

A large, bold, black, sans-serif logo for SOCIA. The letter "O" is replaced by a stylized human figure with a circular burst of smaller human figures around it, symbolizing social interaction or innovation.

## Social Innovation Initiative Logbook

Lead organisation for this deliverable: EOLAS (lead), Limitless



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## 1. Objectives of the logbook

The aim of the present logbook is to provide guidance and support to those Social Innovation Academy learners and participants that want to begin their own initiatives. Use what you have learned and apply it to the questions and assignments in this logbook.

The logbook provides an insight to your learning results through a set of self-reflective questions which can help you generate further insight into your idea. These are reflected in tables which include space at the side for your own notes.

The logbook also contains assignments, which are included in blue boxes. Doing these assignments and then bringing them together into one single file will lead to a base document for your initiative or enterprise that outlines its main features, story and business model and impact.

As you work through the questions and assignments, return to those you have already thought about and check whether they are all still valid, and, if needed, make adjustments. Do not see what you have done as being completely fixed, but rather consider the logbook as a living document which can evolve as you move on.

## 2. Be aware of your strengths and weaknesses

Before starting your own initiative it is good to have a clear idea of your own strengths and weaknesses. Mapping these against the results from the assignments below will allow you to identify those areas in which you will need to gain knowledge or need support from others.

	Strengths	Weaknesses
1		
2		
3		
4		
5		

### 3. What challenge do you want to tackle?

Social innovation initiatives are created to tackle a specific social or environmental challenge. What is the challenge you are tackling?

Reflecting on the following questions can help you define the ‘WHY’ question of your social innovation initiative:

Questions	Notes
What is at the core of the problem or challenge I am trying to solve?	
Why do I want to solve the problem or challenge?	
Why now and why in this industry, sector or population?	

The notes will help you formulate a clear statement on the ‘WHY’ of your initiative and help formulate your mission in a clear way.

*WHY (write down a clear statement on the reason for your social innovation initiative or enterprise)*

### 4. What is your ‘business’ model?

A social innovation initiative or a related social enterprise is unable to survive or grow, and serve its purpose, if it is not able to generate income or cover the investments and costs in another way. Even an NGO serving a social purpose therefore needs a ‘business’ model, which allows them to obtain the funds needed to continue their work. For a social enterprise, the business model needs to combine profit with purpose.

Your business model will be based either on a product or on a service (though process innovations might happen as well), and as such there are several questions you need to ask yourself in the process:

Questions	Notes
Who are my customers or beneficiaries?	
What is the purpose of my product or service for my customer/client or beneficiary?	
How can I describe my product or service? (design, functions, benefits)	
How do I get my product or service to my customers or beneficiaries, i.e. how can they access it?	
What is the cost of the product or service and what are the conditions for its use or access?	

<p>Why is your initiative or enterprise the best option for potential customers to acquire the product or service?</p>	
<p>How economically viable or sustainable is it to produce the product or provide the service?</p>	
<p>Is the product or service time-sensitive or dependent on a certain set of conditions (e.g. environment, location, etc.), or is it likely to be around for a long time (and why)?</p>	

There are many tools you can use to define your ‘business’ model, and even though originally designed with for-profit businesses in mind, the Business Model Canvas<sup>1</sup> can be a helpful tool in defining your model.

For more details see: [https://en.wikipedia.org/wiki/Business\\_Model\\_Canvas](https://en.wikipedia.org/wiki/Business_Model_Canvas)










Use the questions above to reflect, then based on your notes complete the Business Model Canvas, bearing in mind the following:

- In your case the value proposition will refer to the social value proposition of your initiative or enterprise and thus it takes into account the social and/or environmental impact.
- With regard to the customer segments, these include stakeholders and your beneficiaries.

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<sup>1</sup> Alexander Osterwalder (2004). *The Business Model Ontology - A Proposition In A Design Science Approach*.

*HOW: BUSINESS MODEL – Fill in the ‘business’ model of your initiative or enterprise.*

<p><b>Key Partners</b></p> 	<p><b>Key Activities</b></p> 	<p><b>Value Proposition</b></p> 	<p><b>Customer Relationships</b></p> 	<p><b>Customer Segments</b></p> 
<p><b>Key Resources</b></p> 			<p><b>Channels</b></p> 	
<p><b>Cost Structure</b></p> 			<p><b>Revenue Streams</b></p> 	

## 5. What legal form should you take?

There are many legal forms under which you can set up your social innovation initiative or social enterprise. Choosing the right form is important, as it also influences the way you are able to raise capital or obtain funding. When choosing one form or another your identified business model always needs to be taken into account.

Questions	Notes
<p>What are the legal forms for social innovation initiatives or social enterprises in my country? Are there any special forms for these types of ventures?</p>	
<p>What kind of legal and normative requirements are connected to each of the forms?</p>	
<p>What are the advantages and disadvantages of opting for one legal form or another for my initiative or enterprise?</p>	

Check out the legal forms in your country and decide which one best fits the purpose of the social innovation initiative or enterprise (and your own situation).

*HOW: LEGAL FORM (identify the legal form your initiative or enterprise will take and why this is the best option)*



## 6. How will you raise the funds for start-up and growth?

You need to have a plan to ensure you have sufficient capital to fund your activities and operations. Typically, in the start-up phase, one uses the ‘family and friends’ path, but as the social innovation initiative or enterprise grows you will need to draw in external supporters, funders or investors.

Questions	Notes
How much is my initial investment?	
Do I need external funding?	
Do I need investors? And if yes, what can I offer them in return for their investment?	
Do I want investors to become active in the initiative or venture? If yes, how?	

## 7. How will you measure your impact?

One of the most important questions to answer is how you will measure your (social) impact. This is important not only for attracting socially responsible investments but also for your customers/beneficiaries/users, stakeholders and/or supporters, who will make decisions to buy your product/service or choose to support your initiative or enterprise based on the (social) impact you generate.

To be able to measure this, you need to know how you will define impact, and be clear to all. Be honest and do not think only about the positive impact but also about the social detriments that might also accompany it.

Questions	Notes
What social and/or environmental benefits are generated by the product or service offered and how?	
How can I measure these benefits?	
What social and/or environmental losses or disadvantages are generated in the process of producing and delivering the product or service?	
How can I measure these losses?	

Research and analyse the different measurement approaches and tools, and select the most appropriate one.

*HOW: SOCIAL IMPACT MEASUREMENT (identify which impacts you will measure and how)*

## 8. How will you tell your story?

It is important to properly create and craft the story of your social innovation initiative or enterprise. A good and coherent story appeals to both customers and supporters, as well as to investors and funders. The way you deliver the story and the emphasis you put on certain aspects will depend on the audience you are targeting.

Questions	Notes
What do I want to highlight in my story if I am telling it to my investors?	
What do I want to highlight in my story if I am telling it to my customers / users?	
What do I want to highlight in my story if I am telling it to my supporters, donators or funders?	
What do I want to highlight in my story if I am telling it to my beneficiaries?	

Use the notes and results from the previous assignments to plan your story and write down in a comprehensible and understandable way the following aspects for either your investors, your customers or your supporters. If you have different segments in these groups, then select one of them:

- goals (why do I want to implement this social innovation initiative or enterprise?);
- focus (what is the initiative or enterprise about?);
- breadth (how broad will the initiative or enterprise be once it is set up?);
- scope (how big will it be?);
- plan (how will you carry out the initiative?).

This way you have created the baseline for the story.

*YOUR STORY (indicate the target audience for your story and create the story's baseline)*