**ERASMUS+ Strategic Partnership**

**Social Entrepreneurship for Local Change**

**Online Course 2016 – Assignment 3: Design your Business**

Social Enterprise Business Plan

Case of: xxx

**Working Group: x**

**Group members: Emails:**

**Xxx xxx**

**Xxx xxx**

**Xxx xxx**

**Xxx xxx**

etc.

**Table of Contents:**

1. Executive Summary (1,5 -2 pages)
2. Social enterprise mission and goal (0.5 - 1 page)
3. Target market
4. Products and services (Value propositions) (1-2 pages)
5. Management team and decision-making
6. Operations plan
7. Financial plan
8. Marketing plan
9. Social impact
10. Risk management
11. References
12. Appendices

Minimum range: 12 pages

Maximum range: 17 pages

Not counting cover page, table of contents and appendixes

1. **Executive summary**

* The social enterprise/business idea: company description, location description, social challenge and explicit social/environmental aim
* Target market and products/ services
* Management team: are you reliable?
* Key activities and resources
* Partner network
* Financial plan; why should someone donate/ sponsor/ invest in your SE?
* Marketing plan
* Social impact; why consider yourself a social enterprise?

1. **Social enterprise mission and goal**

**Social/environmental/other challenge**: customers` core (real) problem the social enterprise is helping to solve. Which of the customer’s problems is the social enterprise helping to solve? Which customer/ market needs is it satisfying? The scale of the problem, is the problem growing? Current solutions in the market.

**Market and industry analysis**: How does the social enterprise fit in the local environment? How might political, economic, social, technological, environmental and legislative factors impact the business?

**Key goal and objectives:** Why is yoursocial enterprise different? What does the social enterprise want to achieve and why? What types of products and services do you plan to offer? How? For whom?

1. **Target market**

**Target population**: Who is experiencing this problem, how big is the target population, is it growing? What are your target market segments?

**Market size**: For whom are you creating value and what kind of value (beneficiaries and customers)? How many potential customers you will be trying to sell to: how many customers are in each segment, what does an average customer do to overcome the problem? What is the potential market size?

**Customer relationship**: What type of relationship does each of your customer segments expect you to establish and maintain with them? What will your customers values be? How can you ensure that you retain your customers?

1. **Products and services/ Value propositions**

**Solution**: product or service benefits. How customers might use your product or service and how might it address their problem? How would it help them?

* **Social value proposition**: How will you show that you are creating social impact?
* **Customer value proposition**: What do your customers want to get out of this initiative?

**Basis for differentiation**: Who are your potential competitors/substitutes and how many are there? Why would a potential customer choose your solution over someone else’s? What is new or better about your idea?

1. **Management team and decision-making**

**Team**: What kind of skills and competences do you need in your team? Why are you and your team the right people to build and grow this social enterprise (skills, expertise, experience, accomplishments at other companies). What other key positions you still need to fill and how? How will your SE make sure will have necessary skills to respond to changes in the market?

**Decision-making process**: Describe the decision making process and rules, the income distribution rules, the wage policy. Provide the organizational chart.

1. **Operations plan**

**Key activities**: What key activities do you need to deliver your product or service? How your social enterprise works? How is social value integrated into your operations? Describe the value chain of your business. Provide a diagram of the workflow, main actors and main inputs and outputs.

**Key resources**: What are the resources needed to achieve the social objectives? (material, human, financial, IT, infrastructure). What other key resources are essential or important? How do you plan to procure them?

**Partner network**: Who might be your key partners and key suppliers? Which key resources might the social enterprise acquire from partners? Which key activities would partners perform?

1. **Financial plan**

**Financing needs:** How much finance do you need to raise? Where from? What kinds of finance (donations, sponsorships, investments, grants, loans)?

**Social/environmental impact (return)**: What is the impact expected? Why should someone donate/ sponsor/ invest in your SE?

**Revenue costs**: How much will cost your SE to run? What are your biggest expenditure areas? How do they change as you scale up? How your social enterprise makes money, what do you charge, what is the cost structure (main cost elements), who pays the bills?

**Financial summary and P&L**: How much will it cost to create your SE in the first, second, third and fifth year? What is your expected revenue in each of those years? Break down your revenue sources by %.When do you expect your SE to achieve a surplus? Where do you plan to invest your profits?

1. **Marketing plan**

**Pricing**: What is your pricing policy? Is the price of your product/ service perceived as being fair? How your pricing fits into the larger market?

**Promotion**: What ways of advertising or promoting will you use for your social enterprise?

**Channels**: the strategy of communication and distribution used to reach the customers segments. How would you propose to reach each of your customer segment? How can each customer segment find and reach your SE? What ways do you propose your customers to buy your products and services? How can you persuade the customers to buy from you and not transfer to competitors?

**Positioning**: What image do you want to create for your SE?

1. **Social/ environmental impact**

How and when would you know that you have achieved the change that you have planned to create? How do you measure performance and social/ environmental impact of your social enterprise?

1. **Risk management**

Looking at your initial analysis of the market/ industry, what are the other risks (internal and external) for your SE? How can you mitigate those risks?

1. **References**
2. **Appendices**