

The project "You(th)for Cul/fu(ture)" is inspired by youth & created for youth

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Creative & cultural entrepreneurship guide



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Creative & cultural entrepreneurship guide

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Abstract

Imagine what could invent an entrepreneurship combination of creative & cultural aspects. That would be a unique mix of independent trends: Art as a content-based and immaterial value and entrepreneurship as a supporter of immaterial values.

By this basis in mind and the social responsibility of entrepreneurs, creative & cultural entrepreneurship carry out a strategically cultural mission, and face risks to the creation of balance between managerial values and innovation.

The toolkit was created in frames of Capacity Building in the Field of Youth project “You(th)for Cul/fu(ture)” and developed by partners ADVIT Moldova, Youth Association Droni, Development Centre Pangeya Ultima, Youth Education Centre “Fialta”, Youth Mix, CODEC vzw, Geoclube, Associacio Cultural Tabala, PlanBe, Plan it Be it, Connecting Europe.



This guide is designed for young entrepreneurs, facilitators & trainers and all not indifferent people to creative & cultural entrepreneurship.



About the project



People with creative mind-sets, interested in arts and culture, are not at all or not provided enough with learning opportunities for effective administrative leadership. While creative & cultural entrepreneurship („c/c-e“ from now forth) are the win-win scenario that develop employment opportunities for already existing potential employees pool (like young people interested in arts & culture), it is barely comprehensible by this youth, especially in [Eastern Partnership countries](#) where cultural policy mechanisms are far from being well-developed.

The project aims to develop an educative innovative pathway for boosting employability potential of [NEETs](#) throughout creative and cultural entrepreneurship education („c/c-e“). Our project will deliver structured innovative approaches towards educating youth on how to integrate entrepreneurship within the development of creative practices and to bring a creative approach to the development of new social businesses.

Throughout project activities we will support unemployed youth in their ability to create innovation and provide them with entrepreneurial skills and attributes to commercialize their creative & cultural knowledge. Both youth workers & young people participating in the project will get theoretical knowledge on cultural economy & creative initiatives and develop techniques to move their creative & critical thinking to entrepreneurial thinking.

The project has following specific objectives:

- to build capacity of consortium in the field of „c/c-e“, enable transfer of practices among the partnership and foster cooperation between EU and EaP countries;
- to create environment for networking and to equip youth workers with knowledge and specific competences in „c/c-e“ education;
- to create enabling environment for transferring the knowledge on „c/c-e“ to NEETs and foster their transversal skills, sense of initiative & entrepreneurship and creative thinking;
- to create comprehensive learning materials – toolkit and online platform – targeted to youth workers, stakeholders in the field of social entrepreneurship and potential entrepreneurs;
- to promote social, cultural and creative entrepreneurship, active citizenship and nonformal learning on European level and in EaP countries;
- to promote European policies in the field of social entrepreneurship and Erasmus+ on European level and in EaP.



*The project's **main output** is to develop new models of working with young people with fewer opportunities, innovative tools & guidance that would allow youths to implement their own creative & cultural enterprises ideas independently.*



Encourage your creativity

In a profit-oriented world the term “strategy” has become one of the most used empty words. But strategy should be a creative and meaningful process that helps us design a sustainable future based on clear visions, values and attitudes. This “*mission is possible*” means that there is a need for new solutions and for atypical, non - linear thinking and acting, which is possible only with a creative approach.

Let's start together our “*mission is possible*” from the creativity concept and smoothly walk to ways of creativity boosting & creative blocks.



The concept of teaching creativity

Academics such as [E. Paul Torrance](#), dedicated an entire lifetime to the advancement of creativity in education. Torrance faced much opposition in his day about the nature of creativity.

Creativity was considered to be an immeasurable, natural ability. Torrance called for explicit teaching of creativity. He advocated that it was skill-specific, requiring intentional instruction. His life's work ultimately led to the development of the Torrance tests and gifted programs throughout the world.



In recent times, there has been a shift towards the increased acceptance of valuing creativity for all learners. A 2003 [TED talk](#) by Sir Ken Robinson discussing this subject reached over 5 million viewers. It discusses how our current school systems suppress creativity. He proposes that our current model leaves little room for divergent thinking.



Much of the blame for a lack of creativity, and therefore innovation, [can be traced](#) to our traditional educational systems.

It relies on teaching the correct answer. An innovative thinking model is needed. Robinson recently tweeted about a new study that suggested 80% of educators surveyed preferred creativity to be included as part of learning standards.

In the same way, [David Hughes](#), founder of Decision Labs and professor at UNC Chapel Hill, argues that innovation is an essential skill for our global economy. In talking about creativity in schools he says, much of the blame for a lack of creativity, and therefore innovation, can be traced to our traditional educational systems.



Most of the practice of creative methods is being done outside the traditional educational institutions by consulting firms and by persons in companies who have been trained in creative problem solving methods. In universities not much has changed since 1950, when the distinguished psychologist J. P. Guilford in his inaugural address as president of the *American Psychological Association* stated that education's neglect of the subject of creativity was appalling.

Adding to this sequence of events is the fact that textbooks are at least three years out of date when they are published and . . . educational systems were the slowest adopters of innovation. Thus, we see that educational institutions need a strong dose of creative problem solving.



We would like to offer for you *nine ways*, which we have found efficient during our research and practical implementation.

Nine ways to boost your creativity



1. Restrict yourself

Have you ever noticed after yourself a tricky problem that you may take the path of “least mental resistance,” building on ideas they already have or trying to use every resource at hand?



We suggest that you place self-imposed limitations that can boost creativity because it forces even creative people to work outside of their comfort zone.

One of the most famous examples is when Dr. Seuss produced *Green Eggs & Ham* after a bet where he was challenged by his editor to produce an entire book in under 50 different words.

Just remember those moments, when you are limited in writing something in a short form, like an [Instagram bio](#) or you are choosing words for the brief, but “catchy” [Tweets](#). It can lead you to some pretty creative workarounds & improvisational boosts.

Try limiting your work in some way and you may see the benefits of your brain coming up with creative solutions to finish a project around the parameters you have set.



2. Re-conceptualize the problem

Have you ever noticed that especially creative people tend to re-conceptualize the problem more often than their less creative counterparts? That means, instead of thinking of a final goal to certain situations, they sit back and examine the problem in different ways before beginning to work.

Imagine that you are a writer who handles content marketing strategy for startups, your “camping equipment” is a final goal.

The problem is, if you approach an article with the mindset of, “*What can I write that will get a lot of feedback?*”, you will not create something really good.

However, try to set a question under another angle, such as: “*What sort of articles really resonate with people and capture their interest?*”.

Now you are thinking not only about yourself, but about your audience, you start to interact with it. Through such an approach you will come up with something more original.



Don't worry, if you find yourself stagnating by focusing on generic problems as “*What would be something cool to paint?*”. Try to re-conceptualize the problem by focusing on a more meaningful angle like “*What sort of painting evokes the feeling of loneliness that we all faced during the quarantine regime?*”.



3. Create psychological distance

While it's long been known that abstaining from a task is useful for breaking through a creative block, it also seems that creating “psychological” distance may also be beneficial. People, who took part in [this research](#) were able to solve twice as many insight problems when asked to think about the task as something distant, rather than it being close in proximity.

Try to imagine your creative task as being disconnected and distant from your current position/location. According to this research, this may make the problem more accessible and can encourage higher level thinking. Perhaps this is a human phenomenon to rush into distant dreams and goals.



4. Daydream

Although [study](#) after [study](#) confirms that daydreaming and napping can help with the creative thought process and to overcome stress and negative experiences.

That is, daydreaming and incubation are most effective on a project you've already invested a lot of creative effort into.

So before you try to use naps and daydreams as an excuse for not working, be honest with yourself and don't forget to hustle first!



5. Immerse in something absurd

How often do you catch yourself in a strange imagination? You need to know that the [research](#) suggests that reading/experiencing something absurd or surreal can help boost pattern recognition and creative thinking. The subjects of the indicated study read Franz Kafka, but even stories like Alice in Wonderland have been suggested by psychologists.

The conclusion was that the mind is always seeking to make sense of the things that it sees, and surreal/absurd art puts the mind in “overdrive” for a short period while it tries to work out just exactly what it is looking at or reading.

Find a bit of time to discover something new and unusual for you in the field of art & literature, such as interesting short stories [The Last Question](#) by Isaac Asimov, [Alice in Wonderland](#) by Lewis Carroll or browsing absurdist art at places like [r/HeavyMind](#) etc.



6. Separate work from consumption

Also known as the “*absorb state*”, this technique has been shown to [help with the incubation process](#) and is far more effective than trying to combine work with creative thinking. It makes sense too — we are often in two very different states of mind when absorbing an activity and when we are trying to create something. Much better when you just turn off your “work mode” and consume more inspiration in the form of reading, watching, and observing. Afterward you, full of inspiration, can turn on your “work mode” and light up your project.



7. Create during a powerful mood

For a long time, the research has pointed to happiness as being the ideal state to create in. Recently though, a relatively new study on the workplace made this bold conclusion: “*Creativity increased when both positive and negative emotions were running high...*”

We suppose that while certain negative moods can be creativity killers, they aren't as universal as positive moods (joy, being excited, love, etc) in that sometimes they may make an impulse for creative thinking rather than prevent it. We don't want you to put yourself in a bad mood to create something, but next time you're in a strong emotional state, try to sit down and focus that energy on creating something, the end result could be worthwhile and unexpected.



8. Get moving

Is there any wonder that “*Exercising more*” is one of the most desired [good habits](#) in the entire world?

Some research even suggests that exercise can actually boost creative thinking as well, due to its ability to get the heart pumping and put people in a positive mood. It's similar to how [other research](#) shows that thinking about love can produce more creative thoughts; it's not necessarily the act, it's the change in mood.

If you are stuck in a creative path and want to take a break, try including exercise while your brain is subconsciously at work, it may help to speed up your “*Aha!*” moment.



9. Ask, “*What might have been?*”



According to the [research](#) surrounding the process of [counterfactual thinking](#), looking at a situation that has already occurred and asking yourself, “*What could have happened?*” can boost creativity for short periods of time.

How to break through creative block



Running into a “*creative block*” is extremely frustrating for anyone, but especially so for those people who regularly do creative work. There is definitely a feeling of helplessness when you need to make progress with an idea but you just can't seem to do it.

For the rest of us, whether you're swamped with too many options at once, or worse, you can't conjure a single creative idea at the moment to save your life, mental blocks can really put a damper on your creative efforts.

We often find a solution when we simply step away from the problem and come back to it later. Have you ever failed a video game? For sure you stepped back and came a bit later to the game and tried one more time, after some time you reached the target and tasted the delicious victory.

Afterwards, you wondered, “*Why couldn't I get this the first time around?!*” It's due to a in the brain called the [incubation effect](#), part of the 5 proposed stages of creativity:

- 1 Preparation
- 2 Incubation
- 3 Intimation
- 4 Illumination or insight
- 5 Verification



The problem with these stages is that the one used to break through the creative block (Incubation) is somewhat mysterious and vague; we know taking a break is a part of it, but what else is there? One thing is for certain: it definitely works. Around ~50 separate studies on Incubation + creativity have been conducted, and over 3/4 of them have found a major effect (others found smaller effects on creativity or no effect, but that is to be expected).

In addition, [research](#) has revealed that when people are interrupted while doing a creative task, they are much more likely to produce creative ideas when they resume the task if they've been told that they will need to do it again.

What this means: *Those people who were interrupted during the creative task and not told they would have to do it again were unable to produce many creative ideas.*



Conversely, those people who were told they would resume the task came back with more creative ideas.

Researchers concluded that perhaps planned breaks allow people to unconsciously work on tasks, leading to the “Aha!” moment that we all know and love, which often comes out of nowhere. This means that beating the mental block takes more than just a random break, and that creative people may benefit from

having planned breaks where they are motivated and know that they will be tackling the problem again.



To maximize the effectiveness of your incubation periods and to spur on more “Aha!” moments, try not to let yourself get mentally fatigued by taking planned creative breaks to let your unconscious work on the problem that has you stumped.

Creativity in groups: Why brainstorming doesn't work

Unexpected, Right? People in brainstorming groups have been found by researchers to produce fewer and lower quality ideas than when working alone.



Here's why researchers believe this is the case:

★ **Social loafing:** Research in the area of “social loafing” shows that when people are in groups, they are less likely to fully commit themselves because others will pick up the slack.

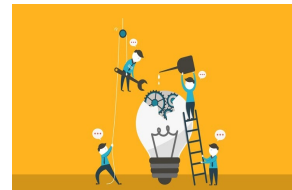
★ **Production blocking:** When other people are talking, the rest of the brainstorming group has to wait. This causes some people to lose focus of their ideas, dissuade themselves from mentioning them, or just plain out forget some of the insights they just fleshed out.

★ **Evaluation apprehension:** Simply put, although many brainstorming groups try to leave evaluation out until later, contributors know that other people are judging their ideas when they state them. When you are by yourself, you have more time to build an idea before presenting it to anyone.



Since not all creative work can be done alone, some sort of collaboration is necessary in order to make sure no ideas get passed up, and to ensure that the entire group feels involved in actually putting the ideas into action.

How does it work? First, it follows the older rules of brainwriting, which includes the following:



- ⇒ Don't criticize.
- ⇒ Focus on quantity.
- ⇒ Combine & improve ideas produced by others.
- ⇒ Write down any idea that comes to mind, no matter how wild.
- ⇒ We believe in YOU!



Analyze and choose the best business idea

Starting a social entrepreneurship will be hard. It can be extremely rewarding, but first it will be hard. The only way you will be able to push through, and make your initiative successful through all the hard parts and long hours, is if you are passionate about what you are doing. Follow your dreams and use your knowledge. Your passion and knowledge are the best places to start in choosing your new business. Accept the challenge and follow life hack instructions :)



The Business Idea

Fulfilling your social and cultural obligations is dependent on a strong, sustainable business. In order to build a successful, sustainable business, the initial idea needs to be feasible and creative. Some people may have a great idea for a business before they even start, others may need to spend some time to generate one that suits them.

This section will help you understand how to generate and assess a business idea.



1. Why is a Business Idea important?

A business idea is a concept that may result in financial gain and can be either a product or service that is exchanged for money. If the purpose of entrepreneurship is to achieve a social aim besides being creative and cultural, you may be wondering why the business idea is important.

In fact, the business idea is the foundation of every entrepreneurship, it is arguably even more important than the social mission as a social entrepreneurship is a business first and foremost. It is the business idea which differentiates a social entrepreneurship from a charity. Having a source of income from commercial activities allows the creative and cultural entrepreneurship to follow its own agenda, independently without interference from local, regional or national Government nor from any other organisations who may want to dictate the direction and mission.



2. Generating Ideas

Generating ideas is the first hurdle to starting your own entrepreneurship, therefore here are some methods we suggest to help you get going:

- ★ **Family** – Often entrepreneurs can find inspiration from their own family. Spend some time talking with your family, asking the questions and see what happens.
- ★ **Friends** – Equally, your friends can be just as valuable a resource as family.
- ★ **What annoys you?** – There have likely been many times where you have been annoyed by a product or service. Think about those times and ask yourself why you were annoyed, then brainstorm ways you could fix it or do it better.
- ★ **Hobbies** – What hobbies or interests do you have? Could one of these be something you could earn money from and turn into a business?
- ★ **Travel** – Travelling will give you a better perspective on the world and will grow you as a person. You may see something you think could work in your own country or region, or you might meet someone you could forge a partnership with.
- ★ **Keep your eyes open** – Conversely, just being more aware of your local surroundings may give you the inspiration you need, it may even be right in front of you.
- ★ **Examine existing services & products**– Innovation comes from developing everyday items. Look at what is around you and ask, what could I do to make this better?

★ **Sleep on it** – We are often at our most creative when we're sleeping. When you wake up in the morning, write down what you remember.

★ **Internet research** – You have a tremendous wealth of knowledge at your fingertips, use it!

Let's try? Take a pencil & start to visualise!

- 1 Write down your business ideas, they can be as outlandish as you want.
- 2 Research whether this type of business has been done before or, if no one has done it before, whether the idea is possible.
- 3 Identify the positives of this idea, (*is it genuinely useful/will it make people's lives better?*) or something you could do to improve the existing product/business.
- 4 Write the disadvantages of this idea, (*is it too expensive? /does the technology exist?*)

Ideas	Has the idea been done before? (Y/N)	Advantages or positive impact of this idea	Disadvantages or negative impact of this idea

3. Assessing the Business Idea

Once you have the business idea, it is important to then go over it in more detail and ensure that it is viable.

Viability refers to the potential of a business to survive and sustain profits over an extended period of time. In order for a business to survive, it must turn a profit year after year. The longer a company can remain profitable, the better its viability.

There are three questions you can ask yourself to assess how viable an idea is:

- ⇒ *What problem are you trying to solve? / What is the point of your product/service?*
- ⇒ *What is distinctive or new about your product or service? / Is there any competition from someone already doing this? If so, how is your approach different? No, why not?*
- ⇒ *Who will pay for what you do? / Is there a market for what you are offering?*



It is important to ensure that the business idea supporting a creative and cultural enterprise is viable and sustainable. A creative and cultural will not be able to achieve its creative, cultural and social ambitions if it is unable to support itself financially, this is why the business idea is essential to the success of a social entrepreneurship.



4. The Social Mission

What differentiates a creative and cultural entrepreneurship from a normal business is its social mission and cultural and creative approach. We will help you to understand what a social mission is and how a social entrepreneurship should seek to address it. We will also discuss how to manage relationships, in particular with your beneficiaries and partner.

There are a number of different social issues that are facing people around the world, here are some examples of what we mean when we refer to social issues:



- 👤 Large numbers of **refugees** and **migrants**
- 👤 High levels of youth unemployment
- 👤 Aging populations
- 👤 High levels of homelessness.

The issues identified above are general issues that affect many places around the world, however there may be social issues that you may have noticed in your local area in particular.

Unlike the business idea, most social entrepreneurs don't 'pick' a social issue, they choose one that they have experienced or have interacted with.

The social issue is the key driver of social entrepreneurship, it is why it exists and its operations should be directed to addressing the social issue as much as possible.



When identifying a social issue, you should consider whether your solution is addressing the root cause or whether it is merely a symptom of a wider problem. For instance, if your social enterprise was providing skills training to homeless and ex-homeless people to help them find employment, although it does help people escape the cycle of homelessness, it does not prevent people from becoming homeless in the first place.

However, for some issues, it would be very difficult to tackle the root cause. For example, the refugee and migrant situation has been brought about by geo-political events it is unlikely you will be able to solve. Nonetheless, it is still an issue that social entrepreneurship, and can help alleviate.



The key is to tackle the root cause where possible, but ultimately to have a positive impact where you can.

Social Issue	Business
Homelessness	Tour Guiding Business
Youth Unemployment	Café/Restaurant
Refugees and Migrants	Grocery Store
Disabled Adults	Magazine/Newspaper
Vulnerable Elderly People	Upcycling Shop
Indigenous Populations	Art Gallery

Developing the Business Idea

Once you have a creative business idea and a social mission, you then need to develop your idea and turn it into something real. In order to do this, you should understand the value you are creating.



c/c-e rely on the *Triple Bottom Line* to assess the value they have created and the impact they have had. This is another factor that differentiates them from normal businesses.

Additionally, in order to understand the practical steps you need to take to create your business, you should define your vision, your mission and set yourself goals.



1. Creating Triple Bottom Line Profit

TRIPLE BOTTOM LINE is the belief that companies should focus on three different bottom lines:

- ★ One is profit – the traditional measure of profit and loss account of any company.
- ★ The second is people – a measure of how socially responsible a company has been in its operations.
- ★ The third and final is planet – how environmentally responsible an organisation has been.



So now you have a business idea, and you have identified a social mission. You now need to consider how you will combine these to create your social enterprise to create Triple Bottom Line profit.

Here are some successful frameworks that have been used by c/c-es before:

- ✓ **Cross-Compensation** - One group of customers pays for the service. Profits from this group are used to subsidise the service for another, underserved group.
- ✓ **Fee for Service** - Beneficiaries pay directly for the good or services provided by the c/c-e.
- ✓ **Employment and Skills Training** - The core purpose is to provide living wages, skills development, and job training to the beneficiaries (the employees).
- ✓ **Market Intermediary** - The c/c-e acts as an intermediary, or distributor, to an expanded market. The beneficiaries are the suppliers of the product and/or service that is being distributed to an international market.
- ✓ **Market Connector** - The c/c-e facilitates trade relationships between beneficiaries and new markets.
- ✓ **Independent Support** - The c/c-e delivers a product or service to an external market that is separate from the beneficiary and social impact generated. Funds are used to support social programs to the beneficiary.
- ✓ **Cooperative** - A for profit or non-profit business that is owned by its members who also use its services, providing virtually any type of goods or services. However, there is nothing to stop you from combining one or more of these frameworks or creating a new one yourself, c/c-e is built on innovation!

2. SWOT Analysis

Find out what's working well, and what's not so good. Ask yourself *where you want to go, how you might get there – and what might get in your way*. These are big issues, and you'll need a powerful but simple technique to help you: **SWOT Analysis**. Let's decipher and take a closer look at SWOT Analysis.

SWOT stands for **Strengths, Weaknesses, Opportunities, and Threats**, and so a SWOT Analysis is a technique for assessing these four aspects of your business.



You can use SWOT Analysis to make the most of what you've got, to your organization's best advantage. And you can reduce the chances of failure, by understanding what you're lacking, and eliminating hazards that would otherwise catch you unawares.

Better still, you can start to craft a strategy that distinguishes you from your **competitors**, and so compete successfully in your market.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> • Things the company does really well • Qualities and characteristics which give you an advantage over the competition • Internal resources such as dedicated and knowledgeable staff • Assets such as capital, intellectual property, etc. 	<ul style="list-style-type: none"> • Things the company lacks • Things the competition does better • Limited resources 	<ul style="list-style-type: none"> • Untapped or underserved markets • Few competitors • Growing demand for your products or services • Positive press/media coverage • Goodwill amongst target audience 	<ul style="list-style-type: none"> • New competition • New industry and/or regulatory standards • Negative press/media coverage • Lack of goodwill

Use Brainstorming techniques to build a list of ideas about where your organization currently stands. Every time you identify a Strength, Weakness, Opportunity, or Threat, write it down in the relevant part of the grid.

To clarify which section an idea belongs to, it may be useful to think of Strengths and Weaknesses as **internal factors** – that is, to do with the organization, its assets, processes, and people.

Think of Opportunities and Threats as **external factors**, arising from your market, your competition, and the wider economy.

3. Vision, Mission and Goals

Like normal businesses, social enterprises also need planning. You need to understand what you want to achieve through social enterprise, and then figure out how you will get there and what practical steps you need to take to get there.

In order to do this, and create a plan you can follow, here are three things you should consider, your vision, mission and goals.

★ **Your Vision** – Your vision is the grand outcome of your social enterprise, this doesn't have to be that specific, but describes your ambitions. Or thinking into the future, how or why will the world be different because of what your business achieves?

★ **Your Mission** – Your mission should be more specific, what are you actually trying to achieve?

★ **Your Goals** – Your goals are the practical steps you need to take to achieve your mission and fulfil your vision. What are the actions you have to take and over what time frame?



Goals are part of every aspect of business/life and provide a sense of direction, motivation, a clear focus, and clarify importance. By setting goals for yourself, you are providing yourself with a target to aim for.

A SMART goal is used to help guide goal setting. It is an acronym that stands for aim for **Specific, Measurable, Achievable, Relevant, and Timely**.



⇒ **SPECIFIC** - Goals that are specific have a significantly greater chance of being accomplished.

For example, a general goal would be *"I want to play music"*. A more specific goal would be *"I want to give music lessons at my local community center in one year to disseminate music among the local population."*

⇒ **MEASURABLE** - a goal must have criteria for measuring progress. If there are no criteria, you will not be able to determine your progress and if you are on track to reach your goal. To make a goal.

For example, building on the specific goal above: *"I will give music lessons at my local community center during the summertime to disseminate music among the local younger generation. Every week I will have three lessons."*

⇒ **ACHIEVABLE** - a goal must be achievable and attainable. This will help you figure out ways you can realize that goal and work towards it. The achievability of the goal should be stretched to make you feel challenged, but defined well enough that you can actually achieve it.

⇒ **RELEVANT** - a goal must be relevant in that the goal can be realistically achieved with the available resources and time.

⇒ **TIMELY** - a goal must be time-bound in that it has a start and finish date. If the goal is not time constrained, there will be no sense of urgency and motivation to achieve the goal.

For example, building on the specific goal above: *"I will give music lessons at my local community center during the summertime to disseminate music among the local younger generation. Every week I will have three lessons. The first lesson will take place on 1st of June 2020."*



Being able to communicate your Vision and Mission is particularly important when interacting with customers and potential audience. It will also help if you try and get partners on board, you can't expect them to be willing to get involved if you cannot accurately describe what you are trying to achieve.

Find your target group (audience)

One of the biggest mistakes you can make when starting your own business is trying to appeal to everyone. Instead of trying to succeed by marketing to everyone, define your target audience. Finding your target audience requires you to put yourself in their shoes. Are you ready?

Then, follow truly simple steps that will allow you to target the right audience and be more successful than you ever imagined.



1. Understand your target audience

Thinking of your audience as one, big room full of people isn't particularly insightful. Instead, you need to think about the individuals within that room. You can do this by creating customer 'personas'. These are simply fictional characters who best represent your target market.

Name - *Mary Stark*
Age - *23*
Marital status - *unmarried.*
Children - *no*
Education - *college*
Occupation - *volunteering in local NGO*
Position - *unemployed*
Where does she live - *in a sharing house on the outskirts of the city*
Likes - *travel, music festivals and Banksy*
Dislikes - *corporations & fast-food cafes*
What are her needs - *employment in the field of education and culture*
Social media use – *Facebook & Twitter*



We can of course explore much deeper than the example above and add a few extra personas to our marketing plan, but by personalising the audience, you should start to get a feel for the individual people who will come into contact with your social enterprise.



2. Network & research

You have friends on social media, your friends have friends who also have friends.... reach out to your networks and ask them to invite their friends to like your page. [Facebook page insights](#) or [Google analytics](#) will give you great insight into the networks you have, see how you can extract the information and use it for your own good.



You may also need to get a little sneaky and find out what your competitors are up to, who do they talk to, how do they talk to them and what can you do differently.



3. Make a difference in their lives

Be clear on what you are bringing to the table. Why would a potential customer come to you as opposed to going to your competitor? Is it superior quality products and services, is there a niche you have discovered, do you have additional things you are offering that your competitors don't?

If you saw a [gap in the market](#), be the person who will address it and tailor your messaging to shout this fact. Don't fall into the trap of not having anything new or unique because you won't be able to compete with the more established businesses on price.



4. Content

Make your content relevant to the customer. Let it answer their questions instead of providing generic information that adds no value. Knowing your educational and professional background, while good to know, won't help make her life easier.

Monitor what you post to see what people like and what they don't like. There are many online tools you can use to do this including Google analytics. Once you know what people like to read or see, you can tailor your future posts appropriately.



5. Surveys

Do not assume you know what people want. Learn from them, involve them in the process, generate conversations that will lead to great insights that you will use to make your online presence stronger and more relevant.

You can also use tools like [clickinsights](#), [survey monkey](#). You can schedule emails to be sent to your subscribers every two months or quarterly asking direct questions like what they would like to get more information on or areas they would like addressed.



6. Engage with your followers

One thing that makes people unsubscribe is lack of engagement with the owner of the social media page. Make sure you closely monitor your pages and respond to queries or comments. Even the hurtful or mean comments. Participate in relevant groups; you can pick a lot by engaging with the different audiences, it will give you a better understanding of what they really want. Do mini polls on interesting things even if unrelated to your business. The whole idea is to keep people engaged with your pages.



7. Stay tuned

You have taken the time to know your audience and are ready to create good content that will make people engage with your social media pages.

Remember to create content that focuses on their needs and interests. Put together a list of commonly asked questions that you have generated from the social media pages and emails. Tell them how your initiative will help them take care of whatever is troubling them; they want to be told how the product will make their lives easier not how great the product features are.

Finally, guide them to a 'call to action' for instance subscribe to our YouTube channel or follow on Instagram.

This way you will be able to build your [social media community](#) and have more people engaging with your pages.



Create your business plan

"Plans are worthless, but planning is everything."

Dwight D. Eisenhower

Let's take into consideration the statement of American army general and as a good advice and develop together the successful planning for the future social & cultural entrepreneurship.



We would like to offer you the outline for a business plan as a guide for research, planning, and writing a business plan for social & cultural entrepreneurship.

The sections below are provided as a roadmap for the plan. Most business plans include each of these sections, though the length and amount of detail will vary depending on the nature of the enterprise, the complexity of the organization, and the purpose and audience for the plan.

Executive Summary

The Executive Summary provides the most important information for readers that need to understand and support the concept but not necessarily know the detailed plans.

- Organizational description
- Business concept
- Market description
- Value proposition, or competitive advantage
- Key success factors
- Financial highlights & capital requirements

Mission

A social & cultural entrepreneurship should clearly state its mission, vision and value proposition, which we have already discussed above.

Some include theory of change. The adjusting to mission is a crucial question.

- Organization mission and/or vision statement
- Relationship of social enterprise to organizational mission, or separate mission for the enterprise



Background and Structure

This section summarizes the organization's history and programs and how the enterprise will fit into the larger organization. Form should follow function and the legal structure should support the purpose and activities of the enterprise.

- Brief description, including context and programs
- How the business venture will be structured in the organization
- Legal structure and governance (boards, advisory committees, reporting)

People

The people involved are very important, especially to investors & donors.

- Key personnel
- Advisors
- Supporters/partners
- Organizational chart
- Forward looking human resources plan



Market Analysis

Market analysis is the heart of the business plan and is too often not explored enough when planning a social enterprise. Good research is necessary to understand the target customers and how the enterprise will meet a gap and demand in the market.

- Summary of **current market situation**
- Target market and customers
- Customer characteristics**



Competitive Analysis

This section describes the competitors, both nonprofit and for-profit, and the value proposition, or market advantage, of the proposed business.

- Primary competitors**
- Competitive services/products
- Risks and opportunities in competitive market
- Specific description of competitive advantage/ value of proposed product or service



Services & Products

It is a summary of the product or service that will meet the demand in the market.

It does not need to include detailed descriptions, price lists or other materials.

- Services/ products description
- Positioning of services/ products
- Future services/ products



Marketing and Sales

This section will describe how the organization will reach the target market and turn those prospects into paying customers.

- Marketing strategy**
- Sales tactics**
- Advertising, public relation, promotions
- Summary of sales forecasts



Operations

This is the “*how to*” section, describing the creation and delivery of the business’ service or product.

- Management structure
- Staffing plan and key personnel
- Customer service/ support strategy and plan
- Facilities required, including specialized equipment/ improvements.



Evaluation

Most for-profit businesses measure their success by the financial results. Social enterprises have a **triple bottom line**.

Do you remember?

This section describes the factors that will be evaluated to assess the success of each aspect of the enterprise.

- Quantifiable financial goals
- Quantifiable mission
- Monitoring & evaluation strategy**





Financial Plan & Projections

The financial section includes [projections for revenue](#) & expenses for at least three years.

This section details the start up costs for equipment, inventory, initial marketing and staffing.

These requirements may be funded from contributions of the nonprofit, grants for the enterprise etc.



- Start up costs and investments in equipment/ technology
- Capital requirements and sources
- [Income and expense projection](#)
- [Cash flow summary](#) or projection
- Assumptions & comments



Risks

Detail major risks and how they are mitigated. Always show possible solutions you have for the mentioned risks.

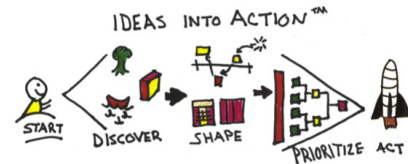
- External risk
- Internal risk



Sell your idea

Often it is not enough to possess a good vision or idea, one should implement many other necessary steps and assessment to turn these into a measurable success. In the time of overwhelming informative abundance the people's attention cannot be focused on all its variety but rather people's mind acts in a selective manner to protect the person from overload.

This prioritization happens often consciously but in time turns subconscious and therefore it is a solid truth that every entrepreneur should face - there is only a limited amount of people who could be interested in an offer depending on their current social status, emotional state or other conjuncture.



One of the first things to do for an entrepreneur when getting for turning ideas into actions is to understand the target group that will be affected by this and target groups that would collaborate to realize this idea.

This entails studying the social environment, needs of potential beneficiaries and customers/clients or donors. You have to remember that every idea or undertaking should solve some problem and you need to constantly ask what problem is there for your venture to address. For social entrepreneurs a success is measured in the first place by the social effect the enterprise creates.



We strongly advise you to start from researching your field. Your idea's feasibility relies upon its uniqueness, newness, and relevance.

Talk to field experts you know in person or via professional networks, read professional sources, and catch up on the latest industry news.

You should have answers for the following questions:

- ⇒ *Has someone already implemented my idea? If they weren't successful, is my version better?*
- ⇒ *What are other alike or complementary solutions available? How large is the target audience?*
- ⇒ *Do I feel fulfilled working over this cause?*



Besides studying your idea and target groups you should be prepared with *knowledge* on the topic so as to be *able to present the idea* in an attractive manner to your potential clients. The former is very important and neglecting this can result in good ideas being undervalued or overlooked.

Therefore, there's a number of techniques you should master to be able to present the ideas better, but we are going to reveal *Pitching*.



Pitching

Coming up with good ideas is hard enough, but convincing others to do something with them is much harder. In many fields the task of bringing an idea to someone with the power to do something with it is called a pitch: software feature ideas, implementation strategies, movie screenplays, organizational changes, and business plans, are all pitched from one person to another.



- ✓ **Timing is critical**
The less time your pitch takes, the better. A brilliant idea means nothing unless you can distill it to a few moments of sheer power. The more concise you can be, the more effective you will be.
- ✓ **Turn your pitch into a story**
Storytelling is a scientifically-proven way to capture a listener's attention and hold it. Besides, it makes your pitch unforgettable.
- ✓ **Explain clearly what your product is**
Show your potential investors a picture of, or give them the actual product to handle.
- ✓ **Explain exactly what is unique about your product or service**
- ✓ **Explain exactly who your target audience is**
Use demographic and psychographic features to pinpoint your customers. Show investors a picture of a customer along with relevant data points.
- ✓ **Be enthusiastic**
A good technique for increasing your energy level is to add about 50% more energy than you feel comfortable with. Wild enthusiasm will not obscure your sophistication, insight, integrity and realism. It will only enhance it.
- ✓ **Look well**
You can judge a person by the way he & she looks. That may be unfair & you may resent it, but you're not going to overcome this natural human Tendency.
- ✓ **Practice your pitch**
Yes, again.
- ✓ **Be ready for answering questions**



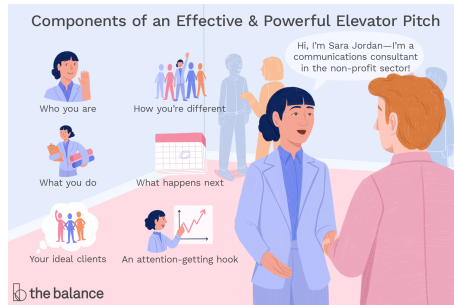


Elevator Pitch

Important in the activity of any entrepreneur is not only the ability to present an idea or a product but as well to be able to make a good self-presentation. This can be useful when making ties with potential donors or clients.

This is basically a speech which is all about you: who you are, what you do, and what you want to do (if you're job hunting).

Your elevator pitch is a way to share your expertise and credentials quickly and effectively with people who don't know you.



✓ Your elevator speech should be brief

Restrict the speech to 30-60 seconds — that's the time it takes to ride an elevator, hence the name. You don't need to include your entire work history and career objectives. Your pitch should be a short recap of who you are & what you do.

✓ You need to be persuasive

Even though it's a short pitch, your elevator speech should be compelling enough to spark the listener's interest in your idea, organization & background. Share your skills. Your elevator pitch should explain who you are and what qualifications and skills you have.

✓ Practice, practice, practice

The best way to feel comfortable about giving an elevator speech is to practice it until the speed and "pitch" come naturally, without sounding robotic.

✓ Be flexible

You aren't interviewing for a specific position, so you want to appear open-minded and flexible. It's your chance to make a great impression with a potential partner.

✓ Mention your goals

You don't need to get too specific. An overly targeted goal isn't helpful since your pitch will be used in many circumstances, and with many different types of people. But do remember to say what you're looking for.

✓ Know your audience, and speak to them

In some cases, using jargon can be a powerful move — it demonstrates your industry knowledge. But be wary of using jargon during an elevator pitch, particularly if you're speaking to someone who may find the terms unfamiliar and off-putting. Just have a look at [this example](#)

✓ Have a business card ready

If you have a [business card](#), offer it at the end of the conversation as a way to continue the dialogue. If you don't, you could offer to use your smartphone to share your contact information.



During your practice, pay attention to these features. These are common mistakes, try to avoid them.

- ✗ Failing to connect with the audience.
- ✗ Not getting to the point.
- ✗ Wordy slides.
- ✗ Underestimating what "short or brief" really means.
- ✗ Showing too many financial details.
- ✗ Making the competition seem unimportant.



Creating a Pitch Deck

A pitch deck is a brief presentation, often created using PowerPoint, Keynote or Prezi, used to provide your audience with a quick overview of your concept or a business plan. You will usually use your pitch deck during face-to-face or online meetings with potential investors, customers, partners, and co-founders.

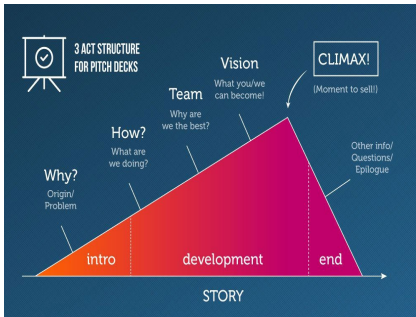
The Content of the Pitch Deck

- 1 Tell a story
- 2 Have no complicated slides
- 3 Be practical in size

The Structure of the Pitch Deck

- 1 Your deck should contain 10-15 slides at the most;
- 2 When pitching, the conversation is more important than the deck;
- 3 Plan your time accordingly, so as to allow discussion alongside each slide.

The Outline of the Pitch Deck



- Idea** (1 slide);
- Problem** (1-3 slides);
- Solution** (1-2 slides);
- Business Model** (1-2 slides);
- Competition** (1 slide);
- Marketing Plan** (1 slide);
- Team behind** (1 slide);
- Future** (1 slide);
- Money** (1-2 slides).

Implement & Grow

You probably know that to help your initiative grow and thrive, it's important to monitor different key aspects of your business. The need for measurement is most evident when a start-up competes with itself. This is the best sort of competition for two primary reasons.

- ✓ Firstly, doing better than you did the previous year is a sure sign of growth.
- ✓ Secondly, self-competition is the perfect stimulus for self-motivation.



The most elementary questions that cross our minds, when we think about measurement are why and how. We urge you to answer these questions before we start.

⇒ Why should I measure?

If you are unsure of what to beat to get better, what are you competing against? You need a benchmark to measure progress. A performance index at the end of each year is the best benchmark for the next, considering a constantly growing start-up.

⇒ How should I measure?

There are many ratios which act as progress indicators. They can be classified under the broad category of **Key Performance Indicators**.





The Benefits of Using KPIs

Setting and tracking KPIs can keep you on track. If you've set them correctly, they reflect the most important elements of your business right now. For each of the tasks on your list, you can ask yourself how it will contribute to hitting one of your KPIs, and prioritise accordingly. You can make sure that you spend the bulk of your time on tasks that will have a direct impact on something that's truly important to your entrepreneurship.



Choose KPIs according to your Strategic Objectives

So, let's begin by referring back to your business plan. Even the most informal business plan should have a clear list of strategic objectives. Begin with this list, and develop KPIs to reflect each of the areas of most importance. British higher-education nonprofit Jisc provides a [useful list of questions](#) to ask yourself as you're setting KPIs.

Here's a small version of that list:

- ⇒ *What questions are you hoping to answer through your KPIs?*
- ⇒ *Do these questions link directly to the strategic objectives outlined in your strategic plan?*
- ⇒ *Are you collecting the data required to answer these questions, or focusing simply on the data you know you can easily collect?*
- ⇒ *Are you collecting data unnecessarily?*
- ⇒ *How and how regularly are you going to monitor progress against your KPIs?*

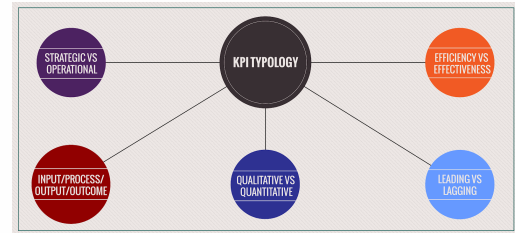


See the article linked to above for the full list of questions. But note that some of them are more appropriate for larger institutions and may need to be customized to your creative & cultural entrepreneurship.



The Different Types of KPIs

So what types of KPIs are there? Really, you can track anything you want to, and the areas will be different for each enterprise.



★ Qualitative vs Quantitative

This is probably one of the most popular approaches to defining KPIs. Usually, KPIs that measure personal traits and perceptions are considered qualitative, while the rest are quantitative.

★ Leading vs Lagging

This typology looks at the interdependencies between KPIs. In this situation, distinguishing between a leading and a lagging KPI depends on the context. "Leading" refers to those KPIs that can influence future value, while "lagging" includes KPIs that indicate past performance.

★ Efficiency vs Effectiveness

These categories are useful in understanding important dimensions of a process. The effectiveness looks at whether the desired outputs were generated, while the efficiency indicates the extent to which time, effort or cost are well used for the desired outputs.

★ Input-process-output-outcome

Deploying a value flow analysis for each objective provides more insights for measuring the KPI. Relevant KPIs can be identified for each of the 4 stages (input, process, output and outcome).

This value flow analysis generates several KPIs that can be used to track the achievement of each objective.

★ Strategic vs Operational

KPIs based on the organizational level that they impact on is highly dependent on the context.

★ Public vs Internal

KPI is published for a wide audience or reported only within the organization. In practice, acknowledging the existence of KPI typologies provides insights on how KPIs behave in different contexts and what dimensions can be measured for the same objective.



Software tools

- 1 Asana
- 2 Dasheroo
- 3 Databox
- 4 Handy KPI
- 5 Inetsoft



Finances

Entrepreneurship sounds exciting & cool, doesn't it?



Owning and operating your own business can be a dream come true, but you'll have to stay firmly grounded in reality if you want to make a success of it.

After all, businesses need to make money, which means entrepreneurs need to know how to manage their finances & budget effectively. No matter what kind of company you run, control of your finances will help you avoid losses and grow your business faster.



Budgets & business planning

Here are a number of benefits of drawing up a business budget, including being better able to:

- manage your money effectively
- allocate appropriate resources to projects
- meet your objectives
- improve decision-making
- identify problems before they occur
- plan for the future
- increase staff motivation



Creating a budget

Creating, monitoring and managing a budget is key to business success. It should help you allocate resources where they are needed, so that your business remains profitable and successful. It need not be complicated. You simply need to work out what you are likely to earn and spend in the budget period.

Begin by asking these questions:

- ➡ *What are the **projected sales** for the budget period? Be realistic - if you overestimate, it will cause you problems in the future.*
- ➡ *What are the **direct costs** of sales – i.e. costs of materials, components or subcontractors to make the product or supply the service?*
- ➡ *What are the **fixed costs** or overheads?*



You should break down the **fixed costs and overheads** by types.

Pro Forma Business Budget			
Expense Category	Planned Expense	Actual Expense	Variance
Building Rent / Lease	\$0.00	\$0.00	\$0.00
Equipment Rent / Lease	\$0.00	\$0.00	\$0.00
Product / Material			
Coffee	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Marketing Expenses			
Brochure	\$0.00	\$0.00	\$0.00
Website	\$0.00	\$0.00	\$0.00
Business Cards	\$0.00	\$0.00	\$0.00
Advertising	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Administrative Expenses			
Fax/Copies	\$0.00	\$0.00	\$0.00
Postage	\$0.00	\$0.00	\$0.00
Office Supplies	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Sales Expenses			
Mileage	\$0.00	\$0.00	\$0.00
Parking	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Operating Expenses			
Utilities	\$0.00	\$0.00	\$0.00
Insurance	\$0.00	\$0.00	\$0.00

Your business may have different types of expenses, and you may need to divide up the budget by department. Don't forget to add in how much you need to pay yourself, and include an allowance for tax.

When you've made a budget, you should stick to it as far as possible, but review and revise it as needed.

Successful businesses often have a rolling budget, so that they are continually budgeting, e.g. for a year in advance

Decide how many budgets you really need. Many small

businesses have one overall operating budget which sets out how much money is needed to run the business over the coming period - usually a year.

As your business grows, your total operating budget is likely to be made up of several individual budgets such as your marketing or sales budgets.



What your budget will need to include

★ **Projected cash flow**

Your cash budget projects your future cash position on a month-by-month basis. Budgeting in this way is vital for small businesses as it can pinpoint any difficulties you might be having. It should be reviewed at least monthly.

★ **Costs**

Typically, your business will have three kinds of costs:

- ➡ *fixed costs* - items such as rent, salaries & financing costs
- ➡ *variable costs* - including raw materials and overtime
- ➡ *one-off capital costs* - purchases of computer equipment or premises

To forecast your costs, it can help to look at last year's records and contact your suppliers for quotes.

★ **Revenues**

Sales or revenue forecasts are typically based on a combination of your sales history and how effective you expect your future efforts to be. Using your sales and expenditure forecasts, you can prepare projected profits for the next 12 months. This will enable you to analyse your margins and other key ratios such as your return on investment.





Use your budget to measure performance

If you base your budget on your business plan, you will be creating a financial action plan. This can serve several useful functions, particularly if you review your budgets regularly as part of your annual planning cycle.



Your budget can serve as:

- an indicator of the costs & revenues linked to each of your activities
- a way of providing information & supporting management decisions throughout the year
- a means of monitoring & controlling your business

★ **Benchmarking performance**

Comparing your budget year on year can be an excellent way of benchmarking your business' performance - you can compare your projected figures, for example, with previous years to measure your performance. You can also compare your figures for projected margins and growth with those of other companies in the same sector, or across different parts of your business.

★ **Key performance indicators**

To boost your business' performance you need to understand and monitor the key "drivers" of your business - a driver is something that has a major impact on your business.

The three key drivers for most businesses are:

Sales ➡ Costs ➡ Working capital



Any trends towards cash flow problems or falling profitability will show up in these figures when measured against your budgets and forecasts. They can help you spot problems early on if they are calculated on a consistent basis.



Review your budget regularly

To use your budgets effectively, you will need to review and revise them frequently. This is particularly true if your business is growing and you are planning to move into new areas.

Using up to date budgets enables you to be flexible and also lets you manage your cash flow and identify what needs to be achieved in the next budgeting period.

★ **Your actual income**

Each month compare your actual income with your sales budget, by:

- ➡ analysing the reasons for any shortfall
- ➡ considering the reasons for a particularly high turnover comparing the timing of your income with your projections
- ➡ checking that they fit
- ➡ analysing these variations will help you to set future budgets more accurately and also allow you to take action where needed.



★ *Your actual expenditure*

Regularly review your actual expenditure against your budget. This will help you to predict future costs with better reliability.



You should:

- ➡ look at how your fixed costs differed from budget;
- ➡ check that your variable costs were in line with your budget - normally;
- ➡ variable costs adjust in line with your sales volume analyse any reasons for changes in the relationship between costs and turnover;
- ➡ analyse any differences in the timing of your expenditure.



Useful budget templates and software tools

- [Simple Budget Worksheet Template](#) is a simple template to plan your budget and cash flow.
- [Weekly Budget Planner Template](#) is a more detailed version for entrepreneurs that will help keep an eye on the expenses on a weekly basis.
- [Small Team Budget Template](#) is a step up for those entrepreneurs who already have a team and need more detailed budgeting.
- [Project Budget Template](#) will be a great addition to plan and check your project budget and how well you keep up with it.
- [Event Management Project Tracker Template](#) is a nice tool to track your event expenses and show you all the details of the budget.
- [Expense Tracker Orange Template](#) is a smart preset template to check on your business expenses, and its bright colors will be a pleasant distraction.

- [Personal Budget Template](#) will help you separate your business and personal finances, and will keep you organized as well.
- [Cash Flow Statement Blue Template](#) is a formal business template for entrepreneurs, designed to track cash flow and finances.
- [Financial Report Template](#) is created mostly for tax purposes and will definitely reduce stress in spring during the tax season.



- 1 [YNAB](#)
- 2 [Personal capital](#)
- 3 [Quick Books](#)
- 4 [Wave](#)
- 5 [Mint](#)

Non-formal education

Gone the days when the trainer used to solely depend on the lecture method to carry on the sessions. Today a trainer has to combine a number of instruments to pull the participants to the training program and sustain the motivation till the end of the program. Participants too look forward to an innovative and interactive session rather than a monotonous lecture.

Games are one such instrument being increasingly used today.

- ★ Games encourage interaction between the trainer and participants and also among participants.
- ★ Game as an icebreaker would place the participants at ease and comfort.
- ★ Games can be used to demonstrate existing behavioral tendencies (communication, team dynamics, leadership) & to develop new skills (analytical thinking, negotiation).
- ★ Games can come handy when the session or the program is for a longer duration.



The attention levels drop down over a stretch of time. Introducing games in between would bring movement and activity and thus reset their energy and enthusiasm levels. Finally, games can be used to implement newly learned concepts .

This would help the participants in retaining the subject for a long time and practically understand the process and apply them in the workplace.



«Masterpiece»

- ⇒ **Aim:** Learning to work together, icebreaking, consolidating knowledge about a topic after theoretical introduction.
- ⇒ **Number of participants:** 20-30.
- ⇒ **Timing:** 30-60 minutes.
- ⇒ **Materials needed:** enough space
- ⇒ **Topic examples:** Elevator pitch, Launch Startup, Target group, Fundraising, etc.
- ⇒ **Steps:**

1. This exercise is meant to help people memorize knowledge about specific topics. It should be carried after the trainer explained the topic and participants have understood it.

2. Participants are divided in groups of 4-6 people.

3. Each group of participants is given one name connected to the topic (for example: “Social Economy types” or “one of Sustainable Development Goals”). The names are secret to other groups.

4. Each group has a task to depict ideas of topic to make a sculpture (a shape) of their bodies and stand still. Groups have 10 minutes to prepare their sculptures.

5. Then all groups meet in the same room and every group, one by one, is presenting the sculpture. It is important that other participants don't know about topics before and they have to guess.

6. At the end give the list of all the topics to participants and explain them.





«Mission (IM)possible»

- ⇒ **Aim:** Learning to work together, icebreaking, problem solving.
- ⇒ **Number of participants:** 5-30.
- ⇒ **Timing:** 60 minutes (depends on number of tasks)
- ⇒ **Materials:** mobile phone, access to internet
- ⇒ **Steps:**



1. This exercise is meant to help people to solve tasks together and to explore the area;
2. Participants could be split into small groups;
3. Each group of participants receive a common list of tasks;
4. Then all group meet in the same room and every group, one by one, is presenting the accomplished tasks.
5. At the end participants share their emotions

Task examples:

- Make a group photo and post it in FB group;
- Make a picture of Human pyramid;
- Dance a traditional dance with locals;
- Draw the way to the closest shop/bank/post office;
- Illustrate ERASMUS+ with people and take a picture;
- Take a picture with 10 locals;
- Learn how to greet people in Moldavian/German/Italian language;
- Write a poem about the first day;
- Make the pictures of business spots in the area etc.



«Solve It!»

- ⇒ **Aim:** Encourage young people to think like entrepreneurs in a problem solving/need satisfying way.
- ⇒ **Number of participants:** 5- 20 participants divided in smaller groups.
- ⇒ **Timing:** 60 minutes.
- ⇒ **Materials:** stickers, pens, paper sheets, markers, tape
- ⇒ **Steps:** The task of each group is to think of certain problems they can see/find in their societies and find possible business solutions to them.

1. The 20 participants should divide themselves in groups of four. Each group should spend 10 minutes brainstorming ideas between each other, thinking of situations, problems, needs (of the society, nation, local community etc.) that could be solved by an entrepreneurship (money generating idea). They put ideas on paper or flipchart. As many as possible.

2. Each group should choose 3-4 most suitable ideas that could fit in the idea of a social business or a business with a social component based on these criteria: resources (both human and material) needed for solving the problem/situation, the product they come up with, the buyer/user/customers of the product or the financial component.

3. Analysing the ideas. All the groups should sit together in a circle and present ideas they chose. They should discuss/debate the problems & possible solutions;decide which one would be the best option to choose.





«The Pitch of Ideas»

- ⇒ **Aim:** Encourage young people to think like entrepreneurs in a problem solving/need satisfying way, to present their ideas briefly and clearly
- ⇒ **Number of participants:** 1-99
- ⇒ **Timing:** 60 minutes.
- ⇒ **Materials:** stickers, pens, paper sheets, markers
- ⇒ **Steps:**



1. The group needed to be divided into 6 sub-groups according to the type of creative idea they had: Heritage, art, media, functional creativity, social creativity and other creativity.
2. Every participant discussed their business ideas in groups of 3-7 people and validated it and then the best out of the 7 prepared were pitched in front of the community (the group) with relevant feedback.

3. The concept was written and the target audience was identified and a chart was created to represent individual ideas.



«Advertising. Sell it!»

- ⇒ **Aim:** Encourage young people to think like entrepreneurs in promoting the idea/product, to think creatively. How to film and represent the video
- ⇒ **Number of participants:** 5- 40 participants (to divide in smaller groups).
- ⇒ **Timing:** 60 - 80 minutes.
- ⇒ **Materials:** stickers, pens, paper sheets, markers, tape, pre existing materials
- ⇒ **Steps:**



1. Participants should pick up with a bend on their eyes 3-4 objects from the box (marker, umbrella, chocolate, phone, diary, flower)
2. The task of each group is to prepare an advertising (using picked objects)
3. To represent the video and promoting “product”



«What do you see?»

- ⇒ **Aim:** Encourage participants to develop creative thinking about social entrepreneurship and social economy.
- ⇒ **Number of participants:** 10-25 (groups of 5).
- ⇒ **Timing:** 60 - 90 minutes.
- ⇒ **Materials:** stickers, pens, paper sheets, markers, tape, etc.
- ⇒ **Steps:**

1. Participants should be divided into groups by max. 5 members
2. Each team gets the same folder with 10 random pictures. Pictures represent different aspects of social economy
3. Each team must choose 3 out of 10 photos and develop a story about social economy or business connected to the photos they choose
4. Each team should present the story they created with the help of photos.



5. Each individual is invited to comment on stories that groups contributed. Goal is to establish an open debate about the good ideas that were invented.

Helpful Links for Young Entrepreneurs

UnLtd

Leading provider of support to social entrepreneurs and offers the largest such network in the world. They resource hundreds of individuals each year through their core Awards programme. UnLtd invests directly into individuals offering awards of funding, ongoing advice, networking and practical support.

Prince's Trust

<http://www.princes-trust.org.uk/>

Provide practical and financial support to young people, helping them to develop key skills, confidence and motivation, enabling them to move into work, education or training. The Enterprise programme provides money and support to help young people start up in business.

Rockstar Youth

<http://www.rockstarstartup.co.uk/>

Rockstar Youth is a part of the Rockstar Group, the UK's largest entrepreneurial mentoring organisation. Rockstar Youth have produced a market leading programme for young entrepreneurs aged 18-30 yrs to support them through principle ideation to enterprise creation and furthermore accelerated growth and investment. Through the process young entrepreneurs get to build experience, confidence, a winning network and a sustainable business.

Newable

<https://www.newable.co.uk/>

Offer Start-Up Loans of over £500, in increments of £500. You'll receive free support to prepare your application and mentoring support once you start trading. You must be aged 18 and over, want to start a business in the UK, live and have a permanent address in the UK or legally entitled to live and work in the UK to apply for this loan. GLE would also like to know if this is the only loan you're currently applying for with a Start Up Loan provider.

Elevation Networks

<http://www.elevationnetworks.org/>

Offers entrepreneurs living in the UK the chance to finance their business and get it up and running. To apply you need to be over the age of 18 and your business needs to be less than a year old.

Start Up Direct

<http://startupdirect.org/>

Start Up Direct provides funding, mentoring and support to businesses based in England. All loan recipients will have access to 12 months worth of mentoring, workshops and networking events, a business helpline, one-to-one business coaching and discounts from their global partners.

Small Business Centre

<http://smallbusinesscentre.org.uk/>

Deliver impartial and practical business support services including: business planning workshops, training courses, one to one business advice (mentoring) and loans. Provide start up loans for new businesses and growth loans for existing small businesses based in London.

Startup Nation

Startup Nation offers entrepreneurial advice from a whole slew of people who have been there and done that — and have the business to prove it. The site has advice on just about every aspect of creating and running a startup.

Lateral Action

For creative types, like graphic designers, writers and such, there are some special challenges that come with running your own business. Lateral Action offers up advice especially targeted to those fields.

Freelance Switch

FreelanceSwitch has all things freelance — business advice, ideas for staying productive and far more. Even though the title says 'freelance,' there's plenty of good information for anyone running their own business.

Young Entrepreneur

Young Entrepreneur focuses on the challenges that younger entrepreneurs face when they start business. It's also got some great profiles of young entrepreneurs.

Small Business Labs

It isn't easy to predict the trends that will affect small business, but Small Business Labs goes the extra mile to help entrepreneurs figure out what's coming next.

SCORE

If you find yourself in need of mentoring from an entrepreneur who's already been through it all, SCORE can help you find a mentor. The organization is an amazing source of free business advice.

Freelancers Union

The Freelancers Union offers a long list of resources for freelancers — and the Union's definition includes a pretty wide variety of entrepreneurs as freelancers. Among the information you can find on this site is health insurance options that don't require quite the expense of other non-employer options.

Entrepreneur

For a huge collection of information on starting and running your own business, start with Entrepreneur.

Women Entrepreneur

It is a good resource for women looking at entrepreneurship.

About.com Entrepreneurs

About.com offers a regularly updated resource on entrepreneurship. It's got links to all sorts of other resources, both on About.com and elsewhere on the internet.

Entrepreneurship.org

The Entrepreneurship.org site is run by the Ewing Marion Kauffman Foundation to provide global resources for entrepreneurs.