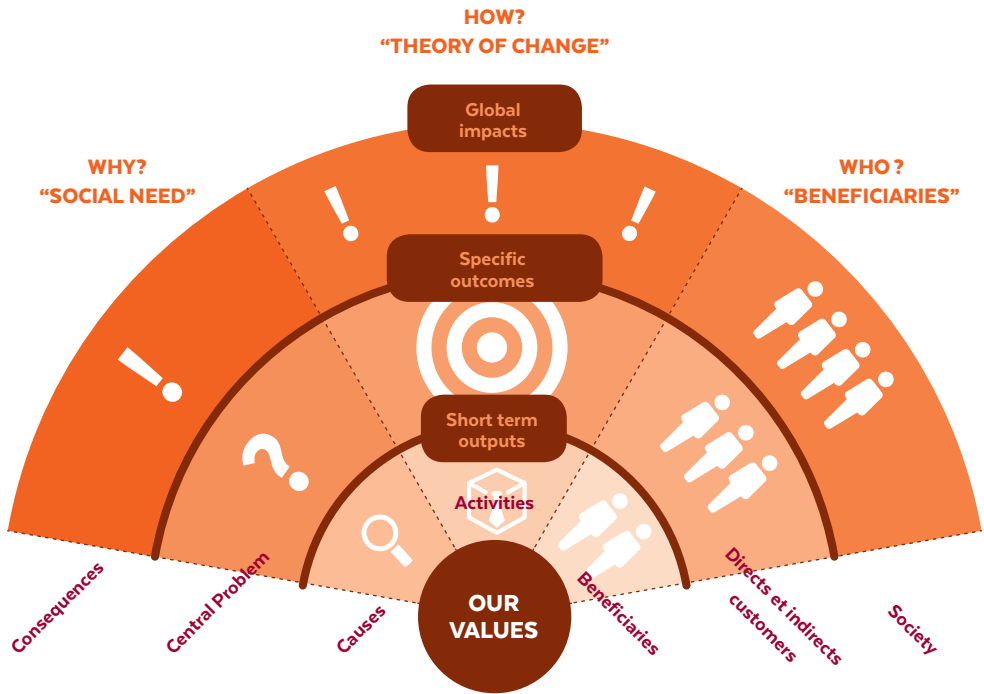
Autistic children have difficulty learning daily routines, such as hygiene (brushing their teeth, washing their hands, blowing their nose, etc.). The access of autistic children to this training is limited because they need to constantly repeat a dependable model, and the parent or specialized educator is not capable of that. In addition, they need a high degree of consistency where any non-essential information for the training is removed. We have to find a tool that responds to these criteria and is properly incorporated into the training of the child.

Q2: *What practical changes are you going to effect?*

We are creating a mobile app: "Brush your teeth with Ben the Koala" that presents a simple video where Ben the Koala is brushing his teeth and the child can mimic him. We are testing it in families and among professionals, then, once approved, we will distribute it. The app is for all children, especially for those who have difficulty in learning, which will allow us to re-create shared experiences.

And how are you responding to it?

SOME TOOLS TO PROCEED (1/2)



CLEARLY IDENTIFY THE SOCIAL NEED

- ♦ What is the problem? Why?
- ♦ What are the consequences ?
- ♦ What are the 3 main causes of this problem?

IDENTIFY THE BENEFICIARIES

- ♦ What are the direct targets of your project?
- ♦ Who bears the financial and human consequences of the problem? (indirect targets)
- ♦ What are the characteristics of your beneficiaries?
- ♦ How many people are involved?

1. What social problem have you identified?

Q1

SOME TOOLS TO PROCEED (2/2)

QUANTIFY THE COST OF THE PROBLEM

- ♦ What are the **direct economic costs**? The financial resources that society must devote to compensate for the problem (ex: unemployment benefits, reimbursement of medical expenses, etc.)
- ♦ What are the **indirect economic costs**? For example, those reflecting the loss of current and future production capacity.
- ♦ What are the **human and social costs**? Those revealing the loss in the quality of life and well-being of those affected.



COMPLETE YOUR “LOGICAL FRAMEWORK”

Just as if you were telling a story, the objective is to explain your overall vision of the way in which the change is going to take place. It is not only about presenting the social goal of your project, but also describing the link between your activities and your objectives. It is important, first, to consider your overall objective before defining your activities. By doing so, you can identify the potential obstacles and specify the factors that you can or cannot control.

**GOING FURTHER WITH KEYSTONE'S
THEORY OF CHANGE**

QUESTIONS	EXPLANATION
The vision at 10 years What is the sustainable social change that we want to contribute to?	Try to project yourself in the long-term and imagine the situation in an ideal society. It's about developing your vision for success.
The obstacles to overcome What are the roadblocks to clear?	Try to list the elements that hinder this change from happening and the preconditions for the success of your project.
The means of action Where do you put your energy to clear the roadblocks?	For every roadblock, try to list the main actions to implement.
The indicators of success When will you find out that you have succeeded?	This step consists of identifying the indicators of success: visible changes, proof that there was really a positive change.

1. What social problem have you identified?

Q1

SOME EXAMPLES TO UNDERSTAND

1/6

SIEL BLEU

The vision at 10 years	<ul style="list-style-type: none">♦ Adapted Physical Activity will be the therapeutic offering of the 21st century for universal prevention among challenged populations
The solution of the Community Group Siel Bleu	<ul style="list-style-type: none">♦ The Community Group Siel Bleu offers programs using Adapted Physical Activity (APA) as a tool for health care and well-being.♦ Different centers of Siel Bleu have developed programs intended for different audiences, such as early retirees, the elderly at home or in an institution, people with disabilities and those with chronic or serious illnesses.
The obstacles to overcome	<ul style="list-style-type: none">♦ The lack of knowledge in the general public, not enough awareness of these subjects.♦ The inclusion and integration of operational prevention in policies made for the short-term but not including long-term♦ Prevention must be considered as a long-term investment, something for profit rather than as a burden as is often the case today.
The means of action	<ul style="list-style-type: none">♦ Demonstrating and finally communicating the impact of physical activity as a fully therapeutic offering.♦ Making a public communication campaign about the topic of physical activity as a preventative health tool, based on the results of proven impacts on the targeted populations as well as the costs to society.♦ Continuing to make the name of Siel Bleu known through the distribution of APA programs.
The indicators of success	<ul style="list-style-type: none">♦ Total or partial reimbursement of physical activities in the framework of inclusion of supplementary health coverage (underwriters, insurers, IP).♦ A Siel Bleu book as reference for every health professional for prescribing physical activities.

1/7
1 ROOF 2 AGES

<p>The vision at 10 years</p>	<ul style="list-style-type: none"> ♦ Intergenerational housing represents a hope for the future and has the potential to become the current practice if one succeeds in overcoming the legal barriers : for example, domiciliation globalizes revenues of people living in the same place and thus restricts cohabitation due to the loss of social revenues.
<p>The obstacles to overcome</p>	<p>In a modern society that promotes ever greater individuality, seniors suffer very often from a social isolation that tends to drastically deteriorate their mental and physical health. In addition, a housing crisis and fiscal austerity contribute to making housing a problem not only for seniors, but also for youth. Several obstacles can be highlighted:</p> <ul style="list-style-type: none"> ♦ The individualism of our society that results in a division between generations ♦ The fiscal rules at the federal level penalize this type of initiative ♦ The difference in the housing code according to region hinders the development of comprehensive and unified initiatives aimed at improving the situation in Belgium
<p>The means of action</p>	<p>By offering the possibility to the elderly and students to share intergenerational housing, 1 Roof 2 Ages creates a win-win solution:</p> <ul style="list-style-type: none"> ♦ Democratization of access to housing for all students ♦ Empowerment of the elderly in the fight against isolation ♦ Awareness of the general public: communication targeted around the success of intergenerational housing ♦ Change of conversation : lobbying the policy-makers to get them to shift their positions
<p>The indicators of success</p>	<ul style="list-style-type: none"> ♦ Evolution of the number of duos created and the adoption of the model by private individuals ♦ Concept becomes famous with a great welcome from the general public ♦ Direct impact on fiscal legislation and lodging code

TO KEEP IN MIND

It is difficult to precisely estimate the number of people involved or the social cost of non-action. In order to define the problem that you have decided to respond to, try to:

Define this problem: What is the social need and what is the target?

Estimate the number of people involved by selecting the most important numbers in relation to the solution that you are bringing.

Explain the causes: Why does this problem exist?

Quantify and qualify the cost for society if it does not treat this problem.

Once the social problem is identified, the challenge is to succeed in defining a long-term vision and the path to get there. By setting the course, you prioritize more easily the actions you have to undertake. With day-to-day pressures, it is often difficult to plan, but it is a key step to structure your project. To this end, one must:

Clearly define, collectively if possible, your area of activity, your mission and your vision.

Share this vision with your team and with the people close to your project: they will be your ambassadors.

GOOD PRACTICES & TRAPS TO AVOID

- ♦ Make hypotheses, confirm them in the field by surveys and **make estimates** if no figures or statistics are directly available. It is important to have a realistic order of magnitude of the scope of the problem and to be able to justify it.
- ♦ The response that you bring must be calibrated relative to your comprehension of the problem and the beneficiaries. You must **stay realistic** about the numbers that you are putting forward!
- ♦ **Bring to light the typical dysfunction** and showing how you can break this vicious circle.
- ♦ Concentrate your energy and your actions on the means that will really overturn the existing system.
Not to lose focus.
- ♦ **Be proactive** and not reactive.
- ♦ Confusing the final beneficiaries with the actual target of your project.
- ♦ Losing sight of the challenge of development, which means not enlarging the budget but increasing the social impact.

ADDITIONAL RESSOURCES

FOR MORE INFORMATION ON THE ANALYSIS OF OPPORTUNITIES AND THE THEORY OF CHANGE

- ♦ All the tools made available by Social Enterprise Models for the actors of social entrepreneurship and [opportunity analysis for the creation of social enterprise models](#) (workshop co-created with Ashoka and Dalberg)
- ♦ Keystone's theory of change: www.keystoneaccountability.org
- ♦ www.theoryofchange.org
- ♦ Act knowledge www.actknowledge.org
- ♦ [Learning for sustainability.net](http://learningforsustainability.net)
- ♦ The first recommendations of the [Social Reporting Standard \(SRS\)](#) will also help you to clarify your theory of change
- ♦ Creating a socially responsible enterprise: Guide, APRES-GE (2012) – Parts 1 and 2
- ♦ File Clienteles and Needs (files O4-a), Essaim APRES-GE

TO FIND THE FIGURES AND REPORTS

- ♦ Statbel website: www.statbel.fgov.be
- ♦ Survey institutes: www.ifop.com/europe/index.asp www.dedicated.be
- ♦ The Belgian public services portal: www.belgium.be
- ♦ National socio-economic databank: www.nbb.be
- ♦ Socio-economic statistics in Belgium: www.economie.fgov.be
- ♦ Commission Consultative Formation Emploi Enseignement: www.ccftee.be
- ♦ European statistics: www.europa.eu/publications/statistics



**WHAT IS
YOUR ADDED
VALUE**





WHY THIS QUESTION ?

Here, you have to position yourself relative to the other actors in your area of intervention. The response to this question is very closely linked to your theory of change that we have just seen in question 1.

What are the other existing solutions?

Who are they led by?

What are your strong points?

What are you doing that is truly unique?

Where do you bring value differently?

Knowing the other actors in your sector better and considering the degree of satisfaction of the beneficiaries through their activities, products and existing services will facilitate understanding the unique character of your project.

2. What is your added value?

Q2

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR MOST CONVINCING?

1/3
RÉALISE

SITUATION 1

Q1: *Who are the other actors who are seeking to enable the beneficiaries of social assistance to find the road to employment again?*

At its creation, in 1984, Réalise was the pioneer in French-speaking Switzerland in its model of integration through power of working. For 30 years, the mechanism of integration through working has been greatly developed and many new actors have appeared.

Q2: *What is your value proposition relative to other concepts?*

Since the appearance of new actors, Réalise has sought to constantly evolve in order to respond to the changing needs of job seekers and to differentiate itself. By comparison to other ESIE, Réalise remains the leader in labor-intensive sectors such as cleaning, gardening, shipping and industrial subcontracting. Furthermore, we have a management system certified ISO 9001, an Edqua and Aomas certified system of training and workforce placement, which spurs us on to continuously improve our performance to satisfy our clients.

SITUATION 2

Q1: *Who are the other actors who are seeking to enable the beneficiaries of social assistance to find the road to employment again?*

All the workforce integration enterprises in Switzerland.

Q2: *What is your value proposition relative to other concepts?*

Réalise was the first organization to promote workforce integration in French-speaking Switzerland by developing the professional skills of people without diplomas, then by offering these skills to employers in Geneva.

Situation 1 : You succeed more clearly in showing your ability for differentiation by identifying the specific sectors and certifications received.

SOME TOOLS TO PROCEED

IDENTIFY THE EXISTING SOLUTIONS

Look for the initiatives that are close to what you are doing.
Place yourself in relation to these activities.

COMPARE YOURSELF TO THE OTHER SOLUTIONS

**How do you differentiate yourself?
What is your competitive advantage?**

- ♦ A lower complete cost
- ♦ A larger clientele
- ♦ A greater social impact

What changes are brought to society and the targeted groups by your action and that of other actors?

How do you evaluate these changes? (ex: by asking the beneficiaries when possible)

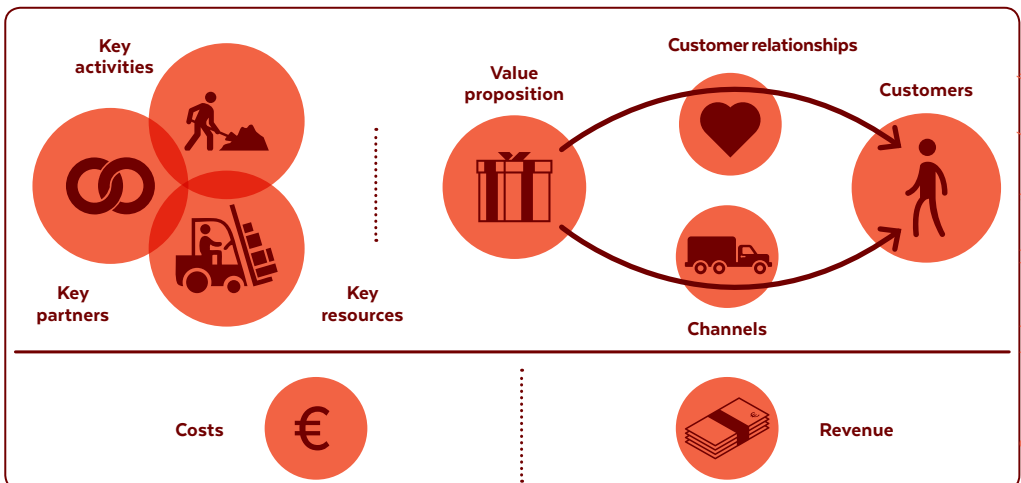
How do you explain the differences?

“PESTEL, FCS, SWOT” ANALYSES

A PESTEL analysis (Political, Economic, Social, Technological, Environmental and Legal) of the external environment of your organization, as well as its internal strengths and weaknesses, through FCS (Key Factors of Success) and the SWOT matrix (Strengths, Weaknesses, Opportunities and Threats), offers an overall representation that allows us to highlight the added value and the positioning of the organization to respond to the identified social problem.

COMPLETE THE “BMG” CHART TO SHARE THE ADDED VALUE OF YOUR PROJECT

The Business Model Generation (BMG) chart allows a simple, complete and dynamic modelization of the operation of your organization: this allows it to create, provide and share the added value.



SOME EXAMPLES TO UNDERSTAND

2/6 THE COMMUNITY GROUP SIEL BLEU

WHAT ARE THE EXISTING SOLUTIONS?

Pertinent criteria of comparison

- ♦ Geographic (local or national) localization
- ♦ Qualification level of the participants
- ♦ Trans-sector (social, health, sport) dimension

Look for initiatives that are close to what you are doing

- ♦ Sports federations (different actors known to Siel Bleu)
- ♦ Sports coaches

HOW DO YOU COMPARE YOURSELF TO OTHER SOLUTIONS?

For the community group Siel Bleu, Adapted Physical Activity is considered as a tool for universal prevention rather than as a purpose.

- ♦ The community group Siel Bleu is developing a truly innovative methodology, with 10% of its budget devoted to R&D
- ♦ All its programs are co-constructed with a medical team
- ♦ It puts financial accessibility at the center of all of its programs. Out of more than 200 000 interventions done in 2014, the prices were adapted to the public and the format went from free shares to more onerous programs.
- ♦ More than 100 000 beneficiaries benefit from the actions of the community group Siel Bleu every week in France.
- ♦ A McKinsey study done in 2012 on the economic impact of the community group Siel Bleu's action proved that, by reducing the risks of development of some illnesses and accidents, its actions caused a strong economic impact on health and prevention by reducing the costs incurred by society.



WHAT ARE THE EXISTING SOLUTIONS?

Pertinent criteria of comparison

- ♦ Quality of life
- ♦ Housing costs in Belgium

Look for initiatives that are similar to what you are doing

Seniors

- ♦ Nursing homes
- ♦ Isolated housing
- ♦ Grouped housing (Abbey Field)

Students

- ♦ University housing
- ♦ Traditional student rooms (grouped or in private homes)

HOW DO YOU COMPARE YOURSELF TO OTHER SOLUTIONS?

1 Roof 2 Ages is currently the only organization that brings a pertinent turn-key solution for the two participating parties:

- ♦ The innovative approach of the project enables to fight against the loneliness of seniors by strengthening the social link in a significant manner.
- ♦ This unprecedented system of cohabitation offers a calm and convivial environment and thus is particularly conducive to the studies' success.
- ♦ The intergenerational exchanges allow each member of a pair to enlarge each participant's vision of society and thus encourage mutual enrichment.
- ♦ The elderly can benefit from small services done by the young partner.
- ♦ This system eliminates the anxiety of families for the elderly who are reassured knowing they are supported.

1 Roof 2 Ages lessens the costs for those involved

- ♦ Seniors receive additional income thanks to the renting of a part of their housing
- ♦ Students get real savings on their rent, which is capped, and have a unique opportunity to sign a contract for ten months instead of twelve.
- ♦ 1 Roof 2 Ages is one of the few organizations that combines quality of life of cohabitation and a lessening of costs for the two participating parties.

TO KEEP IN MIND

It is by knowing all your assets that you will be most capable to formulate a suitable response to the identified problem; to strengthen your proposal of added value; to expand your impact on society.

Identify the strategic abilities and tangible or intangible resources (capital, major networks, etc.) that are indispensable to reach the objectives that you have set.

Highlight what you are best equipped for compared to others –whether it is skills or resources, and particularly those intangibles, such as your knowledge, relationships and reputation.

If you have the impression that you are lacking resources, tell yourself that **the scarcity of resources can be a driver for innovation!**

GOOD PRACTICES & TRAPS TO AVOID

- ♦ Know the ecosystem in which you are evolving and, in particular, alternative solutions. **Map** all the pertinent actors. Confirm the hypotheses.
- ♦ **Be conscious of the weaknesses and strengths of the alternative solutions.**
- ♦ Succeed in **being self-critical about your own project**, the structure of your organization and your actions to make things continuously evolve.
- ♦ **Be efficient while still remaining creative and innovative.**
- ♦ Succeed in **communicating your added value.**
- ♦ Don't rely on what you believe has been learned.
- ♦ Don't underestimate the direct or indirect competition.

ADDITIONAL RESSOURCES

FOR MORE INFORMATION ABOUT THE TOOLS

- ♦ Business Model new generation : A guide for visionaries, revolutionaries and challengers, Alexander Osterwalder and Yves Pigneur (2011)
- ♦ Download the Canevas Business model BMG son www.businessmodelgeneration.com
- ♦ SWOT analysis : http://ec.europa.eu/europeaid/evaluation/methodology/examples/too_swo_res_fr.pdf
- ♦ Tool worksheet: Identifying partners from the co-creating website www.ashokacocreation.org

TO IDENTIFY OTHER ACTORS FROM THE SECTOR

- ♦ List of Belgian associations by subject: www.dons-legs.be/v2/annuaire-thematique
- ♦ List of associations from the Social Guide: www.pro.guidesocial.be/associations/alpha.php
- ♦ Health, social, law: www.sweeli.guidesocial.be/fr
- ♦ Business directory: www.infobel.com

For an overview of the actors of your ecosystem, also do not hesitate to go to the trade salon exhibits of your activity sector in addition to using a good internet search.



**WHAT IS YOUR
DEVELOPMENT
STRATEGY**





WHY THIS QUESTION ?

You now know what problem you are responding to and what differentiates you from the other actors in the sector. Along with this enthusiasm, you can be greatly tempted to diversify your activities, seize opportunities and spread yourself over multiple developments.

Sometimes the best decision is to know how to say “no” to requests, especially to one’s funders is sometimes the best decision to make!

Which activities should you keep, remove or develop?

How do you make this decision in order to stay consistent and pertinent in the vision you have defined?

What should you develop beyond your core profession?

All these questions allow you to stay focused and share your vision internally and externally.

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR MOST CONVINCING?

2/3
RÉALISE

SITUATION 1

Q1: *What are you the best at?*
Being a skills (re)generator for seemingly unqualified job seekers.

Q2: *What are the activities that you would like to develop? Why is your organization the most relevant on this subject?*
Our position is in the process of radical change. We want to revolutionize the system of recruitment of enterprises that discriminate against many jobless people, who are often foreign and ill equipped to manage their placement.

SITUATION 2

Q1: *What are you the best at?*
In the core business of Réalise, we are best at is developing the potential and skills of people without diplomas, who are often sidelined by the hiring process standards.

Q2: *What activities are to be developed? Why you?*
After having spent 30 years developing the potential of job seekers to get a sought-after position, we also want from now on to work on recruitment methods. Considering our experience and our performance (about 260 people come to train at Réalise every year and about 40% find a job during their training or in the months that follow), we are particularly well positioned to help businesses find the necessary candidates to reach their economic objectives by recruiting skills, not diplomas. We want to prove that skills do the job, not diplomas.

Situation 2: Sometimes you have to prove that the activity to be developed is consistent with your core business and how it is warranted for that, particularly emphasizing the numbers.

SOME TOOLS TO PROCEED

ANSWER THE 3 KEY QUESTIONS OF THE “HEDGEHOG CONCEPT”

*“The fox knows many things but the hedgehog knows ONE big thing”
a Greek parable*

It is not always easy to know which opportunities to seize, which activities to launch, and which projects to give up. Answering the questions of the “Hedgehog Concept” of Jim Collins should help you:

♦ **Passion: What are your deeply passionate about?**

The organizations with successful development are those that have tried to achieve what really excites them.

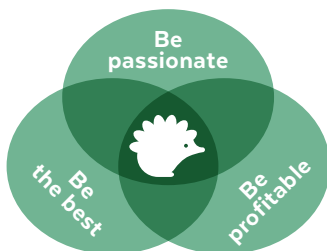
♦ **Excellence: What can you be the best at?**

It is not just about identifying a core business, but really looking for your current or future distinctive skill.

♦ **Economic Model: What feeds your revenue stream?**

JIM COLLINS HEDGEHOG MODEL

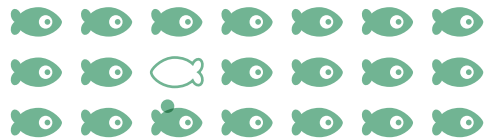
How can we create an enduring great company?



THINK ABOUT YOUR IMPACT BEYOND YOUR ORGANIZATION

What impact do you wish to have on a large scale? How is your organization, your action, going to change the system? Keeping these elements in mind can also help you to make certain choices in your development strategy.

*“Social entrepreneurs are not satisfied just fishing or learning how to fish. They will only stop when they have revolutionized the fishing industry.”
Bill Drayton*



By following this illustration, what can you undertake so that your solution, once you have tested and developed it, may be followed and adopted by other actors?

- ♦ What is your direct impact, directly linked to your organization, due to internal growth, the extension of the model to another beneficiary target, etc?
- ♦ What is the impact beyond the sphere of your organization (your indirect impact) that lets you inspire, become a model in the sector, develop regulations, etc. ?

SOME EXAMPLES TO UNDERSTAND

3/6 THE COMMUNITY GROUP SIEL BLEU

WHAT IS YOUR CORE BUSINESS?

Adapted physical activity, with financial accessibility as the main criteria.

WHAT ARE YOU BEST AT?

The Community Group Siel Bleu relies on the co-creation of all of its high impact programs on the health of people with disabilities in order to be able to create programs that are very specific to the different targets. For example, Siel Bleu teamed with the Institut Curie to co-construct the Activ' program, whose objective is to limit the recidivism rate of breast cancer.

WHAT ARE YOU DEEPLY PASSIONATE ABOUT?

Bringing back a smile and fitness to people with disabilities by Adapted Physical Activity.

WHAT ACTUALLY FEEDS YOUR REVENUE STREAM?

The sale of services to direct beneficiaries, as well as the involvement of actors who have an indirect interest in knowing our targets are going well. This includes both individuals as well as corporations (pension funds, mutual insurance companies, ARS, Carsat, municipalities, councils, other associations...). Partnerships with large corporations (businesses, associations, foundations...) are our third main source of revenue.

DEVELOPMENT STRATEGY 2015

Siel Bleu has launched the Institut Siel Bleu not only to ensure recognition of physical activity as a full therapeutic service, but also to implement research-action, innovation and distribution. It is a laboratory that develops therapeutically non-medicated services. The Institute will allow for:

- ♦ the creation of the book Siel Bleu, which would become the reference for all health professionals prescribing physical activity. The book's key concepts would be integrated into University curriculum.
- ♦ an incubator, to study and develop the ideas of employees: the ideas will be tested for one year and implemented if they have an economic model and a proven impact.
- ♦ the Siel Bleu campus on the website, which would capitalize on the expertise of Siel Bleu with an open-source space for families and individuals, as well as paid access for doctors and pharmacists.

Siel Bleu also extends abroad, with social franchises in Belgium, Ireland and Spain.



WHAT IS YOUR CORE BUSINESS?

Intergenerational housing for the elderly and students in Belgium to promote mutually beneficial exchanges.

WHAT ARE YOU BEST AT?

The association 1 Roof 2 Ages has unequalled experience in the area of intergenerational housing. This was acquired by the hard work done by all the team for the past six years. It allowed the association to gain a unique understanding of the operations and issues of this sector in consideration of all the participating parties.

The social venture offers exceptional value to its beneficiaries by proposing a cohabitation model of extraordinary quality. The method of tailor-made linkage relies on qualitative interviews, for which the unique expertise of the association is indispensable. It therefore systematically promotes a pair's agreement rather than the quantity of matching created.

WHAT ARE YOU DEEPLY PASSIONATE ABOUT?

The incentive that energizes the team to carry out this project on a daily basis is supplied by three factors:

- ♦ Helping the elderly come out of isolation to benefit from a support at a low cost
- ♦ Allowing young students to find housing is conducive to success in their studies at a lower market-rate
- ♦ Promoting the richness of intergenerational exchange and seeing real relations created

WHAT ACTUALLY FEEDS YOUR REVENUE STREAM?

Today, revenues come from several sources (25% memberships, 20% partnerships, and 55% diverse subsidies).

Attentive to the continuity of the association, the directors of the team have implemented a planned strategy whose objective is to reduce the proportion of subsidies in the total budget. They particularly count on their ability to persuade a growing number of individuals to join the project, which will occur through an increase of 30% in the number of cohabitations within one year.

3. What is your development strategy?

Q3

1/2
AUROLAB

David Green has been working to provide high-quality, affordable medical technology and healthcare to the poor, in particular people with diseases impairing sight and hearing. For this purpose, he created Aurolab in 1992 and Sound World Solutions in 2007.

WHAT ARE YOU BEST AT?


Unique competencies for cataract operations, and more recently, production and distribution of top-of-the-line, cost effective, cosmetically acceptable, and locally maintainable hearing aids in developing countries.

WHAT ARE YOU DEEPLY PASSIONATE ABOUT?

Make affordable health services accessible to all. In Particular, restore sight and hearing all those who need it, particularly to the poorer two-thirds of humanity.

WHAT ACTUALLY FEEDS YOUR REVENUE STREAM?

Aurolab, established in 1992 as a not-for-profit manufacturing facility in India, is one of the world's largest manufacturers of intraocular lenses (IOLs), which are surgically implanted in the eye to replace the cloudy lens during cataract surgery. In developing countries Aurolab sells lenses for US\$ 2-4 (compared to US\$ 150 in the developed world), helping countless patients that otherwise could never afford such treatment to preserve their sight and ability to work. He also established the production of a wound closure product at Aurolab. In order to maximize the number of beneficiaries, David also helped developed the Aravind Eye Hospital in Madurai in India, developing a differentiated pricing model according to patients ability to pay, maximizing the number of operations to enable a very low intervention price. Approximately 50% of this care is provided free-of-charge or below cost, yet the hospital generates substantial surplus revenue. Indeed, known to be the best hospital for cataract surgery, people who can afford it are willing to pay a price twice as superior as the market price in order to undergo surgery by the best of the best. More recently, David co-founded Sound World Solutions, which manufactures and distributes a state-of-the-art Bluetooth enabled hearing aids that normally sell for more than \$2,000 and sells them for \$80-\$300, depending on the market.



Identifying a distinctive competency, what motivates him most and how to generate sustainable revenues, David Green managed to set a clear development strategy pour maximize the impact: Aravind Eye System now has 5 hospitals performing 400,000 surgeries annually, making it the largest eye-care system in the world and enabling 1 million people to restore sight since the first opening in 1976.

TO KEEP IN MIND

Finally, in order to build a clear development strategy, one must:

Identify your strengths: an effective self-evaluation of the organization is the primary success factor. This is particularly important when you change the scale, to the extent that the process involves substantial changes.

Exploit and strengthen what you do best.

Prioritize development opportunities that correspond to your social mission and/or with a real economic benefit which would then allow the funding of other activities

Delegate or giving up what you don't know how to do (or not as well as others)

GOOD PRACTICES & TRAPS TO AVOID

- ♦ **Remain passionate about your project:** your motivation, your power of persuasion and, thus, your impact will be greatly increased.
- ♦ **Do not ignore the question of creating economic wealth** which must be a perennial element of activity.
- ♦ **Know how to prioritize:** launch new activities if they have a very strong social impact or if they earn enough money to then allow the funding of other activities.
- ♦ **Make your development strategy a part of history.**
- ♦ **Listening to accepted ideas.** Lengthy experience in an area is not enough to make it your distinctive skill. Sectors evolve faster than ever before, so it is necessary to constantly enrich your knowledge in order to stay innovative.
- ♦ **Resting on your laurels** and refraining from innovating.
- ♦ **Losing sight of the issue of social impact** in the development strategy.

ADDITIONAL RESSOURCES

TO KNOW MORE ABOUT THE CONCEPT OF THE HEDGEHOG

- ♦ The HedgeHog Concept, Good to Great, Jim Collins www.jimcollins.com
- ♦ From the Performance to Excellence of Jim Collins explained on the blog mixcity

FOR MORE ON DEVELOPMENT STRATEGIES AND CHANGES IN SCALE

- ♦ Support to launch a social enterprise: <http://socialimpact.eu>
- ♦ 7 Steps for Starting a Social Enterprise, Ashoka article on Forbes (2013)
- ♦ Strategies to change scale, the guide to social enterprises wanting to start, Avise.org
- ♦ Changing Scale: Duplicating the Successes in New Territories, a path to developing Social Entrepreneurship I, Avise.org
- ♦ The resources for the creation and change in scale of social enterprises on the website of the social entrepreneurship Essec
- ♦ Scaling social impact, Gregory Dees and Beth Battle Anderson (2004)
- ♦ Scaling Social Enterprises: The Case of ENVIE and ACTIF in France, INSEAD (2006)
- ♦ Sociale Innovatiefabriek: www.socialeinnovatiefabriek.be/nl/english
- ♦ Oksigenlab: www.oksigenlab.eu/en
- ♦ Groupe One: www.groupeone.be
- ♦ The various Belgian incubators (VentureLab, Transforma BXL, Eebic)



**WHAT IS YOUR
ECONOMIC
MODEL**



WHY THIS QUESTION ?

Now that you know what you are doing, why and where you are going, we will address the issue of funding for your project.

How can you find long-term sources of funding that will strengthen your social mission ?

What economic model best reflects your strategy and your organization ?

It is essential to match your capacity to mobilize resources with your social impact. When you generate income yourself, these profits are funds that you can allocate as you see fit. But, if you don't generate your own income, you will need to have a strong fundraising strategy that will enable you to be independent.

This is why, when possible, try to diversify your funding sources as much as possible.

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR MOST CONVINCING?

1/3

BOOKBRIDGE

SITUATION 1

Q1: *What are your sources of income?*

There are two types of expenses that feed the income stream of Bookbridge (cfr Conclusion p.74): the training expenses paid for by the local clients of the training center and those paid for by the management that joins the Capability Program. In fact, our beneficiaries are our clients. Our training centers offer a tailor-made education according to the local demand in rural areas. Local residents teach other local residents what they need for a minimal fee. The members of the community manage the training center as a business and re-invest the profits in the center. The participants of the Capability Program also pay fees for participating.

Q2: *Can you reduce the costs?*

Yes. We have especially reduced our costs by relocating some of our services from Europe to Asia such as organizational support of the Fellowship Program. We have thus economized 15'000 CHF in personnel expenses every year, which has given the program more impact.

SITUATION 2

Q1: *What are your sources of income?*

It is a classic income model for the delivery of services: you pay for the courses in training centers similar to participating in the Capability Program.

Q2: *Can you reduce the costs?*

We have reduced our costs by relocating our services from Europe to Cambodia and Mongolia.

Situation 1: You are able to justify the different sources of income and interest for beneficiaries to pay for these services. You have also succeeded in evaluating the costs saved by relocating some of the services.

SOME TOOLS TO PROCEED

THINK ABOUT THE POSSIBILITY OF INCREASING YOUR INCOME

Even though the mission is social, it is important not to oppose clients and beneficiaries. It is even interesting to make the two in line as often as possible. However, watch out for the Tax aspects linked to the increase in income. Don't forget to consult a tax lawyer!

Can you have the direct beneficiaries participate?

Evaluate at the same time what the beneficiaries can pay and how much they would agree to pay.

Can you have the indirect beneficiaries participate?

Evaluate your indirect targets and those that have money to invest.

Can you highlight your tangible and intangible assets?

Does what you possess have any value for someone else? Your expertise may interest other targets that are ready to pay to get them. By developing a commercial activity that highlights your expertise, you could allow yourself to extend your social mission and financially support your not-for-profit activities.

Can you "franchise" your social business model?

In every instance, do you have the right pricing?

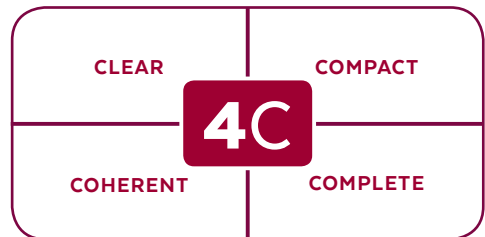
SEE IF IT IS POSSIBLE TO REDUCE THE COSTS

Which activities are you allotting your money to? What is the cost of each activity? How do you reduce the costs without reducing your social impact? How can you optimize the allocation of your resources at a fair cost?

THINK ABOUT INNOVATIVE FUNDING MODELS

Between philanthropy and traditional investment or the sale of products and services, there are many models for funding called "hybrid" that are interesting to consider. Why not combine several sources of different funding? Have you considered social investment funds? Don't hesitate to consult businesses specialized in this type of advice and funding.

And, finally, don't forget to respect the rule of the 4C in the writing of your economic model



SOME EXAMPLES TO UNDERSTAND

4/6 THE COMMUNITY GROUP SIEL BLEU

The Community Group Siel Bleu is an association regulated by the Association Laws in Alsace Moselle giving the association the right to make profits.

INCOME STRUCTURE

93% of the income comes from its activities. The community group Siel Bleu in fact adapts the prices of its events according to the targeted public in order to remain financially accessible. A large share of its income consists of partnerships around their activities. The 7% remaining balance comes from foundations or subsidies.

CAN YOU HAVE THE DIRECT BENEFICIARIES PARTICIPATE?

With financial accessibility for its services as its credo, the Community Group Siel Bleu operates on the basis of the participation of their beneficiaries. The Group has implemented a client loyalty system of beneficiaries who participate in its group courses. They become members of the association and are thus involved in both the governance and proper development of Siel Bleu. There are very free local work groups consisting of employees, locally elected officials, pension funds...

CAN YOU HAVE THE INDIRECT BENEFICIARIES PARTICIPATE?

In addition, the community group Siel Bleu has partnerships with the indirect beneficiaries of their work: underwriters and mutual insurance companies. In fact, they have every interest in funding the Siel Bleu association. With clients in better health, underwriters and mutual insurance companies will have fewer expenses to reimburse. Investing in prevention is both more humanely and financially effective.

CAN YOU HIGHLIGHT YOUR TANGIBLE AND INTANGIBLE ASSETS?

Originally only intended for the elderly, the Community Group Siel Bleu has expanded its activity to others with disabilities and strengthened its economic model by highlighting its expertise.

For example, the Community Group Siel Bleu has expanded its activities to workplaces by developing a commercial service for businesses. For that purpose, it has created an SAS, Siel Bleu at work, which acts to prevent accidents on the job, allowing the Community Group to expand to new targets that can benefit from prevention through Adapted Physical Activity. The SAS statute allows the creation of a hybrid economic structure in order to manage a more lucrative plan of paying for services by businesses.

This economic model allows the Community Group Siel Bleu to have a perennial and self-funding economic model, which gives it the possibility not only to develop new projects in France and internationally but also to continue to offer free services in order to maintain its accessibility to funding.

On top of the financial independence allowed by such a model, the Group has created a foundation in order to receive donations, thereby funding research and innovative programs. The foundation is recognized as being in the public interest, which allows protection for all the work of Siel Bleu.

4. What is your economic model?



4/7 1 ROOF 2 AGES

The association 1 Roof 2 Ages has succeeded in creating a robust economic model that ensures its proper operation and continuation. The entire surplus is systematically re-invested to benefit the social impact generated by the association.

INCOME STRUCTURE

Today, the income comes from three main sources: memberships (25%), partnerships (20%), and various subsidies (55%).

CAN YOU HAVE THE DIRECT BENEFICIARIES PARTICIPATE?

The share of income represented by memberships comes from direct beneficiaries (the elderly and students). They fund the association by an annual membership fee. This fee fulfills a double objective of the association: the direct funding of its activity and the involvement of its beneficiaries in the social movement that it is initiating.

CAN YOU HAVE THE INDIRECT BENEFICIARIES PARTICIPATE?

The participation of indirect beneficiaries represents a substantial opportunity for funding for the social venture. In fact, by letting seniors remain at home, the project first limits the supplemental costs for social security and insurance companies. These organizations also profit from the reduction in the number of medical consultations by seniors directly resulting from a feeling of well-being fostered by the cohabitation model. The association is currently in the process of creating strategic partnerships with these organizations in order to benefit from some of the savings.

CAN YOU REDUCE THE COSTS?

The costs for communications, investments and operations are today fixed and essential to the success of the association. An effort could be made with personal expenses which represent 77% of the costs. This could be done by improving the efficiency of the employees: a growing requirement in the recruitment process and standardized tracking methodology of the pairs.

1/1 MOBILE SCHOOL / STREETWIZE (BELGIUM)

The innovative educational concept Mobile School, consisting of mobile schools, develops the self-confidence of children living on the street and gives them the ability to decide to leave the streets. It thus increases the effectiveness of existing field programs. For its funding, the association relies on a second entity called Streetwize. Its goal is to promote and raise awareness of the talents and knowledge of street children (their agility in an unstable environment) by offering business programs based on field trips and sessions on leadership, creativity and positivity. Thus, the income generated by Streetwize is used to fund Mobile School and the cycle of self-funding is achieved.

2/2 AUROLAB

Intraocular lenses solve the problem of cataract, which is a widespread disease especially in emerging countries. In collaboration with health professionals, David Green has developed intraocular lenses at a very low production cost (2 USD instead of 150 USD). It also helped optimized surgery logistics reducing their duration to 10-20 minutes, and developed Telemedicine which reaches 92% of the population. This very competitive cost structure allows thousands of people to undergo cataract surgery at a price much below the market price. In order to reach the entire population, David has also set up a triple pricing system («differentiated pricing») based on patients' income: the poorest pay nothing, those with average income pay 80% of the market price, and the richest pay 200%. The reason why the wealthiest are willing to pay such a price is because of Aravind Eye System specialization on cataract surgery making it the best in the field. This is what David Green calls «compassionate capitalism.»

TO KEEP IN MIND

It is important to regularly challenge and experiment the economic model to make sure you have the right one. Your organization can only have the social impact you want if the funding of your activities is ensured.

Determine beneficiaries who are interested in funding your project directly. Often, with social purpose projects, people think that everything must be free for beneficiaries. However, even minimal participation can be a way to both empower the beneficiaries and give them their dignity back. In the pricing, one must therefore consider what the beneficiaries can pay and what they would accept to pay. It is also possible to set up a differential pricing system according to the means of the targeted people.

If the payment methods create an obstacle, think about different options:

- ♦ Assign a credit, a microcredit or defer the payment
- ♦ Rent rather than give (leasing systems)
- ♦ *Ex: Fabio Rosa, in Brazil, has developed a leasing system to let the rural population have access to solar panels. They were spending this money previously on buying candles and gas lamps.*
- ♦ *Imagine a system of differential pricing*
- ♦ *Ex: Chantal Mainguené is offering a new day-care solution for single-parent families at risk, whose pricing is fixed according to the means of each family.*

Identify those who are interested in what suits these beneficiaries best, and who are therefore interested in funding your project indirectly.

Adapt the pace of the project's development to the resources that you think you may be able to get.

Think about developing a hybrid model to have access to different sources of funding coming, for example, from gifts, subsidies, and the sale of the delivery of services.

GOOD PRACTICES & TRAPS TO AVOID

- ♦ **Argue for your economic model.** If you are selling products or services, justify the prices. If you anticipate a number of clients, a subsidy, explain the hypothesis.
- ♦ **Develop a fallback scenario**
- ♦ **Have a legal and financial specialist help you** if you are thinking about developing a commercial branch for a new target – which may be subject to specific rules – and/or if your income increases in a significant way and your structure has not been adapted.
- ♦ Getting lost in the details: think in large terms, avoid numbers that are too specific.
- ♦ Underestimating the time necessary to quantify this job.
- ♦ Considering the economic model as a simple accounting tool and not as an operating tool.
- ♦ Not paying attention to deadlines! Thinking about a new economic model does not allow you to solve short-term cash flow problems. For that purpose, think about anticipating and making your banker your partner.
- ♦ Starting to ignore the social impact for economic reasons (or savings!)

ADDITIONAL RESSOURCES

FOR MORE INFORMATION ON THE VARIOUS FUNDING OPTIONS

- ♦ A Practical Guide on how to fund a social enterprise, Avisse.org
- ♦ [Nesst](http://Nesst.org) offers interesting support on the generating of income in social purpose structures: www.nesst.org
- ♦ Creating a social solidarity enterprise: the Guide, APRES-GE (2012) – Part 6

SOME INVESTMENT FUNDS SPECIALIZING IN SOCIAL INVESTMENT

- ♦ Cera: www.cera.be/fr
- ♦ Credal: www.credal.be
- ♦ European Venture Philanthropy Association: www.evpa.eu.com
- ♦ Funds for Good: www.fundsforgood.eu/fr
- ♦ Hefboom: www.hefboom.be
- ♦ Oikocredit: www.oikocredit.coop
- ♦ Réseau de la finance solidaire en Belgique: www.financite.be/fr
- ♦ Si² Fund: www.si2fund.com
- ♦ Social Impact Bond: www.koisinvest.com/activities/advisory
- ♦ Triodos: www.triodos.be
- ♦ Trividend: www.trividend.be
- ♦ Venture Philanthropy Fund: www.kbs-frb.be



HOW DO YOU EXPEDITE
DEVELOPMENT
WHILE COLLABORATING
WITH OTHER SOCIAL
STAKEHOLDERS



WHY THIS QUESTION ?

You have an innovative solution and a model that makes sense. But how many people are affected by your model today? And how many people would need these solutions and could potentially be affected (“market” potential)? This chapter explores various means of action to have more impact and allow the emergence of synergies by collaborating with different participants in society.

Are you already working with other actors in a strategic way?

How are you capitalizing on the complementary expertise of other social entrepreneurs, private enterprises and/or public institutions?

Inter-sector collaboration across strategic partnerships can constitute a true opportunity for growth for your organization.

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR THE MOST CONVINCING?

^{1/2}
CRÉBUS (BANQUE POSTALE)

SITUATION 1

Q1: *How do you introduce yourself to a possible partner today?*

Today, Crésus is seeking a solution to the problems of excessive debt, by dealing with populations affected by this problem and by supporting the development of credit institutions. For a partnership to be a truly effective means of action, we wish to join forces with the actors who are directly affected by this problem and who will be able to bring something new to the solution implemented: among them, banks, who are the most able to identify people with excessive debt and implement the tools or solutions that can directly help them.

Q2: *How do you collaborate with other actors?*

Today, Crésus is working with banks on a collaborative platform to help banks develop available credit responsibly, as well as bringing expertise in risk management and prevention. In return, the banks identify the at-risk clients to direct them to this platform to promote prevention. Such partnerships allow Crésus and its partners to join forces over the long term to create a long-term solution.

SITUATION 2

Q1: *How do you introduce yourself to a possible partner today?*

Crésus seeks to prevent excessive debt in order to avoid the financial and social exclusion that results from it. It therefore seems useful to me to involve the actors affected by this excessive debt in order to be more effective and affect more people.

Q2: *How do you collaborate with other actors?*

We are developing partnerships with the banks because they certainly know people who have excessive debt and can be of interest to Crésus.

Situation 1: You knew how to focus on the problem, the need to find a means of action and identify the right partners. You also knew how to present a partnership where the partner is interested in joining forces over the long term.

SOME TOOLS TO PROCEED

CONSIDER DIFFERENT TYPES OF COLLABORATION



Collaborate intelligently

For a successful collaboration, whatever the method selected to join forces on shared projects, it is strongly recommended to:

1. Get to know the actors in your sector and your strengths to identify the opportunities to work together
2. Once the potential partners have been identified, learn about their issues, intentions and motivations
3. Build a long-term relationship based on trust with your partners
4. Think about connecting with those who are best in areas where you have less expertise in order to capitalize on resources that you don't have. You can, among other things, find synergies in:
 - Skills
 - Geographic coverage
 - Network development
 - Financial stability
 - A more complete offer of services (to create consistency between two offers that, by themselves, would be weaker)

Imagine co-creation going further

As a social entrepreneur, you can let co-creation:



Broadcast your idea on a greater scale:

You have developed a solution that is not accessible to the vast majority of the population. You need a partner to broadcast it. Here, the partner serves as a means of acceleration (ex : Specialisterne & SAP collaborate to integrate the autistic population to test the software).



Invent new solutions: You want to have a greater impact but it is impossible. You need a partner to access a product or service that you don't have in order to meet an essential need of a key segment of the population. Here, the partner offers you access to indispensable resources to create your new solution (ex: Crésus & Bank Postale).



Improve the coordination among the various actors: You are working on the same mission as other actors; there are many resources and skills in your area of intervention but they are fragmented. A partnership between actors can increase the social impact.

SOME EXAMPLES TO UNDERSTAND

2/3 BOOKBRIDGE (FRANCE)

WITH WHAT OTHER ACTORS HAVE YOU COLLABORATED?

Bookbridge has developed a unique partnership with the World Organization of the Scout Movement (WOSM), which is the largest youth movement in the world with 50,000 members in 150 countries. With the support of WOSM, we have been able to identify the entrepreneurs and the local partners for our training centers. We share the values of scouting, which lets us build a long-term relationship based on trust. Our partnership with scouting has also allowed us to develop good relations with government, which considerably reduces the risk of corruption.

WHAT WERE THE ADVANTAGES OF SUCH PARTNERSHIPS?

One of the major advantages of a partnership with WOSM is that it has allowed us to quickly implement our model. We needed four months to identify Cambodia as the second country for implementation after Mongolia, sign a memorandum of understanding with the Ministry of Education and set up the first two pilot centers. One disadvantage is perhaps the fact that it could be more difficult to radically change things now that the conditions for collaboration have been determined - as in every long-term partnership.

WHAT IMPACT HAS THAT HAD ON YOUR DEVELOPMENT STRATEGY?

The partnership with WOSM has had an impact on the organization on three levels. First, we have learned a lot about collaborating with partners from different cultures thanks to our local scout partner. Second, WOSM has brought in many new members

of the Bridgebuilders family. For example, UK scouts are collecting books for our training centers. Finally, the values of scouting are also the values of Bookbridge. What impact did it have on your organization?

5/7 1 ROOF 2 AGES

WITH WHAT OTHER ACTORS HAVE YOU COLLABORATED?

As part of the co-creation fully incorporated in its vision, 1 Roof 2 Ages is increasing partnerships with all actors.

The association and Gymsana (association working to promote sports among the elderly) are in the process of co-constructing a research on the benefits of physical exercise on the health of seniors. This collaboration allows two organizations to jointly develop their visibility and respective expertise.

The partnership with EuroMut offers subscribers of the insurance company from 1 Roof 2 Ages a fee discount. The insurance company is today also on the Board of Directors of the association. This has especially given them the opportunity to conduct a large-scale publicity campaign. The association has also incorporated Plus Magazine (a senior magazine) and BNP Paribas Fortis in its ecosystem. The former convey the solution and offer a fee discount to their readers. The latter have supported a joint analysis of the social impact of the project.

WHAT WERE THE ADVANTAGES OF SUCH PARTNERSHIPS?

First, all the co-created projects strengthen the communication plan and the visibility of the association. The partnerships then constitute a new source of income that allows the association to free itself even more from its dependency on subsidies. Collaboration with organizations whose organizational DNA is profoundly different from the association opens doors for 1 Roof 2 Ages and enables them to access skills and support from various sources. Thus, in contact with partners, the association's team has been professionalized and has, in particular, acquired advanced ideas of reporting.

been able to benefit from Crésus, 25,400 hours of training have been given and 31,5K€ in average debt have been processed per household. 98% of the precautionary mediations have helped households in a sustainable way.

This partnership has allowed both Crésus to reach more beneficiaries and Banque Postale to benefit from the gain in expertise and savings from better management of the excessive debt of its clients. The platform has expanded to almost 25 partners.

2/2

CRESUS (FRANCE)

After nearly 15 years implementing the program to combat excessive debt, Crésus has realized the limits of what it could achieve in terms of preventing excessive debt. The association had the expertise but lacked the supplementary means to identify in advance situations of excessive debt and could not guarantee the ability to fund its actions in the long term. It then identified that the banking institutions that were able to identify people in financial straits, lacked the expertise to assist the at-risk clients in the better management of their budget.

Thus, a partnership was set up with Banque Postale through an intermediation platform between the two organizations. This platform has allowed Crésus to train teams from Banque Postale about prevention and solutions for excessive debt and, in return, Banque Postale has implemented an extranet to connect its at-risk clients with Crésus. Thanks to this partnership, more than 43,000 households have

TO KEEP IN MIND

To work in network and co-create with new actors, define your approach strategy and your value proposition well, and understand your potential partners.

Identify your needs: what can your partners bring to you and what can you bring to them in order to establish a common strategy?

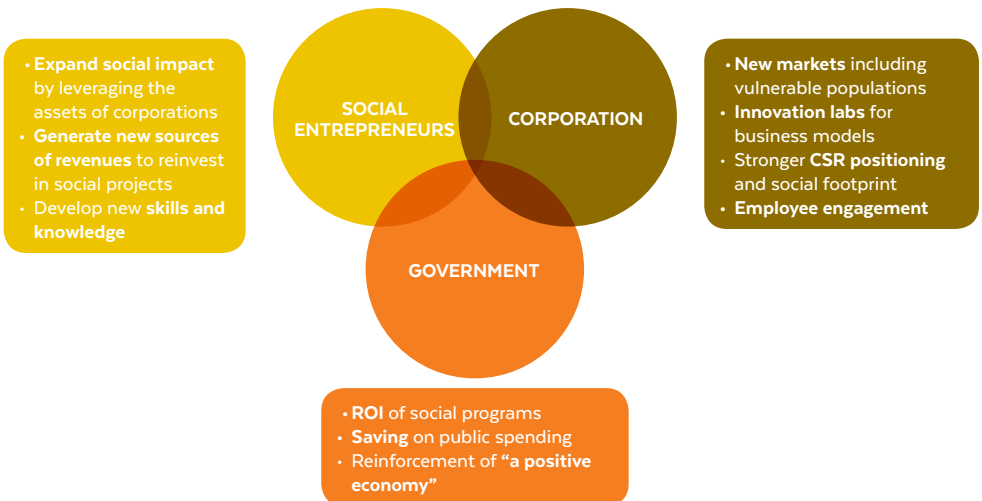
It is important to collaborate on the several levels of your partner's organization:

Raise the management's awareness

Have champions ("intrapreneurs") at the operational level

Sometimes, innovation comes from "friction" with the actors who come from very different sectors.

All the actors can take an interest in co-creating :



GOOD PRACTICES & TRAPS TO AVOID

- ♦ Think big but start small by testing with a pilot.
- ♦ Approach partners with, “**a strategic hook and an open heart**”.
- ♦ To co-create, **everyone needs to take a step forward**. You must be ready to make compromises on some points while making sure to stay faithful to your organization’s mission.
- ♦ Think about organizing field visits to learn about possible partners for your project. Nothing beats experience !
- ♦ Invest in building a relationship based on trust. Don’t underestimate how important this investment is for the future!
- ♦ Seeing collaboration with other entities (social entrepreneurs, private enterprises, and public authorities) as a threat, a competition or a conflict.
- ♦ Considering partnerships with businesses only as a simple resource for funding.
- ♦ Looking down on the action of the public and private sectors and considering these actors as incapable and/or uninterested in solving social problems.
- ♦ Making sure to not lose sight of your social mission.
- ♦ Do not collaborate in order to collaborate. Always collaborate intelligently.

ADDITIONAL RESSOURCES

- ♦ Co-creation Toolkit: www.ashokacocreation.org/toolkit.php beginning with the preparatory step “Am I ready? Performing my self-evaluation”
- ♦ “Good practices and associative transparency” edited by the centre “Social entrepreneurship” ESSEC (Thierry Sibieude and Marie Trelleu-Kane) Part 7. “Partnerships and external relationships”
- ♦ Examples of innovative collaborations : www.ashokacocreation.org/cocreateur.php
- ♦ <http://thepartneringinitiative.org/tpi-tools>
- ♦ The guide “Building Together” du Rameau (research laboratory applied to innovative alliances for the common welfare): www.lerameau.fr
- ♦ A Practical Guide on how to diversify one’s partnerships, Avise.org
- ♦ [Study on co-creation done](#) in collaboration with Ashoka and Accenture:
- ♦ The section on co-creation on the website of Ashoka Belgium: <http://belgium.ashoka.org/co-cr ation>
- ♦ The Co-creation canvass developed by Ashoka and Accenture
- ♦ The 7 principles of collaboration: www.kauri.be/461/insights/1192/kauri-members-on-principles-of-smart-collaboration#.VUuLG_mqqko
- ♦ Business & Society: www.businessandsociety.be/?lang=en
- ♦ [The co-creation canvass](#)



**HOW DO YOU
MEASURE
YOUR SOCIAL
IMPACT**



WHY THIS QUESTION ?

Measuring social impact allows you to follow and approve the consistency of your actions committed to the mission of the project.

Evaluating your impact will be essential for you to persuade your partners over the long term of the merits of your action, to be accountable to your investors, to improve your operations and the quality of the response you bring, and finally to guide your strategy.

But how do you evaluate your social impact?

What are the proper evaluation criteria?

What is the method of evaluation suitable to your organization?

You must both explain your social impact on society (especially useful for your partners) and conceive an operational management tool (a measure of performance of your action, useful internally).

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR MOST CONVINCING?



SITUATION 1

Q1: *How do you evaluate your social impact?*

Our social mission is to lessen discrimination in the hiring of people without diplomas. 30 to 40% of the people who have been at Réalise have found a job during their internship or in the months that followed. That demonstrates our social impact.

Q2: *What is the evaluation method for your impact?*

We haven't yet found the management tools that would allow us to measure our social impact in a relevant way.

SITUATION 2

Q1: *How do you evaluate your social impact?*

The social impact of Réalise is on several levels. At Réalise, among the hundreds of people who have benefited from our services, between 30 and 40% have found a job again during their internship or in the months that followed. For 30% of others, their stay at Réalise helped them identify the barriers to employment (health, debt, family organization, etc.) and offered solutions to overcome them. There are also many indirect impacts but they are difficult to measure: considering the importance of work in socialization in Switzerland, finding a job again achieves much more than a salary. Thus, our social impact can not only be assessed by quantitative objectives.

Q2: *What is the evaluation method for your impact?*

A VAN calculation test (net present value) was conducted in 2007 to try to define the investment return. Undertaking it was revealing but complex. Réalise is looking to improve the management of its impact, but it lacks the simple tools as well as those shared with other similar organizations. In the framework of its commitment to sustainable development, Réalise must improve the management of its social impact.

Situation 2: You prove that you have thought about the core issue, that you know both the direct and indirect impact of your action, but that also limits your evaluation and the need to set up a management tool more suitable to your activities.

SOME TOOLS TO PROCEED

CLARIFY WHAT YOU WANT TO EVALUATE

Begin by brainstorming as a team and specify the questions that you want to answer or that are you are normally asked, for example :

- ♦ What are your impact objectives in the short, medium and long- term?
- ♦ How will you know if you have achieved them?
- ♦ What is the added value of the project relative to the current one?
- ♦ What costs are avoided due to the project?
- ♦ What are the positive as well as the negative effects for the various participants?

DETERMINE THE PROPER CRITERIA AND INDICATORS

The **criteria** are the subjective, not directly quantifiable, values that pinpoint the issue. Choosing the right criteria will obtain clear and, especially, useful results! Ex: job development.

The **indicators** are the “measuring instruments” of the criteria. They can be **quantitative** (*the number of jobs created*) or **qualitative** (*the acquisition of new skills by the beneficiaries*). They can describe the **direct impact** of the action (*the number of people affected*) as well as the **indirect impact** (*the improvement in community life*).

CHOOSE THE BEST TOOL

- ♦ Precisely identify the resources available for this evaluation (time, human resources) in order to choose the most suitable follow-up method.
- ♦ **Designate someone responsible for the collection and follow-up of information** who will coordinate reporting over the long term. Don’t hesitate to ask for help from an outside **consultant** who can bring a new perspective to your project.
- ♦ **Use correct reporting and put it in place at the same time as the action.** It is the key to communicate your impact. The Social Reporting Standard (SRS) (www.social-reporting-standard.de) is a tool that will allow you to have a detailed report with the precise measure of impact.

“Reporting is realizing”

A guideline for good governance.

SOME EXAMPLES TO UNDERSTAND

5/6 THE COMMUNITY GROUP SIEL BLEU

WHAT IMPACT ON SOCIETY?

The Community Group Siel Bleu affects 100 000 people per week, with more than 400 participants from the university training Sciences and Techniques for Physical and Sports Activities, in more than 3 000 institutions.

The branch “Siel Bleu at work” has a very strong impact. Out of 80 construction sites, the rate for sick leave fell by a third, work accidents fell almost 70%, and many beneficiaries started a physical activity again.

Finally, it is interesting to note the systematic changes carried out by the group. A new profession was created: “APA (adapted physical activity) prevention director”, with specific training and a new university field of study.

In 2012, in partnership with Ashoka and McKinsey, a study was conducted to estimate the indirect and economic impact of some of the group’s programs. In addition to the impact on the prevention of illnesses or accidents, these programs have reduced the risk of fracture, as well as risks related to diabetes or Alzheimer’s. Concerning these two pathologies, the study estimates that the group’s programs would have saved nearly 15 billion euros for the French Health System between 2012 and 2015 if they had become widespread across the country.

1 ROOF 2 AGES

WHAT IMPACT ON SOCIETY?

The social impact caused by the creation of more than 600 intergenerational pairs in Belgium (2015) revolves around two main axes: a direct impact from the financial perspective, and an indirect impact on the building of social cohesion.

The study by BNP Paribas Fortis reveals that the savings achieved by INAMI in 2015 amounts to 480 000 euros and to 490 000 euros for the beneficiaries of this system. In fact, 23% of seniors consider this solution a real alternative to a retirement home. The allowance that they receive represents an increase in 15% of their income compared to the average pension. For the students, the annual savings is estimated at around 1250 euros.

From a societal point of view, 1 Roof 2 Ages acts in an indirect way on the well-being of the population through the removal of barriers between generations and the anxieties of families vis-à-vis youth and seniors. This mutually beneficial formula improves the feeling of well-being for 62% of seniors and 79% of students. Cohabitation is thus an extremely effective means to develop exchanges between two generations that are too often considered as living in two separate worlds. Finally, the families are reassured because, on the one hand, 62% of the students think that this cohabitation has a favorable impact on their academic success (March 2015), and, on the other hand, the seniors are not restricted in their loneliness.

TO KEEP IN MIND

There are many methods for evaluating impact. Whatever one you choose, the relevance of the criteria and indicators that you define are the most important aspects.

The qualitative and quantitative evaluation, contrary to accepted ideas, starts before the action. In order to be able to evaluate the impact of the action, you have to know the original conditions!

Every impact is not quantifiable. A good evaluation must take into account:

quantitative indicators (ex : the number of beneficiaries, decrease in the symptoms of the problem, the economic value created, costs saved to society)

and qualitative indicators (ex : social well-being, participants' accountability, contribution to the decrease in delinquency or to the social link to the community).

You are not the only one working on the issue that affects you, and other macroeconomic factors (action by the State, economic tendencies, etc.) also influence the sector in which you are working.

Know how to distinguish your **impact** from your simple **obtained results**.

Impact = obtained results - what would have happened in any case.

GOOD PRACTICES & TRAPS TO AVOID

- ♦ **Evaluate what can be directly useful to you** to persuade your participants, and to improve your action. Think about a strategic way to avoid superfluous indicators.
- ♦ **Don't complicate the task:** prioritize the use of data already available. Base yourself mostly on the impact indicators already in place.
- ♦ **Plan regular evaluations,** and use them to revise your strategic objectives.
- ♦ **Look for the most adapted consultation method** for the organization taking all the participants into account.
- ♦ Use a logical framework to **“balance” the indicators.**
- ♦ **Build a gas factory!** Choose an operational tool that is both easily used and that brings credible results. Avoid the tyranny of impact evaluation that prevents progress.

ADDITIONAL RESSOURCES

- ♦ To go further and re- think your activity report seen through the prism of your social impact, use the Social Reporting Standard (SRS)
www.social-reporting-standard.de/en
- ♦ Impact study of social entrepreneurship by McKinsey pour Ahsoka:
<http://belgium.ashoka.org/sites/belgium.ashoka.org/files/Etude-Ashoka-impact-entrepreneuriat%20social-McKinsey-2011.pdf>
- ♦ “Measuring effectiveness” by Ashoka and made public:
<http://belgium.ashoka.org/notre-impact>
- ♦ The Impact Map, A guide to SROI (SROI network)
- ♦ Évaluer l'Utilité Sociale de son Activité, Conduire une démarche d'auto-évaluation, Les Cahiers de l'AVISE n°5, Avise.org
- ♦ L'évaluation de l'utilité sociale : débats, enjeux et outils, Article in the revue Juris Association du 1er Avril 2008 - n° 376
- ♦ IRIS Indicators (Impact Reporting and Investment Standards), useful for measuring the performance of a social organization
- ♦ Petit précis de l'évaluation de l'impact social, co-authored by MOUVES, l'Avise and ESSEC IIES (2013)
- ♦ www.proveandimprove.org



WHAT IS THE BEST
ORGANIZATIONAL
MODEL
FOR YOUR PROJECT



WHY THIS QUESTION ?

You have now thought about the why and the how. This part is about understanding what are the most relevant organizational mechanisms for your structure.

What would be the best team to lead the activities that you set up?

What skills do you expect from your team members?

What values should they share?

What will be your decision-making process?

Who will participate?

What will be its organizational chart?

A good initial definition of the organization's operation is also important both for the internal team as well as the external partners, and increases the organization's chances for survival.

PUT YOURSELF IN THE PLACE OF A POTENTIAL PARTNER

IN WHICH SITUATION IS THE SOCIAL ENTREPRENEUR MOST CONVINCING?



SITUATION 1

Q1: *What are your human resources policies?*

The process of HR planning and recruitment is standardized. All members of the team set their own objectives for the year and are evaluated by performance. We think it is necessary to involve all the collaborators for a sustainable impact. Thus, all the employees at Bookbridge earn the same salary and participate in development programs.

Q2: *What is the culture and style of your organization?*

At Bookbridge, we do what we really are. We learn by doing. When we fall, we pick ourselves up. Each mistake is a unique opportunity to learn. We trust each other. We avoid hierarchy. Decisions are made by consensus. We believe in the power of community. We build bridges between people and their cultures.

SITUATION 2

Q1: *What are your human resources policies?*

We don't have experts in human resources. We don't set up exact job profiles. We recruit the candidates who seemed the best to us. Then, they become members of the team and are included in all the development programs. It operates very well that way.

Q2: *What is the culture and style of your organization?*

Teamwork and consensus.

Situation 1: It is clear that HR's policies were well thought through and the business culture is the result of a governance style and values shared by the team members.

SOME TOOLS TO PROCEED

MODEL THE “WAYS OF DOING” OF THE ORGANIZATION

What is the best governance possible?

Have you chosen the members of your Board of Directors for their expertise? How are your beneficiaries and partners involved in the success and strategic development of your organization? Do they ensure a balance to the management ?

What is your “business culture”?

A culture is not led by decree; it is the result of a style of governance, of shared values among all the members of the team.

WAYS OF DOING THINGS

- Governance
- Culture & style

OPERATIONAL REQUIREMENTS

- Human ressources
- Infrastructure
- Financial planning

PLAN THE IMPLEMENTATION OF OPERATIONAL MEANS

How do you manage your HR?

Do you prepare detailed job profiles for recruitment? Are the responsibilities clearly defined within the team? Who does what ? Who supervises ? Who coordinates ?

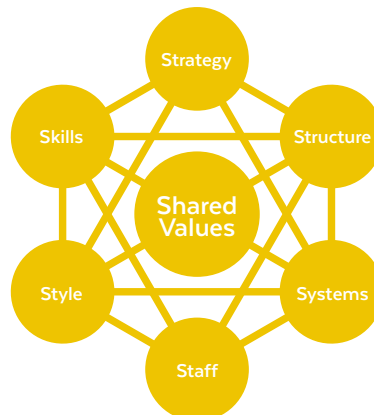
What is the infrastructure?

Does the infrastructure that is set up promote work? Is the location strategic (near your direct beneficiaries? or your providers)? Does an intranet allow regular internal communication among the team members?

What is the outlook for funding?

Have you set up cost accounting by activity? Are your funding plans regularly published, re-evaluated relative to reality? Is respect for the budget objectives valued?

ANALYZE YOUR ORGANIZATION ON 7 CRITERIA



SOME EXAMPLES TO UNDERSTAND

6/6 THE COMMUNITY GROUP SIEL BLEU

Governance	<ul style="list-style-type: none">♦ The 8 members of the Board, required by the statutes of Alsace Lorraine, are the original members who supported the creation of Siel Bleu when no one believed in it.♦ They have an assisting and supporting role. Siel Bleu trust the Board for all the broad strategic guidelines.
Culture and Style	<ul style="list-style-type: none">♦ The employees are essentially young sports professionals. They think about the collective future of the structure before thinking about their own individual interest in this structure.♦ The values: impact, innovation, independence, growth, conviction and employee input♦ Suits and ties are off-limits, except in exceptional circumstances. Work is done in t-shirts, jeans and sneakers.
HR	<ul style="list-style-type: none">♦ Flow chart structured as a tree: management at the top, then 7 regional centers, each specifying the various programs.♦ Job profiles are drawn up to detail skills, particularly the expected values.♦ Internal promotion field facilitators to manager positions (sales managers , operational managers)
Infrastructures	<ul style="list-style-type: none">♦ Very few communities (in Strasbourg, Lille, and Angers). The others are in people's homes.
Funding Plans	<ul style="list-style-type: none">♦ Cost accounting that consolidates the financial and human data of the organization.♦ Investment in billing and information software. At a high price, it nevertheless allows immense savings of scale in billing, offers complete and regular commercial follow-up, and anticipates real funding resources and needs.

7/7
1 ROOF 2 AGES

Governance	<ul style="list-style-type: none"> ♦ The Board of Directors operates with the approach of collaborative and participatory governance, and thus counts among its 7 members a representative of the seniors and a representative of one of its partners (EuroMut). ♦ This organization has an assisting role to the Executive Board which defines the strategy for decision-making within the organization.
Culture and Style	<ul style="list-style-type: none"> ♦ Faithful to their vision of breaking down barriers between generations, the employees of the association cover a wide range of ages (there are retirees as well as young professionals). ♦ Despite the separation of teams, each working in its region, the association maintains a unity and strong overall consistency thanks to monthly work meetings and a yearly team building activity.
HR	<ul style="list-style-type: none"> ♦ The administration is in Brussels and manages all the branches present in 9 cities in Belgium.
Infrastructures	<ul style="list-style-type: none"> ♦ The limited size of each city's team does not justify the investment in office space and the employees therefore work at home. In order to perform the interviews in the best conditions possible, the partner EuroMut is, however, making rooms available to employees.
Funding Plans	<ul style="list-style-type: none"> ♦ The management team predicts an increase of 30% in memberships thanks to better communication and an exponential geographic development

TO KEEP IN MIND

Pay attention to governance issues not to find yourself at fault because of ego. For good governance, ensure especially that the Board Members are:

- ♦ From varied and complementary areas of expertise, as recognized professionals
- ♦ Committed to the success of your activities and your mission
- ♦ Available to devote time to meeting regularly
- ♦ Aware of the actions implemented and a force for strategic advice.

The men and women of your team are your wealth. Besides skills, **don't ignore the culture and style of your organization.**

Ensure that the members of your team share the same values and the same desire to develop the project. Especially in social areas, agreeing on values is paramount for the success of the action

Apply these values daily and personify them as the leader.

Think about anticipating recruitment and maintaining the harmony of your team. For good HR planning, it is recommended to have:

- ♦ someone designated for HR management
- ♦ detailed job descriptions drawn up ahead of the expected internal growth
- ♦ a clear organizational chart
- ♦ diverse and complementary profiles.

GOOD PRACTICES & TRAPS TO AVOID

- ♦ List in an explicit way the various options that are offered to you, in terms of structures, human resources, etc. in order to **achieve a clear and logical choice**.
- ♦ Conscientiously choose the people around you on the project and the role that you assign them: each one will play a key role, and will carry out with you the vision of the project.
- ♦ Take 15 minutes to **self-evaluate the strong points and the improvement points of your organization** by using the analysis grid of McKinsey organizations (Capacity Assessment Grid).
- ♦ Recruiting and planning exclusively “by feeling”, without evaluating the needs or profiles necessary to your development.
- ♦ Underestimating the role of the members of your Board. Besides bringing their expertise to you, they can be a powerful force for your project, strengthening its legitimacy.

ADDITIONAL RESSOURCES

- ♦ Bonnes pratiques et transparences associatives, ESSEC (2008) - See part 2: Good practices in the Governance of Social Enterprise
- ♦ To learn more about the frame of Reference of the 7-S of McKinsey (Detailed description, summary, forum, tips, benefits and limits) www.12manage.com/methods_7S_fr.html
- ♦ Another interesting model is Porter's 5 forces, explained in an article by Michael Porter in the Harvard Business Review : The five competitive forces that shape strategy
- ♦ La gouvernance dans les entreprises sociales, Julie Rippens (2010)
- ♦ Reinventing organizations, Frederic Laloux (2014)



CONCLUSION

This guide was designed with the goal of being as concise as possible. Therefore, it is far from being complete, but by sharing with you Ashoka's previous experience in assisting thousands of social entrepreneurs, we hope you will reflect constructively on your project by asking yourself the right questions.

By now, you should have a better ideas and some useful tools in your pocket to develop your project and maximize your social impact!

In addition to these questions, don't forget to be prepared to talk about your project in a persuasive and concise way under any circumstances. Developing "an elevator pitch" is a very useful exercise in oral communication in order to persuade a potential partner in 1 minute (the time it takes for an elevator ride) of the relevance of your project.

IF YOU ONLY HAVE A MINUTE TO PERSUADE SOMEONE, WHAT MESSAGE MUST YOU ABSOLUTELY COMMUNICATE?

1. Your social mission in one sentence

2. Why this project?

Assess the problem as much as possible
Explain the underlying causes for the identified problem

Mention an existing unsatisfactory solution

3. What makes you unique?

Talk about your added value through an example, an anecdote, a key number

4. What long-term social impact are you looking for?

Be concrete

5. Your economic model?

Talk about your funding sources

6. Why you?

Sell yourself! Your potential partner must come out of the elevator convinced that you are the right person with the ideal team to carry out this project.



APPENDICES

FOR FURTHER INFORMATION

Other examples of inspiring solutions

- ♦ Videos on initiatives that change the world : www.sparknews.com
- ♦ 10 TED talks that give you power to change the world
- ♦ Videos of Ashoka Talks
- ♦ Social Entrepreneurs: Pioneering Social Change, video by Skoll World Forum :
- ♦ TEDx video and article How to Create a Successful Social Enterprise, Marquis Cabrera (2014)
- ♦ Resources for social and solidarity-based economy www.socioeco.org
- ♦ Social Entrepreneurship in the Age of Atrocities, Zachary Kaufmann (2012)
- ♦ Il s changent le monde! 1001 initiatives de transition écologique, Rob Hopkins (2014)
- ♦ L'audace des Entrepreneurs Sociaux, Virginie Seghers and Sylvain Allemand (2007)
- ♦ 80 men to change the world, Sylvain Darnil and Vincent Le Roux (2006)
- ♦ Social Entrepreneurship : Theory and Practice, Ryszard Praszkiar et Andrzej Nowak (2012)
- ♦ How to change the world, David Bornstein (2005)
- ♦ Barometer of social enterprises in Belgium, HEC - Ulg (2014)
- ♦ Impact driven entrepreneurship, Pol Bracke & Tom van Wassenhove (2015)
- ♦ Social entreprise management, Sybille Mertens (2010)
- ♦ Reinventing Organizations, Frederic Laloux (2014)
- ♦ Synthesis of social entrepreneurship, OCDE & Commission Européenne (2013)

Other organizations in Belgium that are helping to create organizations of social impact

- ♦ Sociale Innovatiefabriek: www.socialeinnovatiefabriek.be/nl/english
- ♦ I-Propeller: <http://i-propeller.com>
- ♦ SAW-B: www.saw-b.be/spip/index.php
- ♦ The academy of social entrepreneurs : www.academie-es.ulg.ac.be
- ♦ The positive entrepreneur network: www.positive-entrepreneurs.be

Additional Resources

- ♦ Construire votre business plan social au format Global Social Venture Competition (GSVC), Essec and Berkeley
- ♦ L'entreprise sociale a besoin d'un business plan, M. Trelu Kahn and T. Sibieude
- ♦ Guide méthodologique du Business Plan Social, ESSEC Chaire Entrepreneuriat Social
- ♦ Etude sur les facteurs clés de succès et obstacles à la création d'entreprises sociales, l'Institut de l'Innovation et de l'Entrepreneuriat Social (2011)
- ♦ www.socialbusinessmodelcanvas.com
- ♦ Portail du développement de l'Economie Sociale et Solidaire: www.avise.org

BELGIAN FELLOWS



Geneviève Moreau : **SIIN** is the Scientific Institute for Intelligent Nutrition. The Institute was founded and directed by doctors, academics et scientists wishing to contribute to a nutritional and societal change in the right direction through the development and promotion of reasonable or intelligent nutrition.



Didier Ketels : **Droits Quotidiens (Everyday Rights)** allows everyone to get the right legal information at the right time and in a comprehensible language. It thereby increases the ability of every citizen to find a negotiated solution by avoiding consequences such as unnecessary litigation.



Tobias Leenaert : **EVA (Alternative Ethical Vegetarian)**'s goal is to reduce the overconsumption of meat and its impact on the environment, human health and animal well-being. With innovative and appropriate tools that create a positive and attractive image of vegetarian nutrition, it mobilizes and involves individuals, businesses and local public authorities to change consumer habits.



Emilie Meessen : **Infirmiers de rue (Street Nurses)**'s goal is hygiene as the entry point for the social reintegration of the homeless. By confronting heads-on the taboo of hygiene of those most at risk and empowering them with their own health, it opens a path for them to return to their social and professional life.



Arnoud Raskin : **Mobile School**'s goal is self-esteem, the key to the successful reintegration of street children. Its innovative educational concept of mobile schools allows the development of self-confidence in children living on the street and gives them the ability to decide to leave it. It therefore increases the effectiveness of existing field programmes.



Ingrid de Jonghe : **Tejo** is the missing link to help youth with psychological pain to get out on top. Considering the increasing psychological pain of youth remaining insufficiently addressed, Tejo offers inexpensive, professional places of welcome, adapted to needs, where volunteer therapists (and other professionals, in particular, lawyers) help them manage their issues and regain their equilibrium.



Ignace Schops : The goal of **R.L.K.M.** is to marry the environment with economic and social progress for the better. Uniting public and private investments for the protection of natural habitats and the environment, it creates a concerted model of development that makes preservation an essential source for economic and social progress.



Isabella Lenarduzzi : **Jump**'s goal is to mobilize as many men and women for a true balance in businesses. Confuting victimizing speech, it offers men and women the opportunity to create the economy of tomorrow together. An economy that would redefine success, by valuing a balance in professional / personal life for everyone as well as equality for men and women.

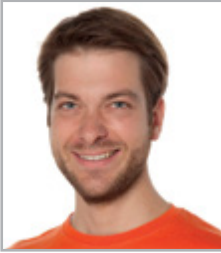


Marjan Gryson : **Touché**'s goal is to transform the aggressiveness of prisoners into a positive force to reintegrate themselves to society. Using methods of violence management with detainees in prison, Marjan creates new opportunities for placement.



Bach Kim Nguyen : The mission of **BeeOdiversity** is to develop projects and provide advice aimed at promoting biodiversity, food diversity and everyone's well-being through the preservation of pollinators, with a global, innovative and scientific approach, by gathering all the actors affected (societies, individuals, farmers, scientists, bee keepers, public institutions) and raising awareness.

EXAMPLES



Bookbridge has been created by **Carsten Rübсаamen** (Fellow Ashoka elected in 2013) with the aim of promoting education, tolerance in all areas of culture, cooperation and the commitment to social causes, regardless of religion, ethnicity or location. In order to achieve this goal, he sets up training centers in rural areas in Mongolia and Cambodia which meet local needs more effectively and which are financially viable. At the same time in Europe, Bookbridge offers a development program, the Capability program, to senior executives who wish to develop responsible leadership skills.

www.bookbridge.org



Réalise is a company created in 1984. His managing director **Christophe Dunand** (Fellow Ashoka elected in 2014) developed a model adapted to Switzerland, with an important emphasis on training unskilled job-seekers. Réalise's mission is to identify and to develop the professional skills of these job-seekers, then to introduce them directly to various areas of industry such as logistics, gardening, laundry or office cleaning.

www.realise.ch



The Community Group Siel Bleu is an organization co-founded in Strasbourg by **Jean-Michel Ricard** (Fellow Ashoka 2006) and Jean-Daniel Muller in 1997. The Community Group offers adapted physical activities in order to strengthen the social link, to prevent some illnesses and to reduce dependency of elderly people, disabled people or people with a chronic illness.

www.sielbleu.org



LearnEnjoy, founded by **Gaelle Regnault** (Fellow Ashoka 2014), is a french social enterprise that develops online applications to help and support children with autism. Expert in developing adapted programmes for different levels of autism, LearnEnjoy believes in the capacity of autistic children to learn and grow creatively.

www.learnenjoy-apps.com



Cresus was founded in France by **Jean-Louis Kiehl** (Fellow Ashoka 2011) with the aim of preventing and reducing the indebtedness of people in order to avoid financial and social exclusion. By developing a unique model for prevention and early detection of the indebtedness, this project allows high-risk populations to avoid the double risk of financial and social exclusion.

www.cresusalsace.org



Signes of Meaning is an organization founded in 2003 in Lille (France) by **Simon Houriez** (Fellow Ashoka 2008) in order to help deaf people to escape from their cultural and social isolation. By giving them tools to access culture and knowledge areas, Signs of Meaning allows them to build themselves as individuals. It also breaks down biases and boundaries between the world of deaf and hearing people.

www.signesdesens.org



1 Roof 2 Ages is an organization founded in 2009 by **Régis** (Ashoka Belgium Impact Program successful candidate in 2013) and **Claire de Kerautem**, with the mission to develop the intergenerational link by fighting against the loneliness of seniors and by helping students find housing at a lower market-rate. Thus this win-win project puts its energy into creating a society in which generations help and enrich each other.

www.toit2ages.be



Aurolab is a not-for-profit manufacturing facility of intraocular lenses (IOLs) created par **David Green** (Fellow Ashoka 2002) in India in 1992. David then co-founded Sound World Solutions in 2007, which manufactures and distributes a state-of-the-art Bluetooth enabled hearing aids. Both organisations aim at providing high-quality, affordable medical technology and healthcare to the poor, in particular people with diseases impairing sight and hearing.

www.aurolab.com



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GRAPHIC CONCEPTION

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ASHOKA

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