**ERASMUS+ Strategic Partnership: Social Entrepreneurship for Local Change**

Social Enterprise Business Plan

Case of: xxx

**Working Group: xxxx**

**Group members: Emails:**

**Xxx xxx**

**Xxx xxx**

**Xxx xxx**

**Xxx xxx**

etc.

**This assignment is made up of two parts:**

**Part One - Group work- all students (Pass/Fail):**

1. Executive summary
2. Social enterprise mission and goal
3. Target market
4. Products and services, key activities (value propositions)
5. Channels
6. Management team and other key resource requirements
7. Financial summary

**Part Two – Individual work- all students (Graded)**

1. Operational and management plan (partially compulsory)
2. Partner and stakeholder network (compulsory)
3. Marketing plan (optional, for “very good-” up to “very good”)
4. Financial plan (partially compulsory)
5. Social/ environmental impact (compulsory)

***Masters students only:***

Social enterprise: social and ethical values

Risk management

**Part One - Group work- all students (Pass/Fail):**

1. **Executive summary**
2. The social enterprise/business idea: company description, location description, social challenge and explicit social/environmental aim
3. Target market
4. Products/ services, key activities (value propositions)
5. Channels
6. Management team and other key resources
7. Financial summary
8. **Social enterprise mission and goal**

**Social/environmental/other challenge**: describe which customer / market needs your social enterprise is planning to satisfy and how your social enterprise is helping to solve your customers` core (real) problem(s).

**Scale of the problem**: Describe the scale of the problem and whether the problem is growing? What are the current solutions in the market?

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

**Key goal:** What does yoursocial enterprise want to achieve?

1. **Target market**

**Target population**: Describe who is experiencing this problem, how big the target population is and whether it is growing. State what your target market segments are.

**Market size**:

Give a description of:

* Who are you creating value for and what kind of value (beneficiaries and customers),
* What an average customer currently does to overcome the problem?

Calculate what the potential market size is and how many potential customers you will be trying to sell to, show how many customers are in each segment.

1. **Products and services, key activities (value propositions)**

Give a description of what types of products and services you plan to offer and how they will be brought to the market and for whom.

**Your solution**:

* Describe your key activities.
* Describe what the benefits of your product(s) or service(s) will be. In what ways do you expect that your customers might use your product(s) or service(s) 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**: Provide a breakdown of who your potential competitors/substitutes are and how many there are. Explain why a potential customer would choose your solution over someone else’s? What is new or better about your idea?

1. **Channels**

Describe the strategy for communication and distribution which you will use to reach your customers and other beneficiary segments.

What will your customer’s values be and how you can ensure that you satisfy these values and retain your customers?

1. **Management team and other key resource requirements**

**Team**: Describe what kinds of skills and competences you need in your company team and explain why this team are the right people to build and grow this social enterprise (skills, expertise, experience, accomplishments at other companies).

**Other key resources**: List the other key resources you will need to achieve the company’s commercial and social objectives (material, financial, IT, infrastructure).

1. **Financial summary**

**Financing needs:** Describe how much finance you will need to raise in order to get your company started. Where will you get this from and in what form: donations, sponsorships, investments, grants, loans?

**Financial summary**: Give a breakdown of your costs and your sources of income, estimate total costs (expenses) and total revenue (income).

**Individual work- all students (Graded)**

**Name………………….**

**Working Group: xxxx**

1. **Operational and management plan** (partially compulsory)

**Key activities** (compulsory): Describe in detail what key activities you need to undertake in order to deliver your product(s) or service(s). Describe what the social and ethical values of the company are, embedded into its aims and objectives.

**Key resources** (compulsory): Explain how you plan to procure resources needed to deliver your product(s) or service(s) and achieve your social objectives (material, human, financial, IT, infrastructure).

**Decision-making process** (optional):Describe the company decision making process and rules and explain:

* How your proposed social and ethical values influence the day-to-day and long term management of your company,
* How transparent and open management would be implemented,
* Your company income distribution rules and wage policy.

Provide an organizational chart. Outline what other key positions you will need to fill as the company grows and explain how your social enterprise will make sure it will have the necessary skills and other resources to respond to changes in the market?

1. **Partner and stakeholder network** (compulsory)

Describe who your key partners and key suppliers might be.

Describe who your key stakeholders are and explain how each would benefit from having a relationship with your company and how you will manage that relationship process.

Give examples of key resources which your social enterprise might acquire from partners and key activities your partners would perform.

1. **Marketing plan** (optional, for “very good-” up to “very good”)

**Pricing**: Describe your pricing policy, compare your pricing with others in the market and demonstrate that yours is fair. Show how your pricing fits into the wider market.

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

**Channels**: Describe how you can persuade your customers to buy from you and not transfer to competitors.

1. **Financial plan** (partially compulsory)

**Financing needs** (compulsory):Describe in detail how much finance you will need to start and run the social enterprise, where will you get this from and in what form (donations, sponsorships, investments, grants, loans)?

**Financial summary and P&L** (compulsory): Create a table showing how much it will cost to run your social enterprise in the first, second, third and fifth year.

Calculate total costs (expenses) and total revenue (income).

**Financial management** (optional):Taking account of your social and ethical values:

* Explain the rationale for your pricing/charging structure for your products and services.
* Calculate when you expect your social enterprise to achieve a surplus and give details of where you plan to invest your surpluses (profits).

1. **Social / environmental impact** (compulsory)

How do you plan to measure performance and social/ environmental impact of your social enterprise?

**Masters students only:**

1. **Social enterprise: social and ethical values (how these differentiate the operations of social enterprises from purely commercial enterprises).**
2. Explain how social and ethical values can be integrated into the fabric and everyday working practices of all staff of a social enterprise and how this influences the ways in which social enterprises work and cooperate with:
   1. other companies
   2. people in the value chain
   3. customers, especially through the marketing plan
3. Describe the ways social enterprises measure their impact and explain why this is important
4. **Risk management**

Reflect on your initial analysis of the market/ industry, and describe what other risks (internal and external) there are for your social enterprise. Evaluate the seriousness of these risks and describe how you would plan to mitigate those risks.