

Coaching and Mentoring

For Social Entrepreneurs

16th April 2021



The training will be broken down into three key areas:

1

The Social Entrepreneur - definitions & theory; demographics & statistics; global overview & case studies

2

The Key Differences between For-Profit and Social Enterprises

3

The Business Coach & Business Mentor - Core Principles, Responsibilities and the Relationship

Throughout there will be interactive exercises to engage participants with.

The Three Core Training Themes



- 1) The Social Entrepreneur
- 2) Social vs For-Profit Enterprises
- 3) The Business Coach & Business Mentor

Key Takeaways are highlighted with a:



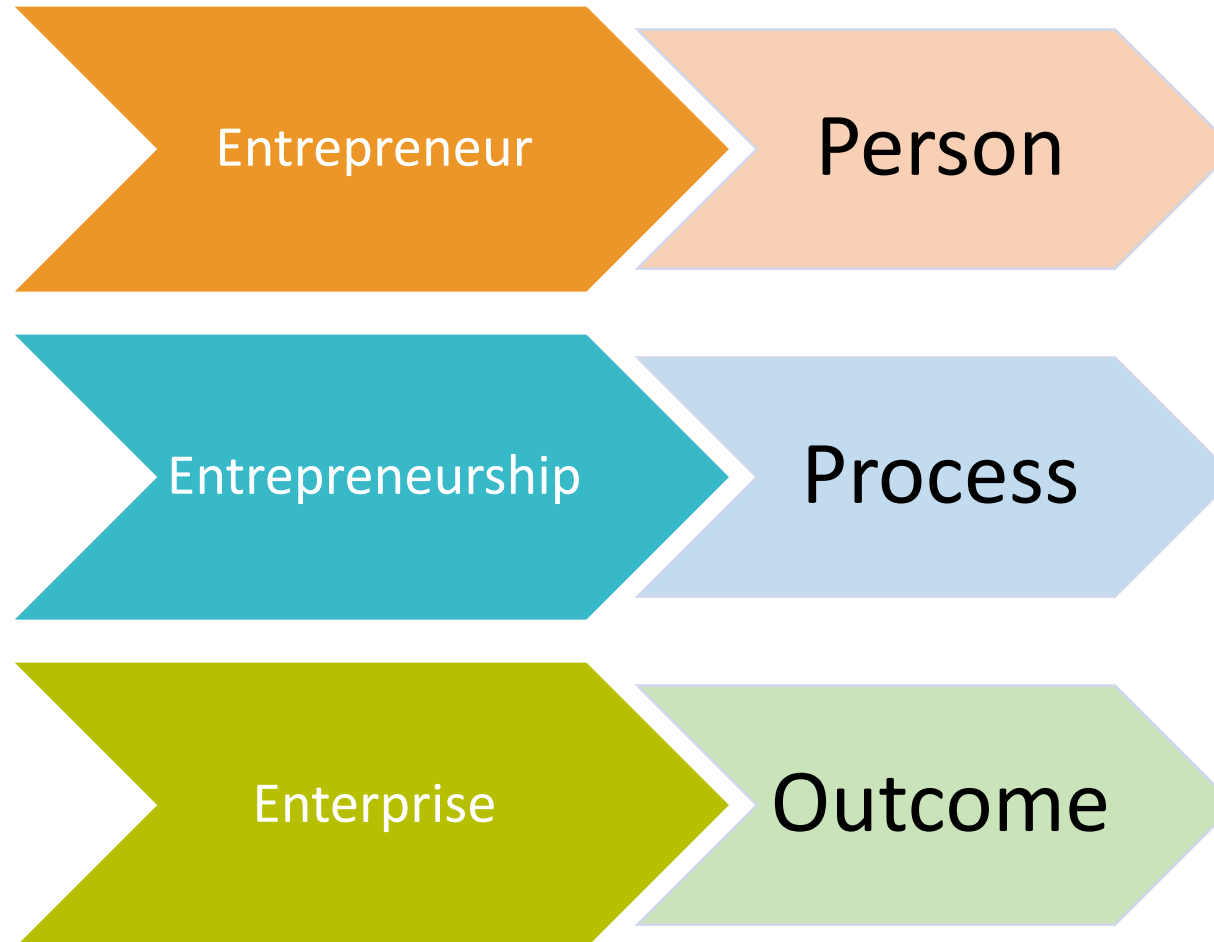
1

The Social Entrepreneur

Social Entrepreneurship & Social Enterprise: A Global Overview

Social entrepreneurs and social enterprises in the global business & international development ecosystem

Social Enterprise vs Social Entrepreneurs



Who are Social Entrepreneurs?

People with:

- Passion to solve a social problem

Who have:

- An idea for a solution
- Entrepreneurial qualities

Who are:

- Resilient and resourceful
- Determined to act and make it real



Social Entrepreneurship in Numbers

- On average 2.8% of the working population (85 millions SEs) and approx. 10 million new SEs starting up every year
- That represents more male 'SEs' than female, but smaller gender gap than in traditional business with disparities across countries
- Peak age range: 25 to 44
- Individuals with higher levels of education are most likely to start a SE - but from challenging background: 'the talented disadvantaged'
- In Europe: 75% of social enterprises are active in one of 5 broad sectors: social services, employment and training, environment, education, or social and community development
- ... *but more data and research still needed to understand trends and impact, deepen insights...*

The Global Context

Environmental and social issues

Pressures linked to climate change

Gender related issues

The new face of global poverty

Inequalities



Economic context

Waves of economic and financial crisis
around the world

High unemployment rates, esp. for youth



Social Enterprise as a solution



Necessity to do more with less

Combined resources of government and
philanthropy: insufficient to solve
development challenges

Trend of decreased international aid

Need for innovation

Innovation helps efficiency, flexibility,
connection between players, new ways of
operating

This is not a trend...

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J.P.Morgan



By
international
institutions



By corporates



centrica

Deloitte.



Telefonica



SHELL
FOUNDATION

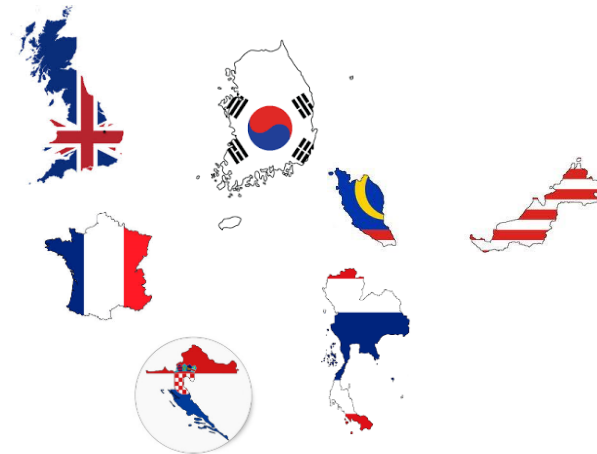
THE
ROCKEFELLER
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By
foundations



By global
governments



Global examples

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Local examples

Oomph! – supported by UnLtd (UK)



An award winning social enterprise improving the health and quality of life of older adults in care homes through innovative group exercise classes, as 'chair cheerleading'. Oomph provides wellness and exercise classes, services and products across the care sector that make a difference to people's daily lives. They offer a range of classes based on proven medical and physiological research and methodology to over 600 care homes in the UK.

Raised £2 million in social investment in 2014

<https://oomph-wellness.org>

Be Better Education – supported by NPI (China)



Be Better education aim to provide Economic citizenship (financial literacy & social skills) training to 20 million children in 10 years harnessing the power of ICT & social venture network

Be Better Education started as an NGO providing Economic Citizenship education to underprivileged youth. Since 2014 Be Better Education set up a social enterprise to extend their services to kids from middle class families. In the past 9 years, they reached 500,000 kids.

In 2016, NPI also approached Be Better Education as a good candidate for potential half million dollar social impact investment.

www.bebetter.org.cn

Lifebank – supported by Co-Creation Hub (Nigeria)



Lifebank delivers safer, cheaper and faster blood to hospital clients to save patient lives.

LifeBank operates an online smart blood system that takes inventory of available blood types in blood banks, receives blood requests from hospitals, and through its cold chain system, delivers blood and blood components in the right condition to various points of need in good time. It has saved over 2,000 lives in the past 9 months of operations. They also address the supply side by having regular blood drives to improve voluntary donations.

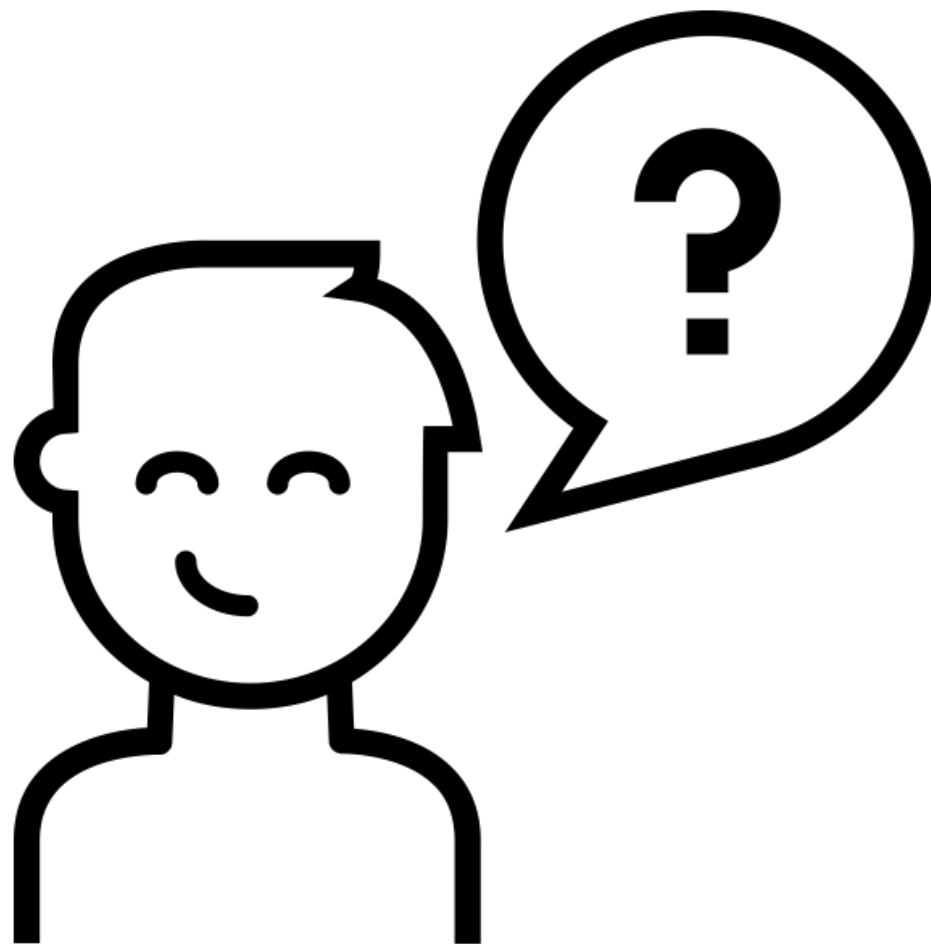
Lifebank has received an initial investment of \$25,000 from CcHUB.

www.lifebank.ng

Q&A

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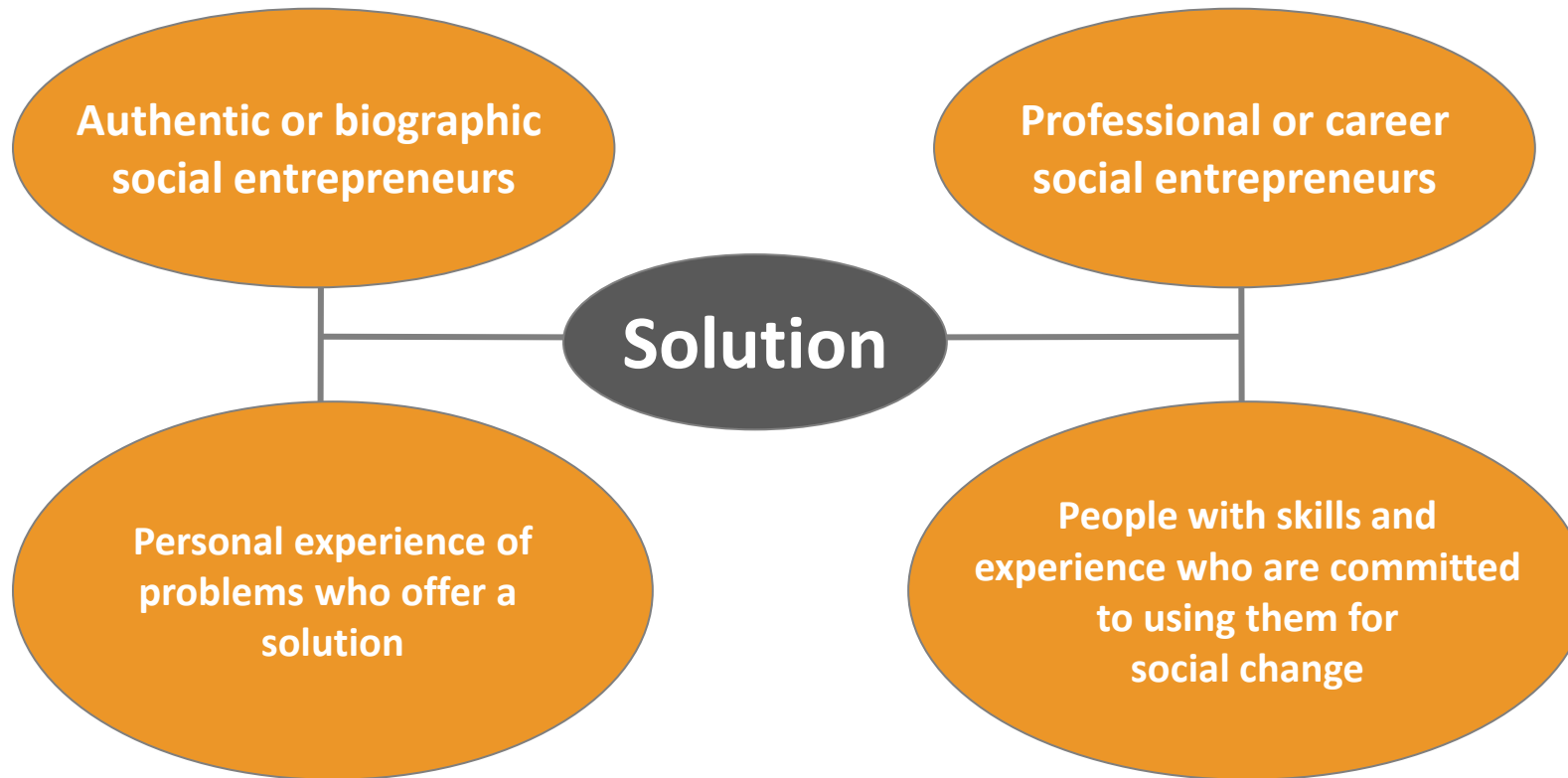
Social Entrepreneurship & Social Enterprise: From Theory to Practice

Skills & attributes to core characteristics

--- What Skills and Attributes do they bring? ---



Types of Social Entrepreneurs



Defining Social Enterprise

A great debate...

“A social enterprise is a business that trades for a social and/or environmental purpose. It will have a clear sense of its ‘social mission’”
SEUK

“Earn at least 50% of revenue from trading (or as a new start, you pledge to reach this within 18 months) and spend at least 50% of profits on social or environmental aims”
SE Mark

“People who can transform the world in which they live”
UnLtd

‘An operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities’
European Commission

“No loss, no dividend”
Mohamed Yunus,
Nobel Peace Prize

Characteristics of Social Entrepreneurs

Social Enterprises



- are created specifically to pursue **social goals**
- earn a substantial proportion of their **income through trading**
- the profits gained by a social enterprise are **mainly reinvested in the organisation** and used to support its mission



Social Enterprises



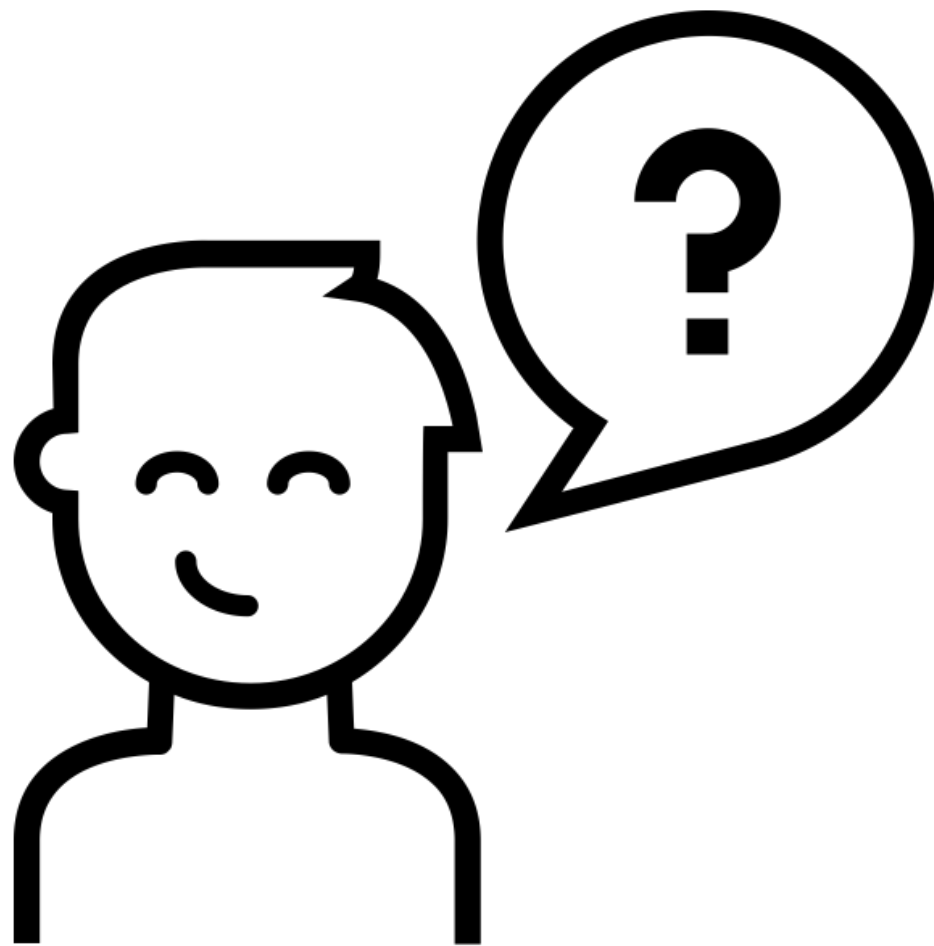
- Are not equivalent to CSR or philanthropy
- Are not ‘business doing good’ or ‘giving back’
- Are not just about mitigating negative impacts



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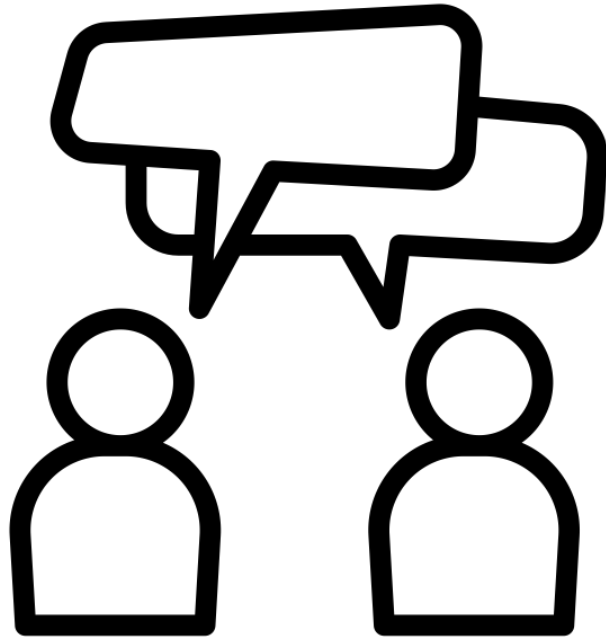


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Social vs. For-Profit Enterprises

Exercise 1

Differences and Similarities



- 1) In your opinion, what are the most important differences between For-Profit and Social Enterprises?
- 2) What qualities or features do they both have and why do you think this is?

*** *Post your comments in the chat box* ***

Social vs For-Profit Enterprises

The key differences between Purpose and Profit-led ventures:

Motivations & Journey

Decision Making

Ethics & Values

Purpose over Profit

Board & Governance structure

Income generation Methods

Staffing Structure

Intellectual Property



Motivations & Journey

Motivation & Journey

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Motivation & Journey

THE SOCIAL ENTREPRENEUR'S JOURNEY



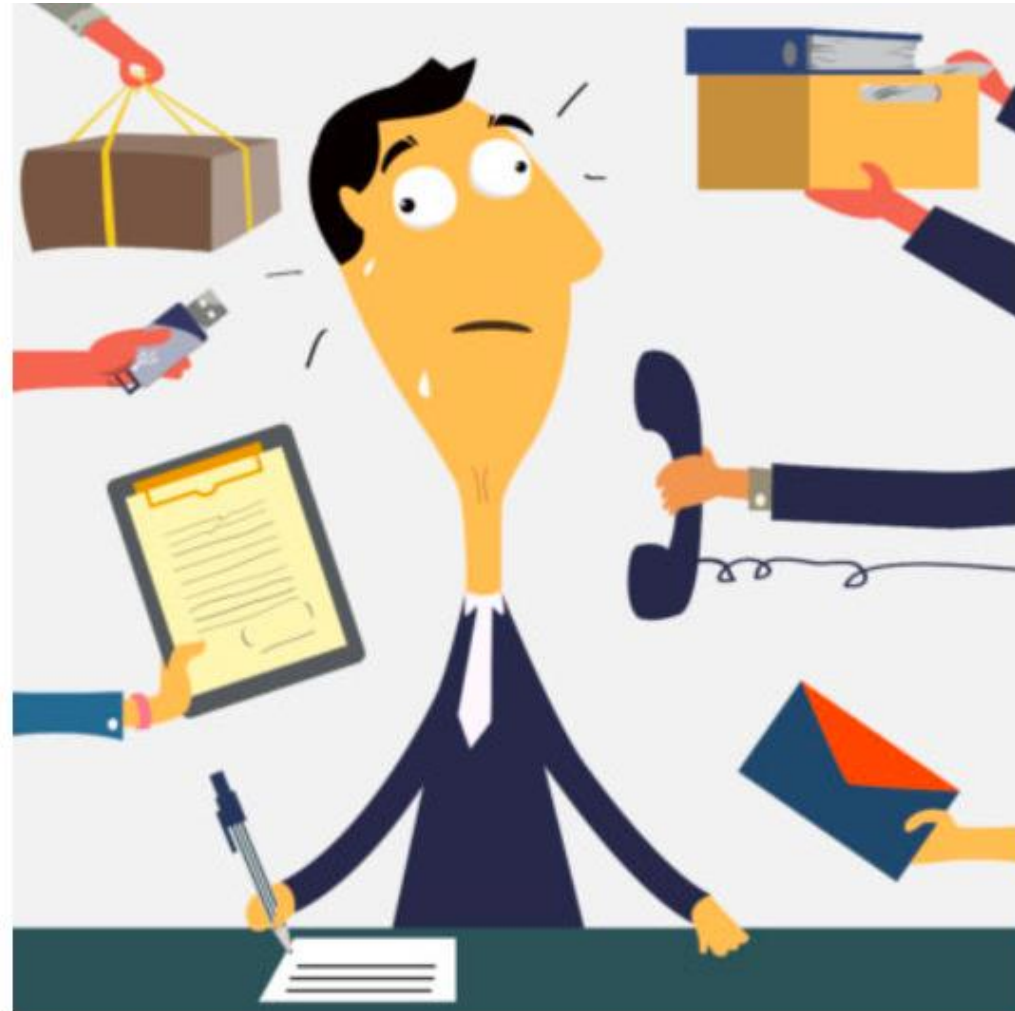
LEARNING TO LAUNCH- START UP TO SCALE

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Decision Making



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Ethics & Values

Ethics & Values

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Purpose over Profit

The Triple Bottom Line

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Board & Governance Structure

Board & Governance Structure

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Income Generation Methods

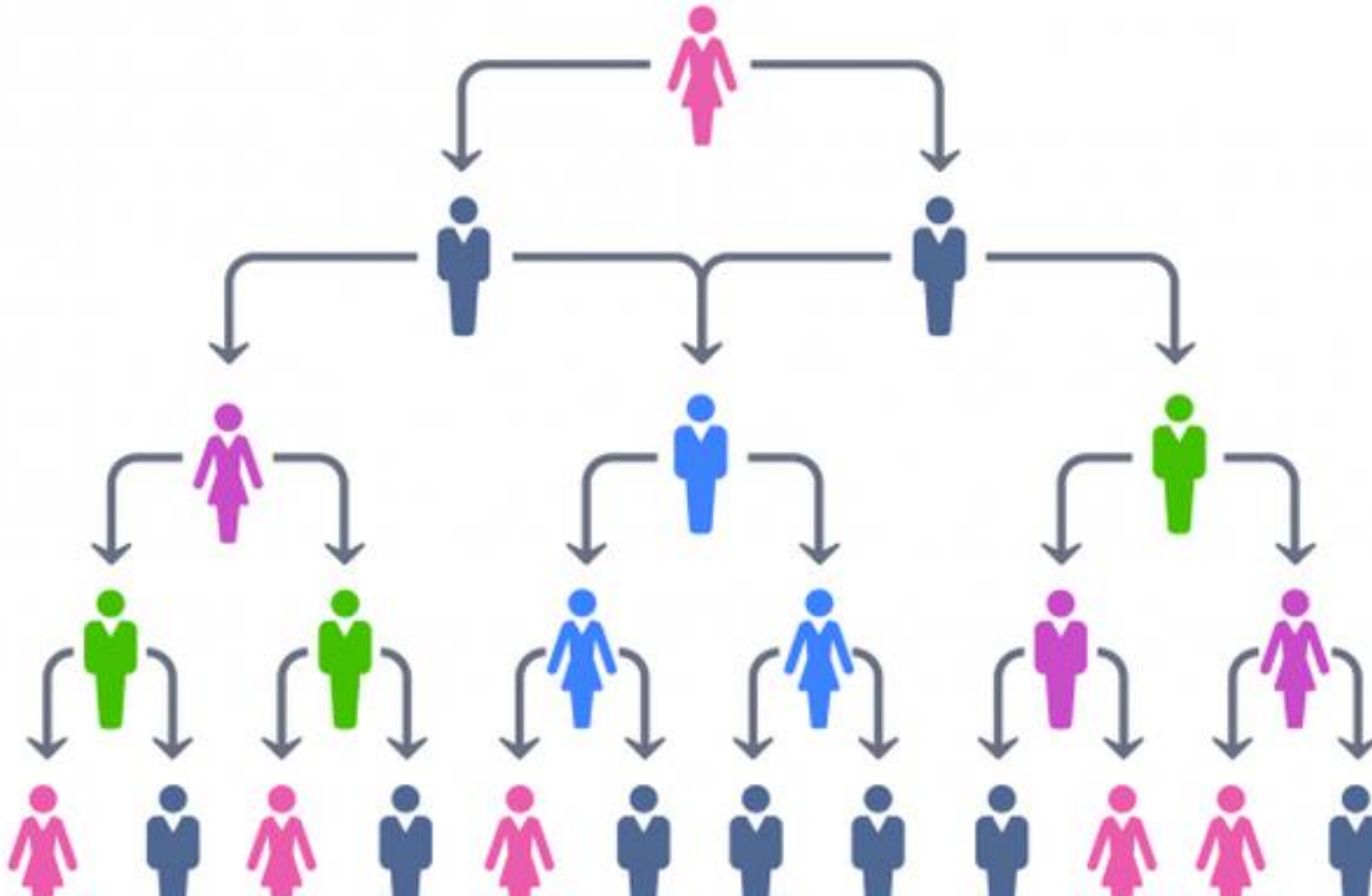
Income Generation Methods

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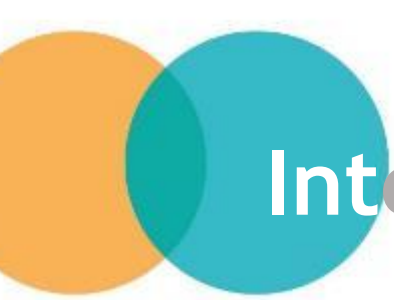
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Staffing Structure



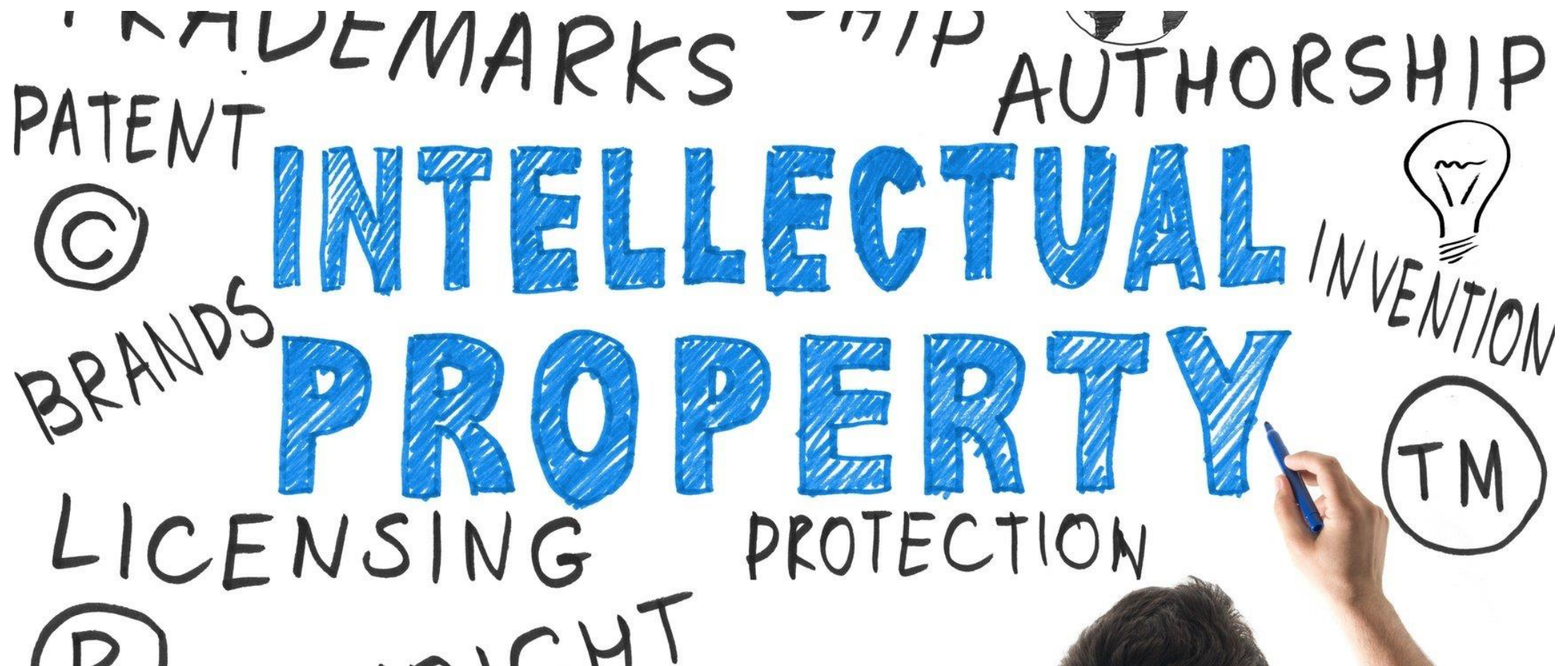
Intellectual Property



Intellectual Property

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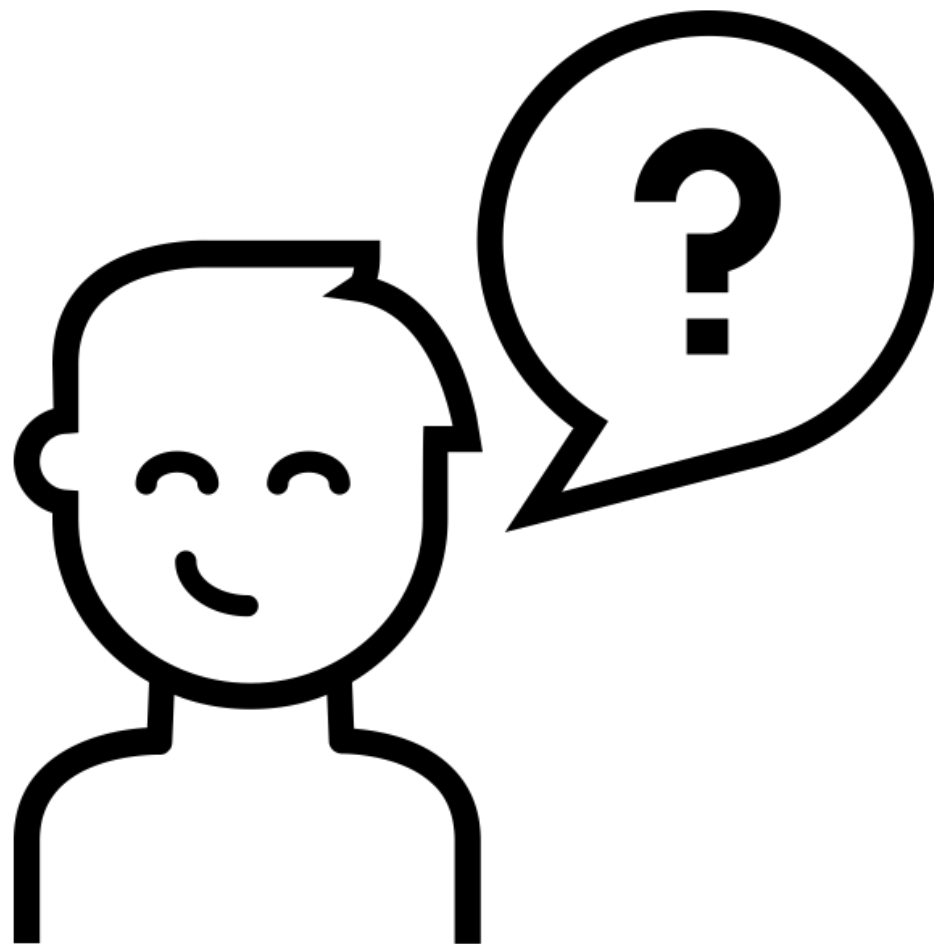
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The Business Coach & Business Mentor

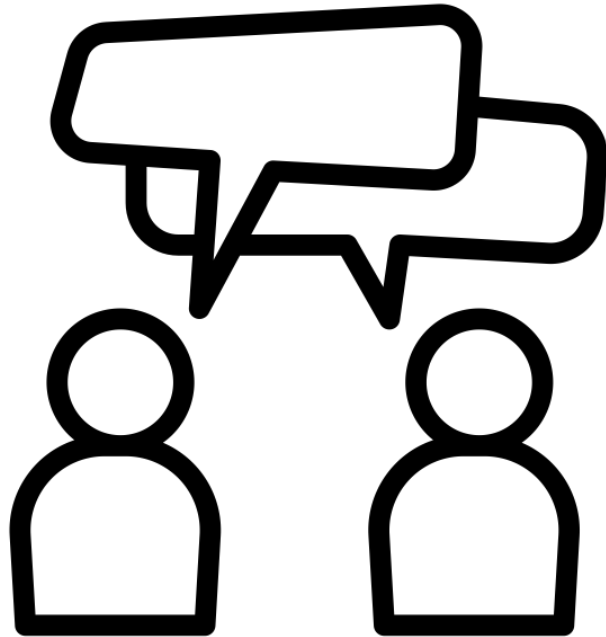
Business Coach & Business Mentor

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Supporting Social Entrepreneurs



- 1) What types of support do you think a social entrepreneur will need from you that may be different?
- 2) What changes (if any) might be needed to the way you do things currently?

**** Discuss in small groups / online breakout rooms for 10mins and then present back ****



Responsibilities of the Social Entrepreneur

The same and different...

- Set goals from the outset
- Make progress in between meetings
- Drive the relationship - set the agenda
- Be committed, open and honest - sharing values is crucial here
- Two way co-created feedback - action learning will be important to social entrepreneurs



Key Principles of Support

Reminder:

“A Coach / Mentor is a Critical Friend / Thinking Partner in a Collaborative Journey”

- Empathise with and relate to the story of the social entrepreneur: what drives them?
- Questioning & listening in a ‘person-centred’ coaching style
- Creative solutions based on a ‘learning by doing’ approach
- Relationship based even more critical; having a trusted relationship enables revelation and change



Analysing the Entrepreneur

PERSON	Developing the Person and the Entrepreneur
PROPOSITION	Value Proposition and Theory of Change
PEOPLE	Strong Team, Board, Advisors and Governance
PERFORMANCE	Historic and Current Metrics (eg Triple Bottom Line)
PLAN	Realistic Growth Strategy, Risks identified & mitigated and Social Impact measurement





Typical Technical Support Needs

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Do they vary?

- Value proposition is key
- Impact measurement as part of feasibility study
- Business Planning and Financial Planning just as important
- Communicating impact
- Legal support, inclusive of all legal forms
- Impact on Intellectual Property
- Approaches to Funding, investment and income generation

Quality of Relationship is essential

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Key Reflection:

Soft skills are paramount for Impact Entrepreneurs

- Peer leadership
- Friendly communication
- Motivational
- Confidence giving

“Giving me the belief to have a go, believing in my idea & emotionally, understanding the problems people like me face”
Anon Social Entrepreneur





Values of the Relationship

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- Trust
- Freedom
- Inclusive
- Available / 'Just in Time'
- Impact focussed

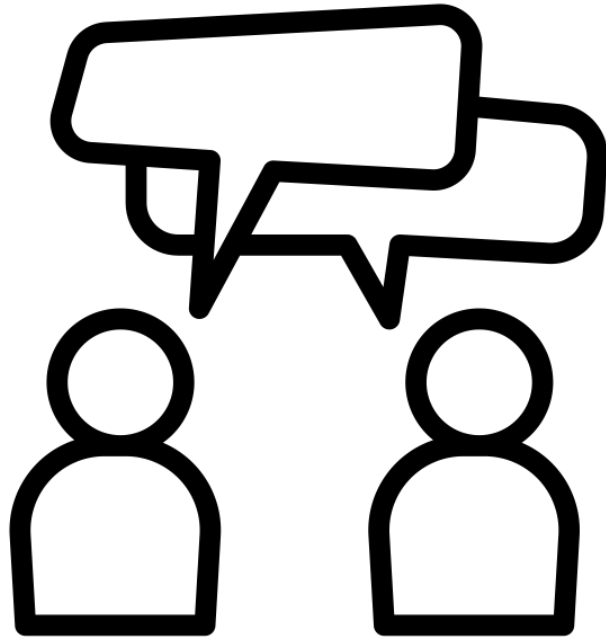
“Supported me to get on with the business, but there when I needed help - just in time!”

Anon Social Entrepreneur



Exercise 3

Your Offer



- Based on what you've learnt, what are the strengths and weaknesses of your current offer when supporting 'SEs'?
- What couldn't you help with and why? What role does signposting / referrals have to play here?

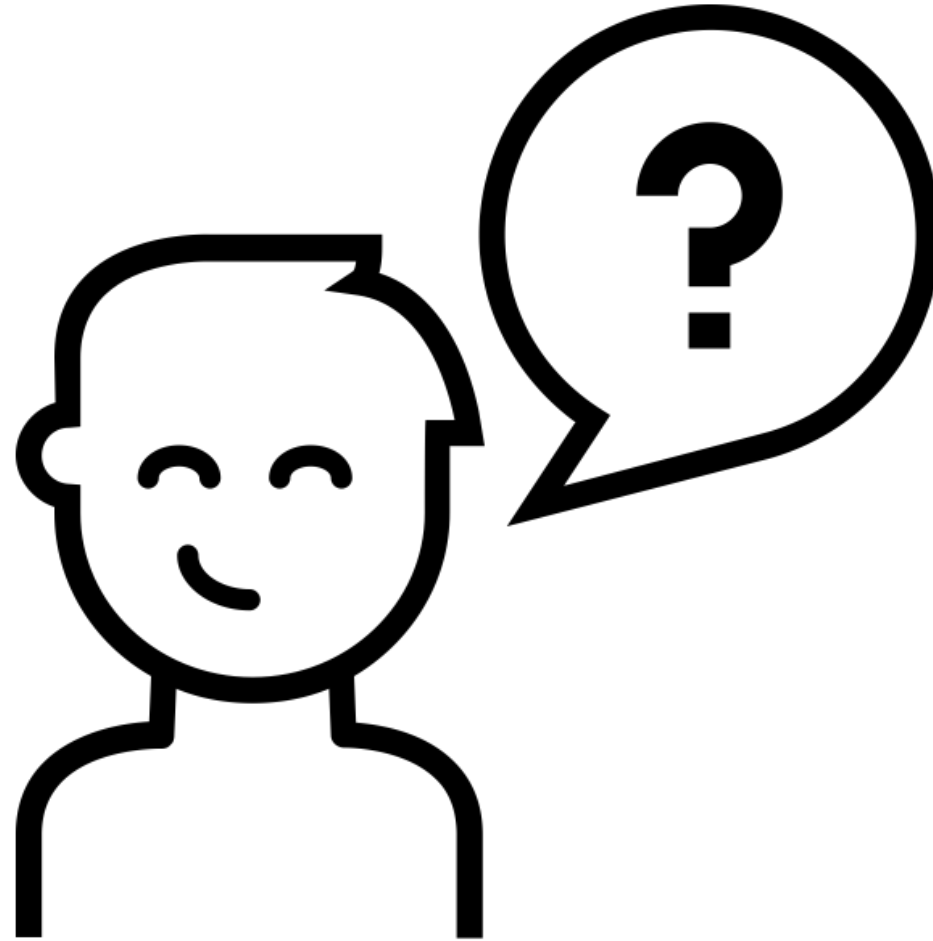
**** Discuss in small groups / online breakout rooms for 10mins and then present back ****



Closing Q&A

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Thank you!



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