



CHANGEMAKER'S WORKBOOK

TOOLS FOR SOCIAL ENTREPRENEURSHIP



Publisher: Rehabilitation Foundation

Pakarituvantie 5, 00410 Helsinki, Finland

Series: Publications of the Centre of Expertise for Social Enterprises

Editors: Malviina Hallamaa, Linda Lehto and Tom Tarvainen,
Centre of Expertise for Social Enterprises

Working group: Katja Anoschkin, Jarmo Hänninen, Maarit Laakso, Juha
Klemelä, Satu Niskanen, Elina Pöllänen, Farid Ramadan, Ilona Ukkonen.

Commentary and testing: The Centre of Expertise for Social Enterprises'
co-development network

Layout: Kajootti Design Johanna Kakriainen

Helsinki 2023

ISBN: 978-952-7330-21-0 (PDF)

This publication has been produced as part of the activities of the Centre of Expertise for Social Enterprises.

Thank you to everyone involved in the preparation of this workbook.

The publication has been made possible with funding from the Ministry of Economic Affairs and Employment.

Table of contents

Welcome!	4	ROOM FOR EXPERIMENTATION AND FUN	33
The age of social entrepreneurship	5	12. Explaining the business idea	35
Putting the well-being of people and the environment first	5	13. Expedition	36
What is a social enterprise?	6	14. Idea generator	37
Paths to social entrepreneurship	7	15. Three hats	38
ROOMS OF CHANGE	8	16. ESG fan	39
Two accompanying tools	10	17. Crazy elevator pitches	40
Canvas of impactful business	11	DOUGH ROOM	41
Impact chain	12	18 A. Revenue and pricing model	43
VISION ROOM	13	18 B. Business model	44
1. Ikigai	15	20. Employment assistance	47
2. Sustainable development focus board	16	21. Illustrate your business model	48
3 A. Problem tree	17	22. Product sales plan	49
3 B. Impact tree	18	23. Pitch your idea to an investor	50
3 C. Brainstorm solutions	19	STORY ROOM	51
4. Impact vision and objectives	20	24. Scoreboard	53
EMPATHY ROOM	21	25. Brand personality	54
5. Imagining the target groups	23	26. Stories	55
6. Empathy map	24	27. Badge	56
7. Value creation map	25	28. Annual marketing and communication plan	57
8. Testing the value proposition	26	GROWTH ROOM	58
PARTNERSHIP ROOM	27	29. KPI matrix	60
9 A. Ecosystem map	29	30. Steps of impact	61
9 B. Motivation map	30	31. Growth vision and current situation	62
10. Star of involvement	31	32. Strategies for scaling impact	63
11. Stakeholder canvas	32	33. System actuator	64
		Closing words	65
		Sources	66

Welcome!

Social enterprises can address the challenges and the most intractable problems of our world, where traditional solutions are not always enough.

This **Changemaker's Workbook** is designed to support the development of socially impactful business activities for current and future social enterprises. It offers proven and inspiring methods for developing your business idea, understanding your target audience and customers, mapping your ecosystem, identifying financing sources and scaling your business.

The exercises in the book can be done alone or in a group. You can select the exercises that suit you best and do them in the order you want. The tools are drawn from a wide range of sources and there is a comprehensive list of references at the end of the book.

Business advisors and developers, entrepreneurship experts, incubators and accelerators, and social entrepreneurship mentors can also use the tools in the workbook in their own activities and in entrepreneurial workshops.

The age of social entrepreneurship

Doing good combined with successful business makes social entrepreneurship one of the fastest growing and most interesting phenomena in Finland and globally.

In recent years, we have witnessed impressive and responsible business growth. Consumers are increasingly aware of global challenges and want to create change through their own consumption choices. Mission-driven companies grow faster and have higher customer and employee satisfaction than other companies ([Deloitte Insights 2019](#)). Emerging technology opens up new opportunities: successful mission-driven companies know how to use technological innovation to increase their impact.

There are around 2,500 social enterprises in Finland. Their combined annual turnover is EUR 6.2 billion. Social enterprises employ 61,000 people ([The Centre of Expertise for Social Enterprises' data website 2022](#)).

Putting the well-being of people and the environment first

Our current economic system is not sustainable for nature or for people. The economy and democracy create the conditions for prosperity, which is why economic development is also key to building a good future. This alone is not enough. We need ecological, social and economic balance.

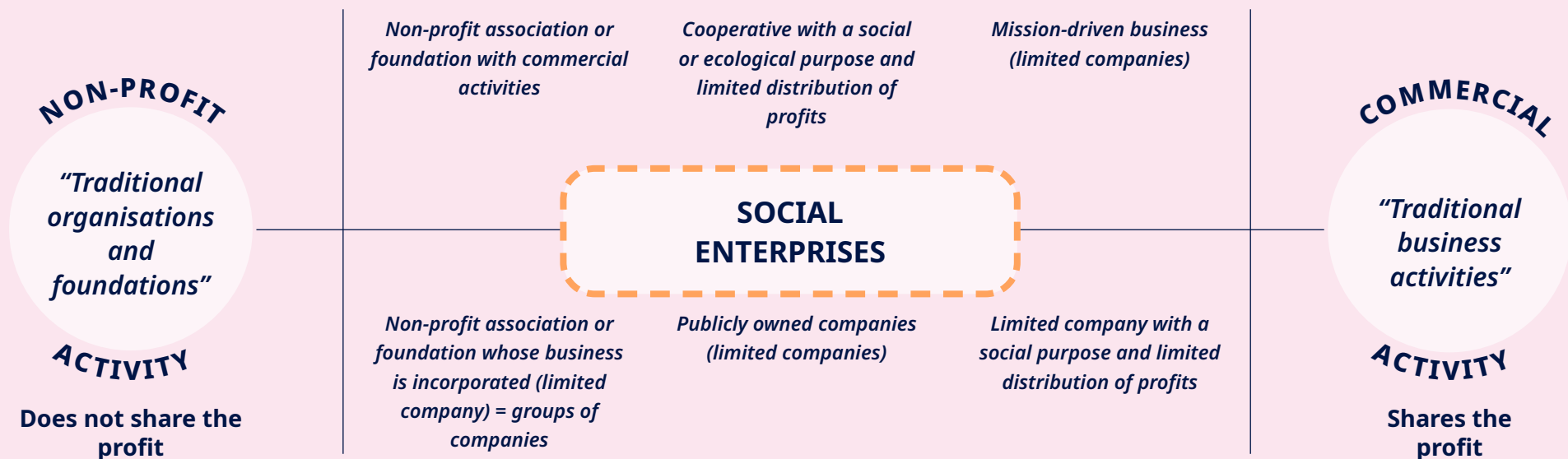
Social enterprises are playing their part in building a fairer and more responsible world. They are engaged in socially impactful business activities, producing new solutions and innovations to improve the environment, promote the circular economy and improve people's well-being.

A good life for future generations is dependent on taking care of nature and natural resources. It is about people having decent living conditions, sufficient income, and access to services. A good life is about inclusion, equality and community. It is the experience of belonging to a group.

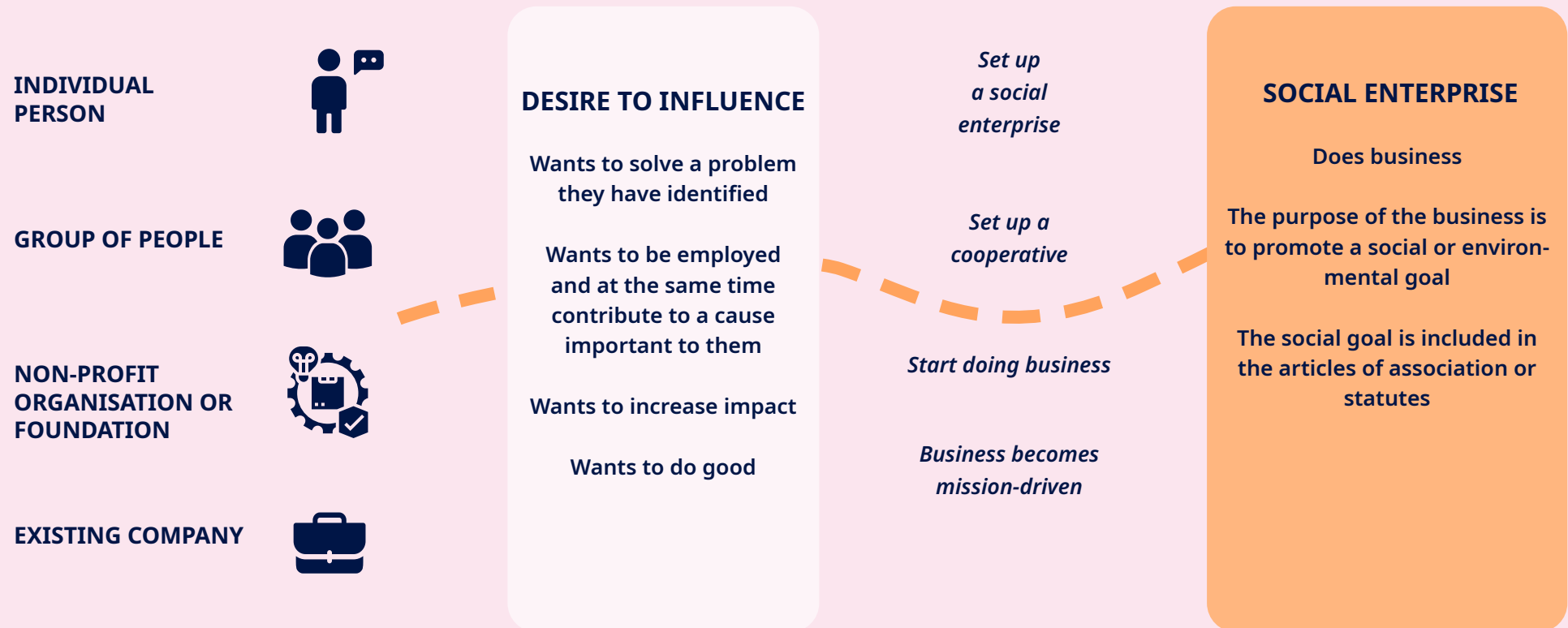
What is a social enterprise?

- The primary goal of a social enterprise is to create social good through business.
- Social enterprises are private and third sector actors, and they use most of their profits to achieve their goals.
- A social enterprise can operate in any sector.
- Social enterprises are experts and solvers of societal problems, committed to the long-term development of the society around them and the well-being of their customers.
- A social enterprise is not limited to any form of company. It can be, for example, a limited company, a cooperative, or a foundation or an association doing business.

FORMS OF SOCIAL ENTERPRISE IN FINLAND



Paths to social entrepreneurship



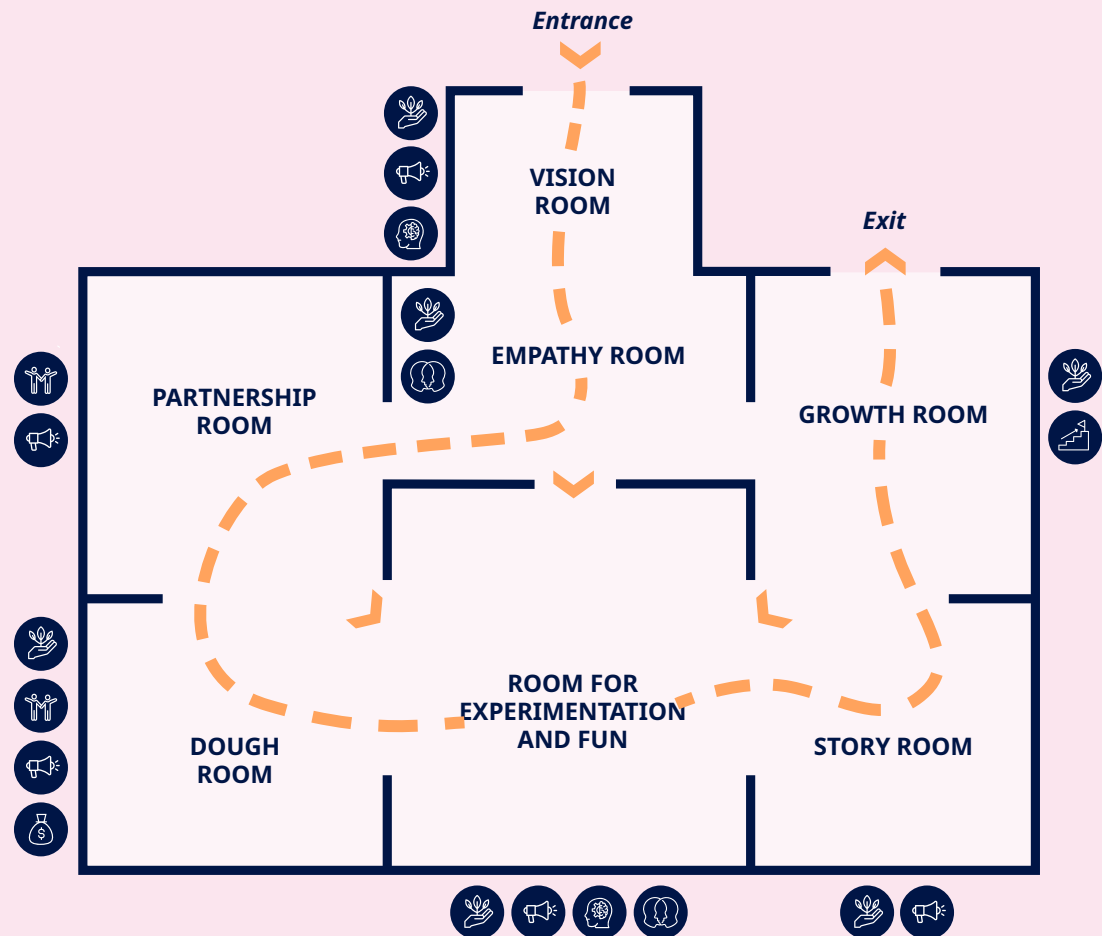


ROOMS OF CHANGE

Rooms of change

We use the metaphor of a house and rooms to design a social enterprise. In each room you will find different ideas, perspectives and methods for developing your business. For example, the vision room helps shape the future of your company. The room for experimentation and fun inspires you to find new solutions. The dough room is reserved for the resources, earnings and financing of your business.

The dotted line shows the most direct route to access the tools, but we encourage you to jump from room to room and choose the tools that seem best in your own order. The room for experimentation and fun is worth visiting more than once, as challenging and testing your business can take ideas that already seem complete to new levels. Have an inspiring journey within these walls!



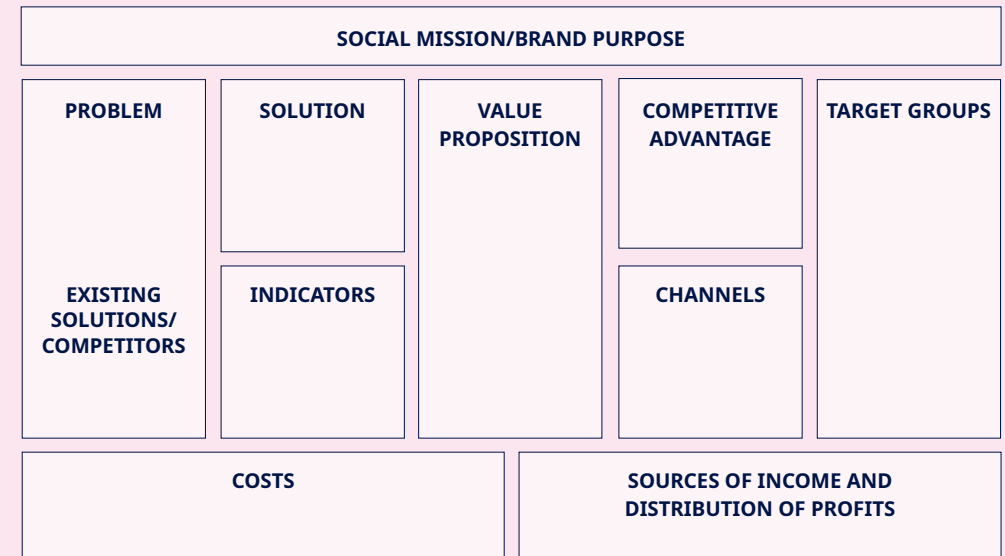
Two accompanying tools

On your way through the house, you will generate a set of ideas to improve your business. By linking these ideas to the business canvas and the impact chain, two logical overviews emerge:

- 1) an overview of a business model covering the whole enterprise, and
- 2) an overview of the impact chain, summarising where social impact comes from.

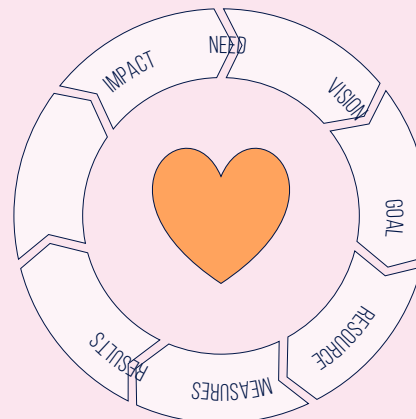
In each room, you will be given tips as to which part of the canvas and the impact chain you can complete with ideas born in the room.

1) CANVAS OF IMPACTFUL BUSINESS



➤ *What are the building blocks of your business model and how do they work together?*

2) IMPACT CHAIN



➤ *How is impact created through your business?*

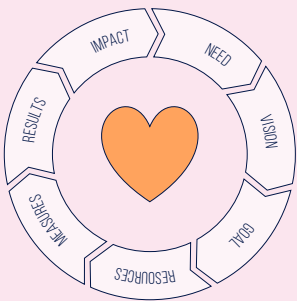
Canvas of impactful business

This canvas combines the basic functions of your business. It serves as a reference framework for planning and helps you find a common language between the team and partners.

COMPANY'S SOCIAL MISSION (<i>brand purpose</i>)				
PROBLEM What is the specific problem you are solving and who is affected by it? Describe the problem from the perspective of different target groups.	SOLUTION How do you plan to solve the problem? E.g. a service, product or business model.	VALUE PROPOSITION Write a value proposition for each target group. Ultimate beneficiaries: What is the concrete change you intend to bring about by solving the problem? Enhanced value proposition (pp. 29)	COMPETITIVE ADVANTAGE What sets you apart from your competitors? In which ways are you better than others?	TARGET GROUPS Write down the different target groups: <i>paying customers</i> <i>users</i> <i>ultimate beneficiaries</i>
EXISTING SOLUTIONS/COMPETITORS How are these problems currently being solved?	INDICATORS How do you measure success in finance and effectiveness?		CHANNELS How do you reach your target audience? E.g. marketing, sales, partnerships. How do you deliver the service or product? E.g. physical/online channel?	
COSTS What are the variable and fixed costs of activities? Also consider at what point do these costs arise? This also serves as the basis for the financial statement.			SOURCES OF INCOME AND DISTRIBUTION OF PROFITS How is your income made up? What is your pricing model? How will the potential profit be used to increase impact?	

Impact chain

The impact chain, depicted here as a table, consists of seven sections to be filled in. The sections must be in a causal relationship with each other and form a logical whole, otherwise the chain breaks. With the chain, you create a plan for the social change you want to achieve and how you will monitor the progress. The impact chain can be used as a management tool, to support the design of services, or to produce content for communication.



NEED	VISION	OBJECTIVE	RESOURCES	MEASURES	RESULTS	IMPACT
What is the social problem you want to solve? Who and how many are affected by it? <i>(See the problem and solution sections in your canvas)</i>	What will it look like when the need is met?	What concrete changes need to happen in people's lives to make the vision possible? <i>(See the value proposition for the ultimate beneficiaries in the canvas)</i>	What resources are needed to achieve the objectives?	What is done, how much, for whom? What guarantees that the desired changes will be achieved?	What results are achieved? What indicators are used to monitor the results and how are the results verified?	What are the human and economic benefits to society when the need is met?
SOURCE	SOURCE	SOURCE	SOURCE	SOURCE	SOURCE	SOURCE



VISION ROOM

Vision room

Social imagination | Imagining the future

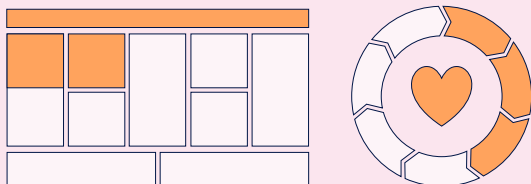
Identifying the problem | Brainstorming a solution | Impact vision

It is difficult to build a better world without an idea of what it could be like. In this room you can imagine the future, use your social imagination and explore your own talents and capacities for social entrepreneurship. Get in the mood for wild brainstorming and creative problem solving. Love the problem, not the solution!

USE THE TOOLS TO

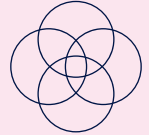
- › find out if social entrepreneurship could be for you
- › consider which social challenge your business idea addresses
- › come up with solutions and formulate an impact vision for your business.

› After completing the exercises in this room, you can fill in the mission, problem and solution sections in your business canvas. The need, vision and objectives of the impact chain.



1. IKIGAI

Approach your own life, meaningful work and your capacity for social entrepreneurship through four questions.



2. SUSTAINABLE DEVELOPMENT FOCUS BOARD

What problem are you solving and what sustainable development goal does it relate to?



3. PROBLEM TREE AND IMPACT TREE

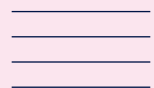
- A. Problem tree
- B. Impact tree
- C. Brainstorm solutions

Identify the root causes and consequences of the problem. Turn the problem into impact and come up with solutions.



4. IMPACT VISION AND OBJECTIVES

What kind of social or environmental change is your company seeking? Write an impact vision and impact objectives for your business.





1. Ikigai



Quick 5–10 min

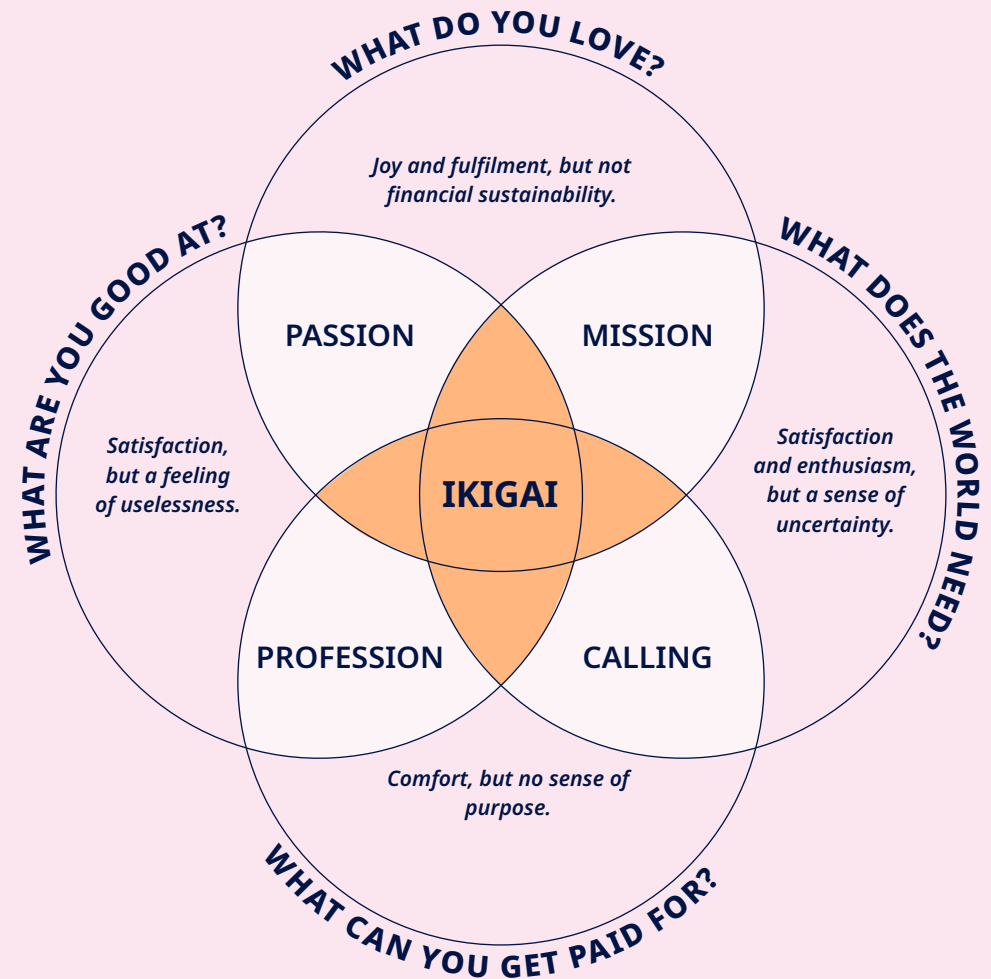
Exercise for one

For the budding entrepreneur

Ikigai is a Japanese concept that approaches the life and meaningful work of an individual through four questions. When the answers to these four questions meet, ikigai, the purpose of life, is born.

Forget your business idea for a moment and find your ikigai with an open mind, focusing on what you want out of life.

When you are ready, you can assess whether your ikigai also contains your company's mission, i.e. the purpose of your company's existence ([see brand purpose in your canvas pp. 11](#)). If you can find a balance between the four areas, social entrepreneurship could be for you.





2. Sustainable development focus board

The United Nations (UN) has defined in its [Agenda 2030 17 sustainable development goals](#) (UN 2015). Agenda 2030 is a blueprint for a better future for all, taking equal account of people, the economy and the environment. From these, choose the 2-3 most important objectives for your business, and identify the social problems behind them.

In the next problem tree exercise ([pp. 17](#)), you can explore and specify the problem your company is solving.

Quick 5–10 min

Exercise for one
or a group

For the budding
entrepreneur





Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

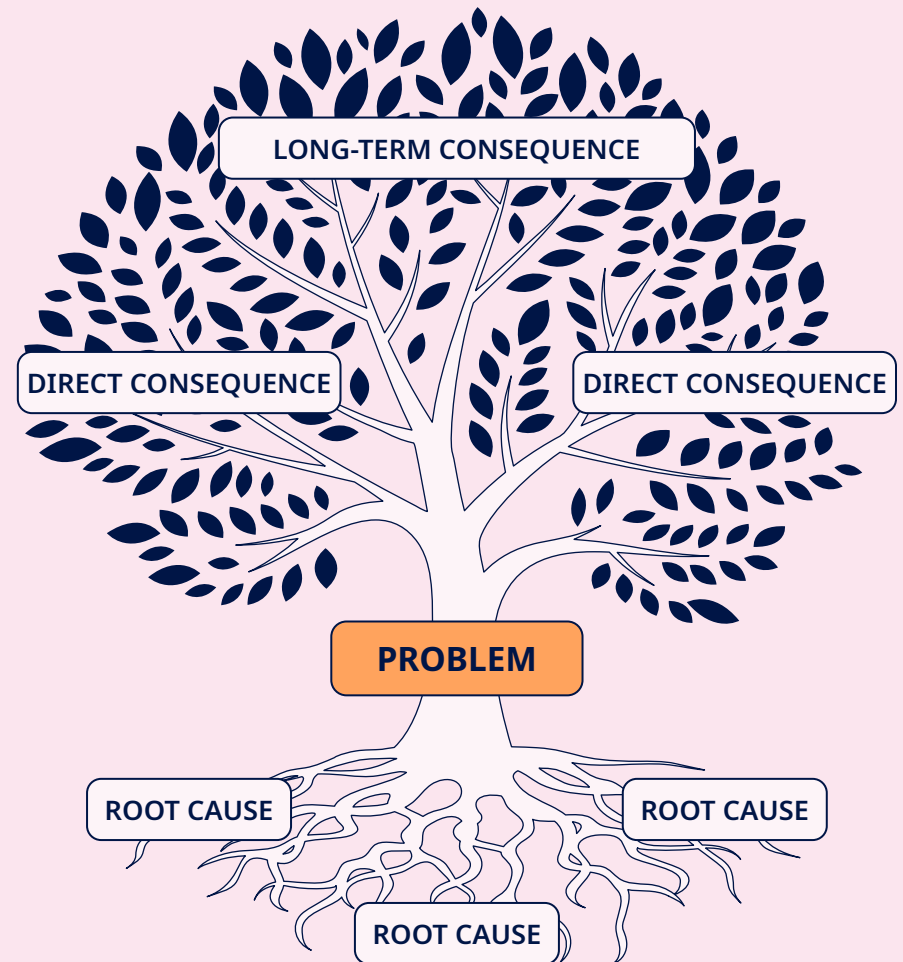
3 A. Problem tree

The problem tree is filled with a social or ecological societal challenge or problem. To find solutions to a challenge or problem, you need to understand the root causes of the problem or challenge. The tree also tells you what the consequences will be if the problem is not solved.

Consider the problem, its root causes and consequences at individual, community or societal levels. Start by filling in the tree trunk and specifying the problem as precisely as possible.

EXAMPLES OF WELL-SPECIFIED SOCIAL PROBLEMS:

- Youth unemployment
- Non-ecological production chains of fashion consumed in Finland
- Eutrophication of the Baltic Sea





Medium
10–20 min

Exercise for one
or a group

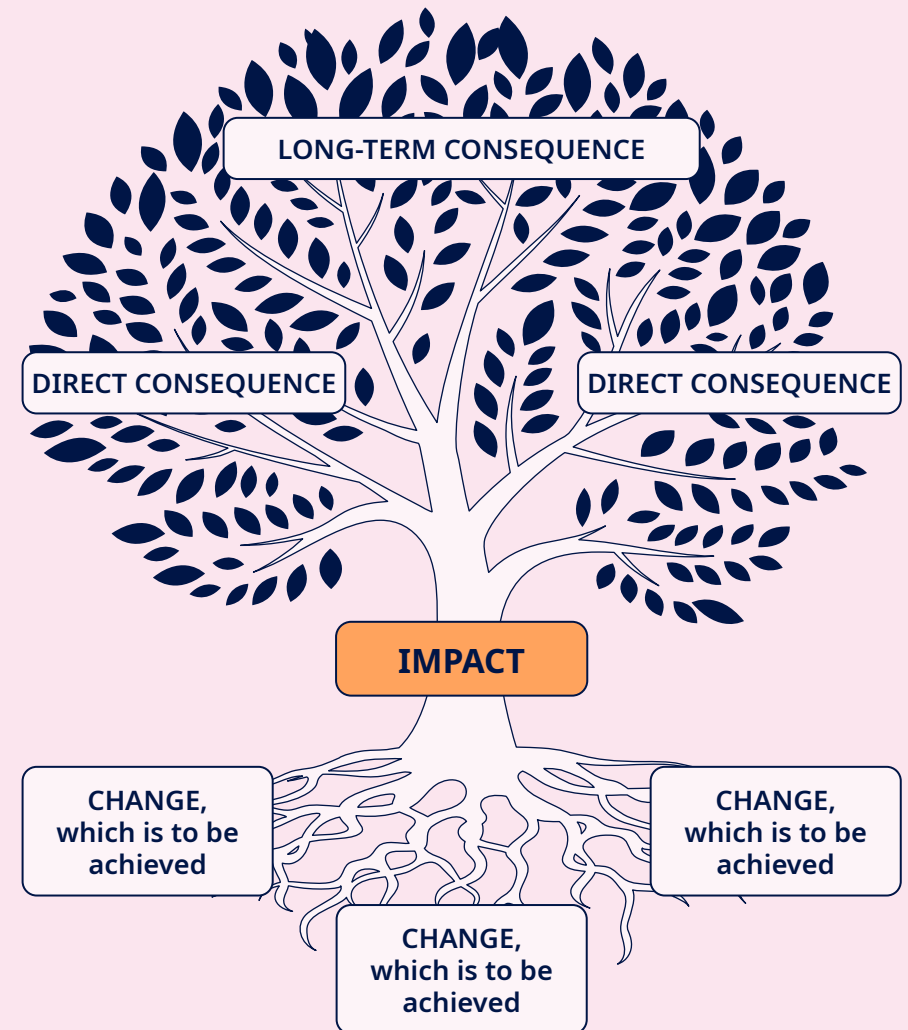
For the budding
entrepreneur or
business
developer

3 B. Impact tree

Where the problem tree describes the problem, the impact tree describes the positive effects of solving a social challenge or problem. Fill in the tree trunk with the impact you want your business to have. In the roots, you should describe the changes that need to be made to achieve the effect. In the leaves, you can describe the things that start to happen when the effect is achieved.

EXAMPLES OF IMPACT:

- Improving youth employment
- Finns consume only sustainable fashion
- Eutrophication of the Baltic Sea has been halted





3 C. Brainstorm solutions

Identify five different solutions to turn the problem tree into an impact tree. Come up with many solutions. Do not be too critical of ideas, focus on quantity rather than quality. Even crazy ideas are feasible. Combine and refine ideas.

Does your solution address the problem in the problem tree and does it lead to the effect in the impact tree?

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

USE THE QUESTIONS TO SELECT THE MOST
FUNCTIONAL SOLUTION:





Quick
5–10 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

4. Impact vision and objectives

1. Imagine it is 2033 and your problem is solved! Write a few headlines that show how the change is reflected in people's thinking, actions or behaviour.
2. Choose the most important headlines and use them to formulate a 2–4 sentence vision of your company's impact.
3. Derive a more specific impact goal from the vision. Use the template on the right to set the goal.

A GOOD IMPACT GOAL IS:

S = *specific*

M = *measurable*

A = *attainable*

R = *relevant*

T = *time bound*

(How much?)

(What?)

(Who?)

(In what time frame?)



EMPATHY ROOM

Empathy room

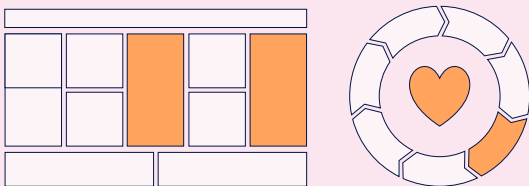
Understanding your customers | Target groups | Segmentation |
Creating value

In this room, you can specify the company's target groups and improve customer understanding. The four tools give a glimpse into the world of the paying customer, the user and the ultimate beneficiary, imagining life in their respective positions and situations. Putting yourself in other person's shoes is worth your time, because it helps you identify your target group and find out if there is a demand for your product or service.

USE THE TOOLS TO

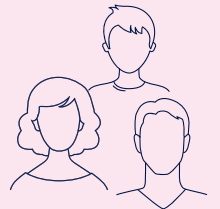
- › outline who is the paying customer, the user and the ultimate beneficiary of the product or service
- › establish what you know about the daily lives of the people for whom you provide products or services
- › examine what needs the products or services meet.

- › After completing the exercises in this room, you can fill in the target groups and value proposition in the canvas. See the goals in the impact chain.



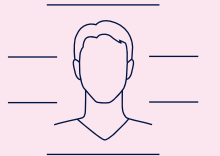
5. IMAGINING THE TARGET GROUPS

Create fictional profiles for your target groups. Think about the difference between a paying customer, a user and an ultimate beneficiary of your service or product.



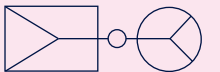
6. EMPATHY MAP

Think about how the customer, the user and the ultimate beneficiary act when they use your service or product.



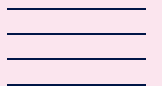
7. VALUE CREATION MAP

Find out if your product or service meets your customers' needs and expectations. How do you create value for your customers?



8. TESTING THE VALUE PROPOSITION

Test whether the ways of creating value you outlined in the previous exercise form a reasonable and logical value proposition.





Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

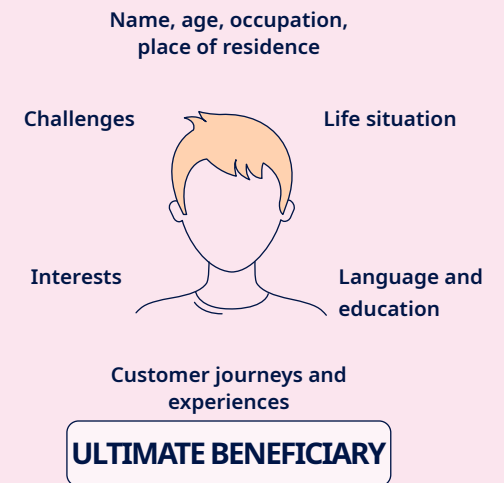
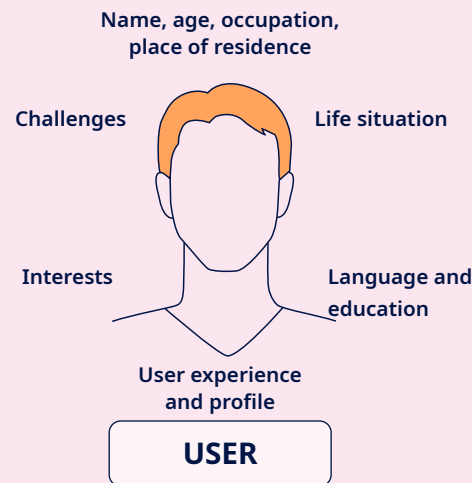
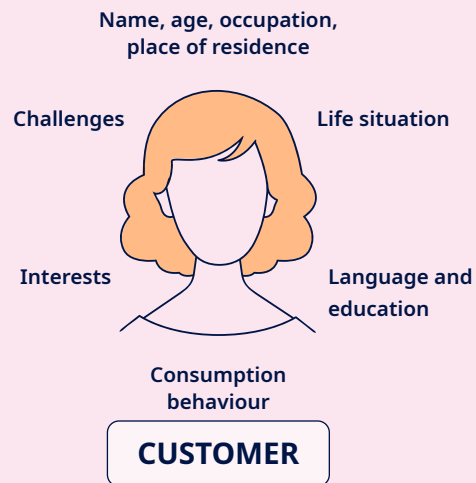
5. Imagining the target groups

A business often has many different target groups. Create fictional profiles for your target groups. Think about who the paying customers, users and ultimate beneficiaries of your service or product are. In some business models, these can be one and the same (for example: I am hungry and buy lunch, eat and feel better afterwards). There can be many different groups of customers, ultimate beneficiaries and users. Imagine one example for each profile. You can create profiles for all the target groups for your product or service to get a comprehensive picture of the groups whose needs you should consider.

PAYING CUSTOMER = a person or entity that pays for the product or service

USER = a person, group or organisation that uses the product or service

ULTIMATE BENEFICIARY = the person, animal or environment to which the benefit is directed





6. Empathy map

Quick
5–10 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

Select one target group profile of users of your company's product or service. How will they act in a situation where they are dealing with a service or product you offer? You can also use the empathy map as a tool for interviews and observation to help you structure your data.

THINKS AND FEELS?

Try to think like the user thinks. What is most important to them about the products or services you offer? What makes them emotional or frustrated? What dreams and aspirations do they have that your product or service could contribute to?

SAYS AND DOES?

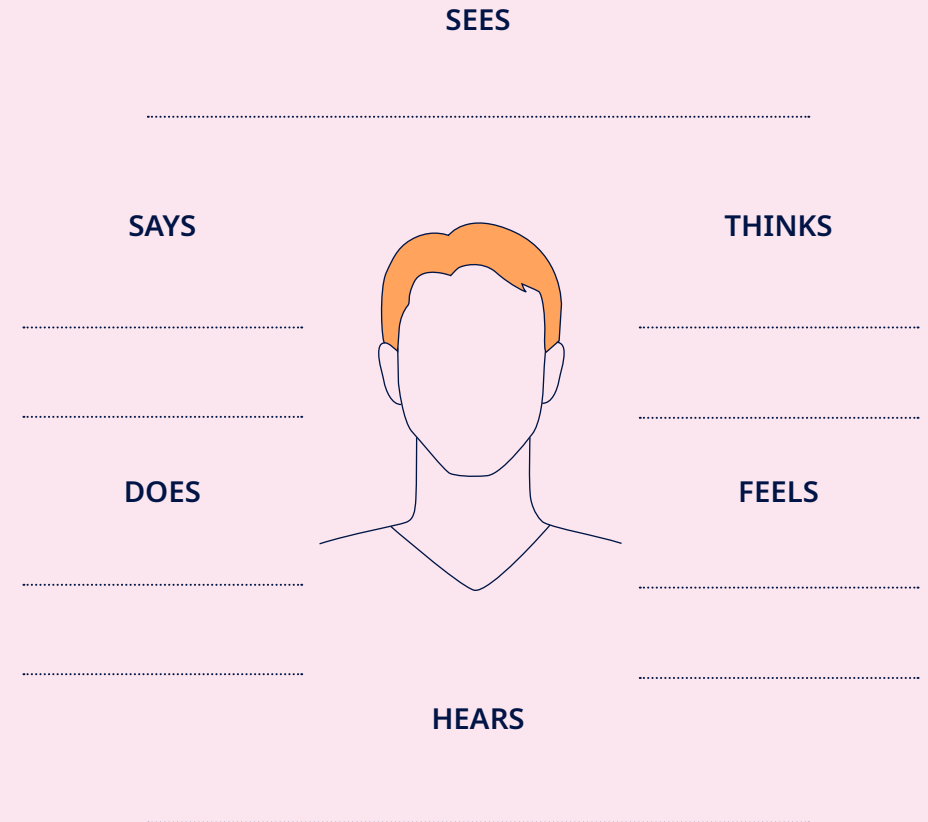
Try to imagine how they will behave or talk when dealing with your services or products. What is their attitude?

SEES?

Describe what the user sees around them. What does their environment look like? Who do they meet? Who are their friends? What kind of services will be offered to them?

HEARS?

Describe who influences their opinions regarding the use of services or products. Which media are part of their daily life?





7. Value creation map

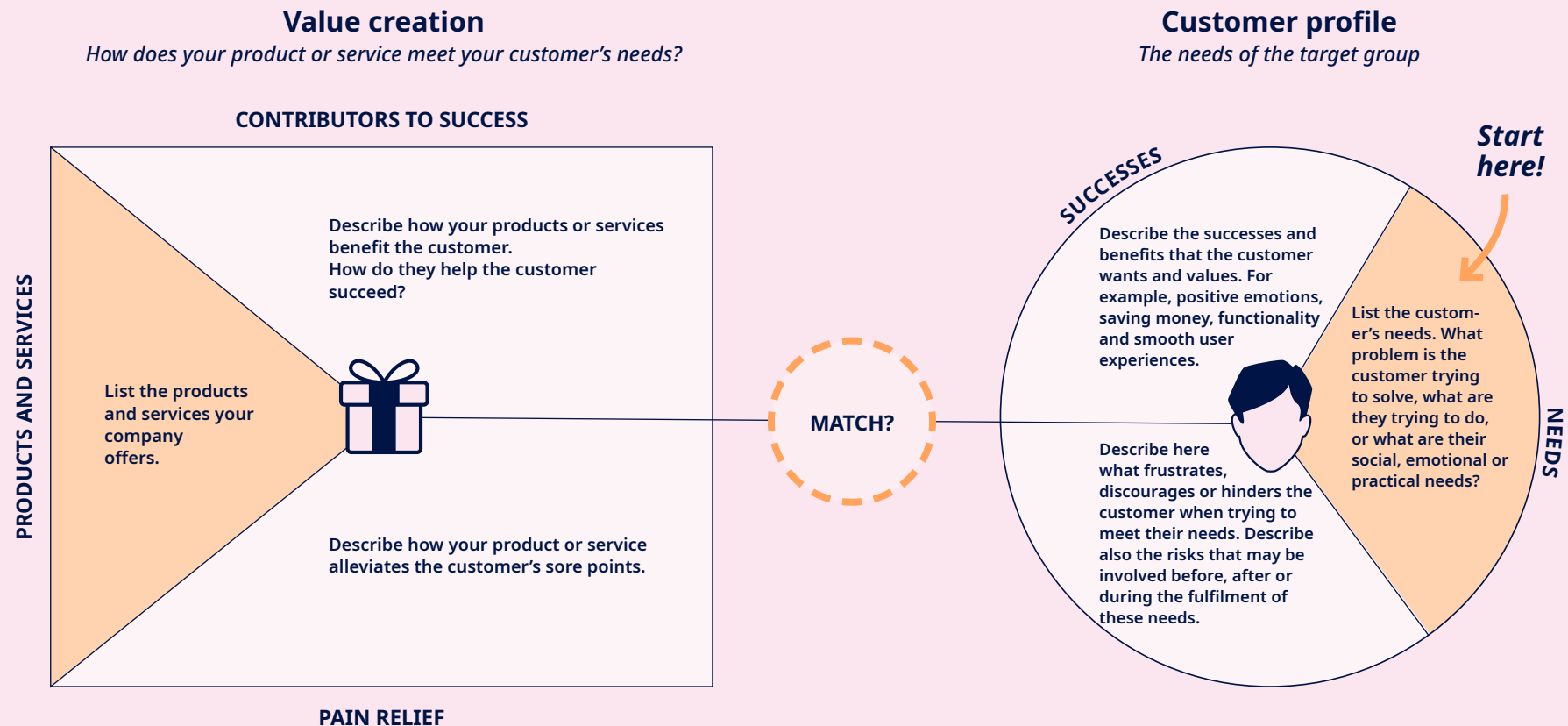
The value creation map helps you ensure that your product or service meets the needs and expectations of your customers, users and ultimate beneficiaries. If you can get the different halves of the map to fit together (your product creates the experiences of success the customer wants and alleviates sore points), you have succeeded in creating value for the customer. This indicates that there is likely to be demand for your products and services.

Start filling in the value creation map with the profile of the paying customer (exercise 5, pp. 23). You can then try it out with other target groups. Mapping the needs of the ultimate beneficiary will deepen your understanding of the objectives and measures of the impact chain.

Time-consuming
20–40 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer





8. Testing the value proposition

Quick
5–10 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

Use the test phrases on the right to test results of the previous exercise ([7. Value creation map, pp. 25](#)). If the sentence is logical and summarises the essential elements of your product, your value proposition is complete. Feel free to use these phrases to test several of your product features and target group needs one by one. If the sentences do not work, go back to the previous exercise and think about what small changes you can make to create a logical value proposition.

.....
(our product or service)

helps

.....
(target group)

who want to

.....
(need of the target group)

.....
(our company, product or service)

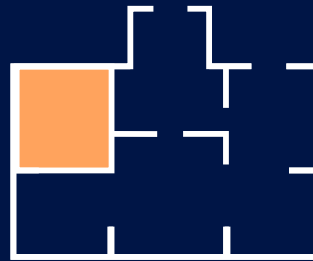
.....
(verb, e.g. to avoid or reduce)

.....
(sore point for the target
group)

and

.....
(verb, e.g. by increasing, accelerating,
producing)

.....
(success of the target group)



PARTNERSHIP ROOM

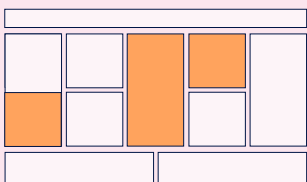
Partnership room

Ecosystems | Stakeholder work | Participation |
Enhanced value proposition

You do not have to do everything alone. In this room, we will delve into what kinds of partnerships your business needs. At the heart of ecosystem thinking is the idea of working together to create added value. Instead of thinking about who you are providing services or products to, in this room you are thinking about who you are providing services or products with. The more your business involves the ultimate beneficiaries, the more target-group-oriented and transparent it becomes.

USE THE TOOLS TO

- › map the ecosystem around your social mission and your business
- › consider how different groups of people can be involved in the development of your service or product
- › identify the glue that holds the ecosystem together – the motivations and needs of the different stakeholders – and consider how you can create added value together.



› After completing the exercises in this room, you can fill in the sections on existing solutions, competitive advantage, value proposition.



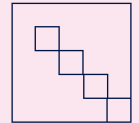
9 A. ECOSYSTEM MAP

Identify the relevant actors for your business. How do you add value with them and create an enhanced value proposition?



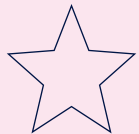
9 B. MOTIVATION MAP

How is your target group involved and engaged in your business at different stages?



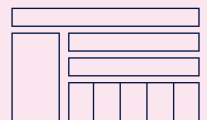
10. STAR OF INVOLVEMENT

How is your target group involved and engaged in your business at different stages?



11. STAKEHOLDER CANVAS

Who should hear about your business idea? Describe the stakeholder group you have chosen and think about the resources you need to reach this group.





9 A. Ecosystem map

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

At the core of the ecosystem map, write your company's vision for impact ([exercise 4, pp. 20](#)). Map all relevant partners, stakeholders, subcontractors, customers and ultimate beneficiaries. Is anyone else trying to solve the same social problem at the moment? Could a competitor become a partner? How are the different sectors of society involved in the ecosystem?

Focus on the problem in general, not just on your business idea. Bring in surprising new players that add value to your business. After mapping, think about how to create new value in the ecosystem? How can you improve your value proposition ([exercise 8, pp. 26](#)) through the benefits gained from cooperation?

Creating new value in the ecosystem



REQUIRES ➤



◀ ENABLES



ENHANCED VALUE PROPOSITION

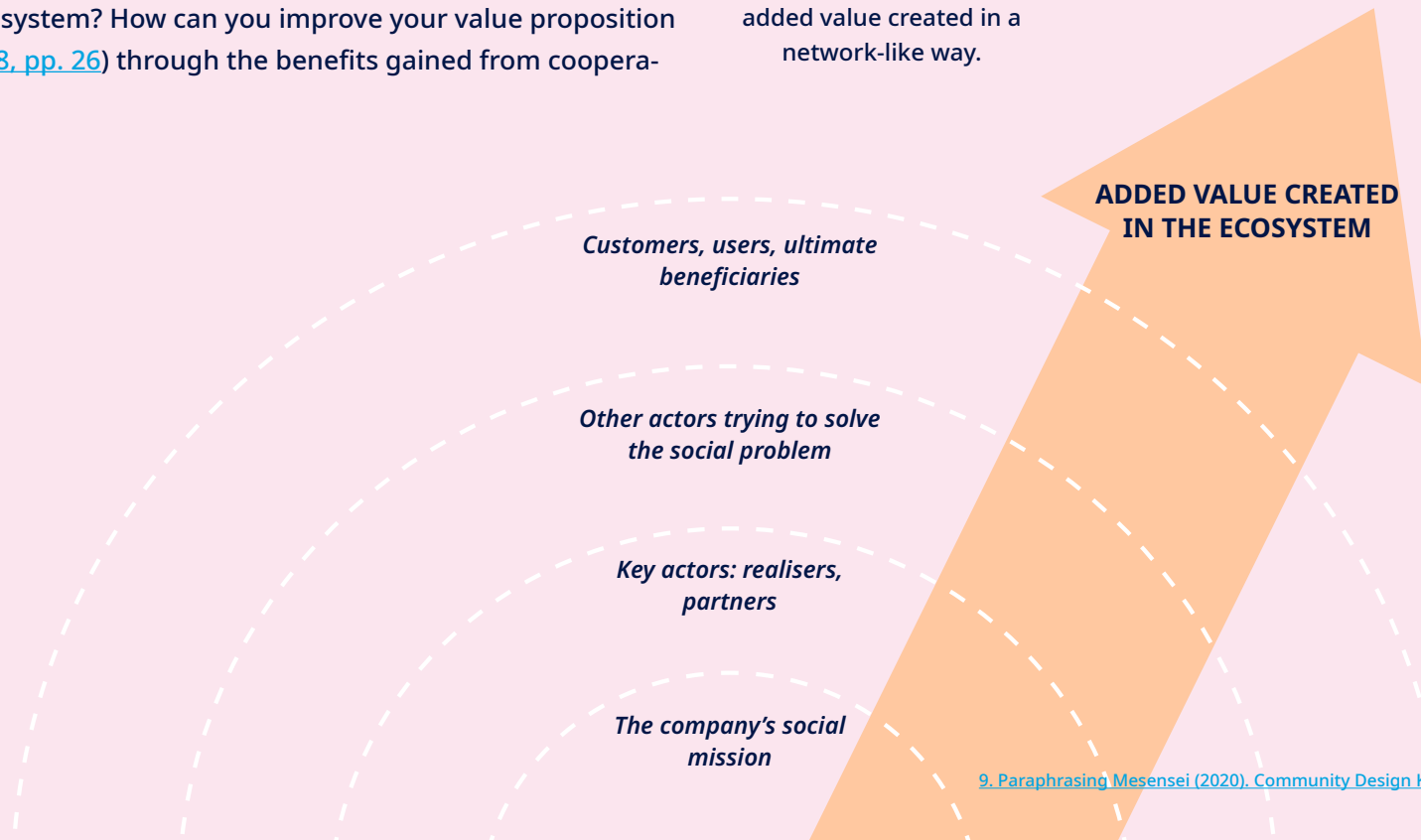
A value proposition that is more responsive to customer needs requires added value created in a network-like way.

NETWORKS

Multi-level partnerships and network-like value creation.

STRUCTURE

Ecosystems can have many structures, focuses and ways of interacting.





9 B. Motivation map

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

Why do actors want to be involved? Select from the previous exercise ([9 A. Ecosystem map, pp. 29](#)) the four most important actors and fill in their names on the dotted line in A,B,C,D. Fill in the same actors for both the vertical and horizontal rows. Select actors from each perimeter of the ecosystem map.

Fill in the blanks with the actor's own motivation:
why are we involved?

Fill in the blanks with what the actors give to each other:
what A gives to actor B, C and D in the ecosystem.

Is someone lacking motivation?
What should be improved to ensure everyone gets something?

GIVES 	Actor A	Actor B	Actor C	Actor D
Actor A	<i>A's own motivation:</i>	A → B	A → C	A → D
Actor B				
Actor C				
Actor D				



10. Star of involvement

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

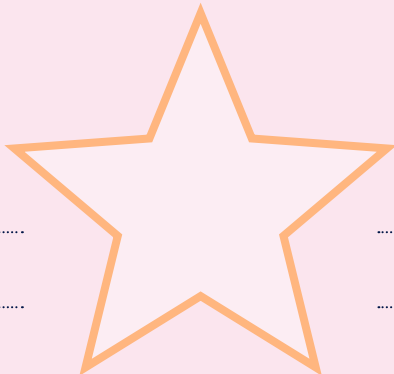
Social entrepreneurship is a democratic and participatory way of working, where involving people in the development of the business is natural and commonplace. Involvement is not just about individual measures, but should be visible at all stages of the process.

In this exercise, you will think about what involvement can mean at different levels. Think as concretely as possible about how people can be involved in the planning, decision-making, operations, financial planning and evaluation of your business.

For each point of the star, add three to five examples of how involvement works in practice.

INVOLVEMENT IN PLANNING

INVOLVEMENT IN EVALUATION



INVOLVEMENT IN DECISION-MAKING

ECONOMIC INVOLVEMENT

INVOLVEMENT IN ACTION



Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

11. Stakeholder canvas

Select from the ecosystem map ([exercise 9 A., pp. 29](#)) one group that might be interested in your business or would benefit from cooperation.

This exercise will give you a more concrete picture of your stakeholders. If you wish, you can make a separate canvas for each group you have identified.

Name the group					
Draw a picture of them or attach a picture that represents them.	What are their expectations and needs?				
	What can you offer them?				
	How many are there?	How many of them can you reach?	How frequently are you in contact?	How does your business benefit from them?	How can your cooperation develop further?



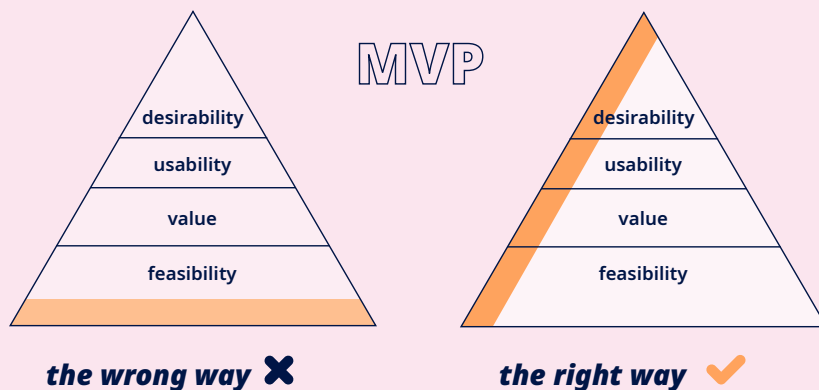
ROOM FOR EXPERIMENTATION AND FUN

Room for experimentation and fun

Fieldwork | Observation | Creative visualisation Challenging an idea

Social entrepreneurs are agents of change. Change requires the courage to think in new ways, test and experiment, and screw up and fail. Experimentation helps you learn what works and what doesn't. Come back to this room whenever you need new perspectives to develop your business idea.

To get the most out of the tools in this room, you need a *Minimum Viable Product (MVP)*. An MVP is a new product or service trying to enter the market, with only those features that satisfy the needs of early customers. The purpose of the MVP is to gather feedback for product development. Think about a product or service in development as shown in the picture and collect feedback and experiences through the exercises in this room.



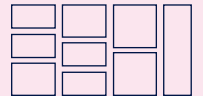
12. EXPLAINING THE BUSINESS IDEA

Expose your ideas to the opinions of others and test them with different people without prejudice.



13. EXPEDITION

Get a feel for the future environment in which your business will operate. Gather observations and experiences and take the lessons learned to develop your business idea.



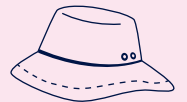
14. IDEA GENERATOR

Consider what practices already exist to solve the problem. Challenge them and envision new solutions.



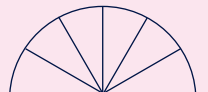
15. THREE HATS

Test your vision from three different angles, alone or with your team.



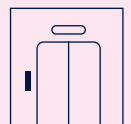
16. ESG FAN

Is your solution both effective and responsible? Describe how impact and responsibility go hand in hand.



17. CRAZY ELEVATOR PITCHES

How do you tell a three-year-old about your business? What about the richest person in the world or your grandmother?





12. Explaining the business idea

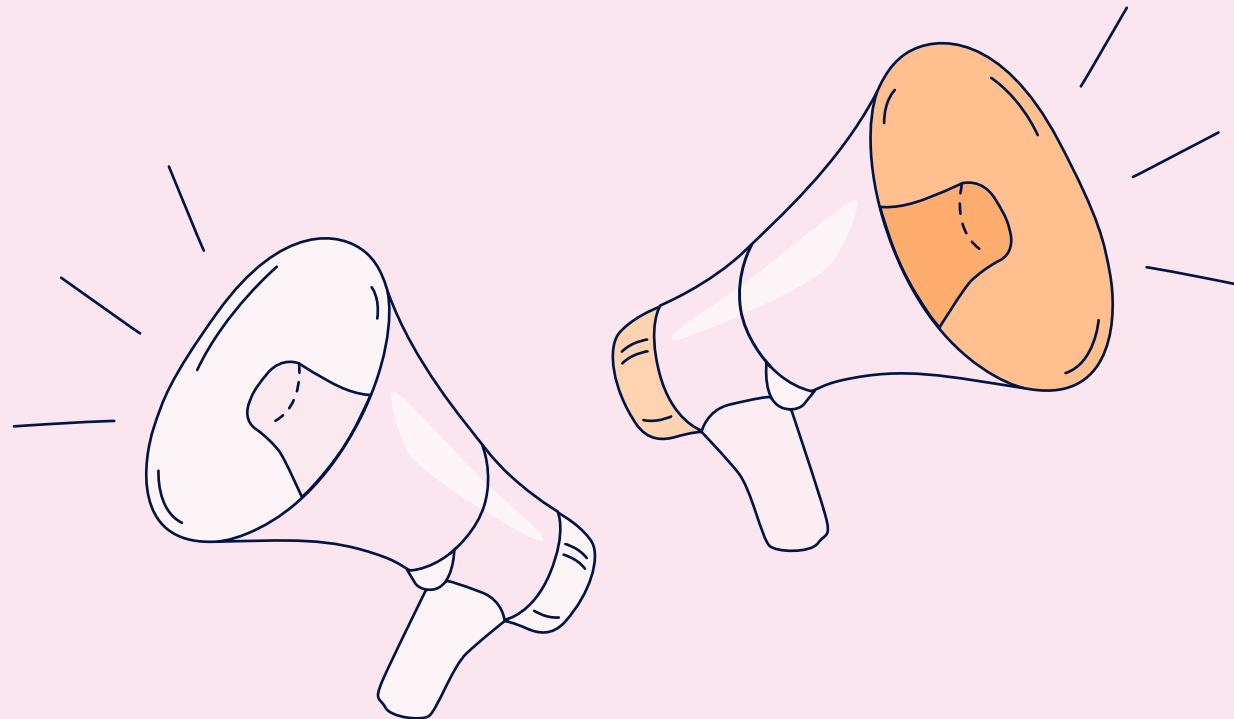
Tell people you know and don't know about your business idea. In other rooms, test the usefulness of the ideas you have collected in real life. What works, what doesn't? You can use the empathy map you created in the empathy room to frame your interviews and tests and to structure the information you obtain.

How does your listener react or respond to what you say?
Does their response match the empathy map you filled in earlier ([exercise 6, pp. 24](#)), where you took the role of the customer?

Time-consuming
20–40 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer





13. Expedition

Time-consuming
20–40 min

Exercise for one
or a group

For the budding
entrepreneur or
business devel-
oper

Thinking is not knowing. In this exercise, you will get to know the environment in which your business will be operating. Step out from behind the desk and use all your senses to observe the future environment of your business. What does it look like, what

is missing, what is needed? What do people tell you about it? What are the concerns there and what should be improved? Your business environment can be a physical or virtual place where your target group looks for solutions to their needs.

<i>What is the objective of the expedition?</i>	<i>On the basis of what information do people act and behave? How is this information used? What is missing?</i>	<i>What works well?</i>	<i>Other comments</i>
<i>What practices or policies do you observe?</i>	<i>What products and services are used?</i>	<i>What is not working well? What can be improved?</i>	
<i>Who are you observing?</i>	<i>What is the environment like?</i>		



14. Idea generator

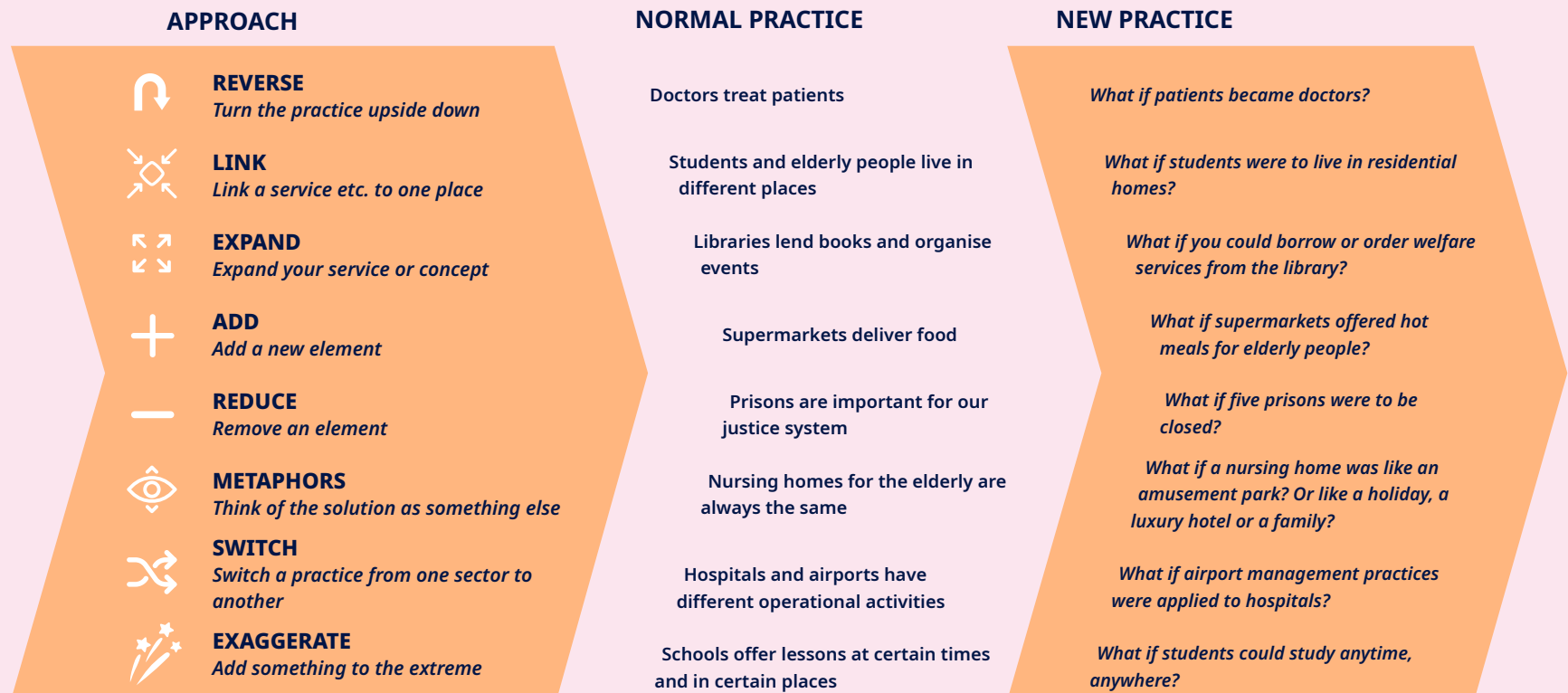
Time-consuming
20–40 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

The idea generator challenges an existing product, service or concept and helps you find new solutions. Look at a social challenge from different angles and change and improve existing practices. Use the examples and apply them to your own business.

Be creative, think outside the box and unleash your ideas. Start with an existing concept, service or product (normal practice) and challenge it from eight different angles. Write down new ideas under “*new practice*”. Select the best ideas from these for further development.





15. Three hats

Time-consuming
20–40 min

Group exercise

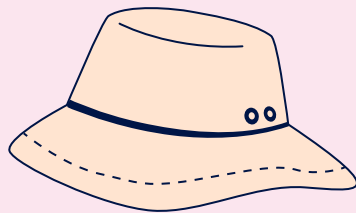
For the budding
entrepreneur
or business
developer

This exercise will help you understand the different perspectives on your business idea. The hats represent the different voices around your business idea and help you identify its sore points and possibilities.

Choose one of the exercises you have already done. It can be e.g. the *impact vision* or one of the *impact objectives* ([exercise 4, pp. 20](#)).

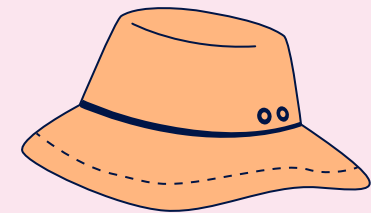
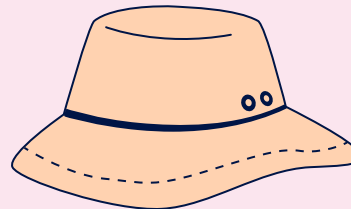
Distribute the hats in your team. Settle into your character for a moment and list your views in advance. The group discussion starts with an introduction of the hat characters. Discuss your chosen exercise through your role.

You can also use the hat roles to go through the entire impact chain or business canvas.



➤ **A BRAKE** is stuck in the past. It is easier to slow things down than to start things up. The brake is a master at finding reasons why changes are unnecessary.

➤ **A BRIDGE-BUILDER** wants to find solutions and connect things and actors. They see opportunities in many places and are open to different opinions. Instead of talking, the bridge-builder is active.



➤ **A VISIONARY** is a change-oriented idealist. They are a pioneer with ideas, energy and passion. They see opportunities where others do not.



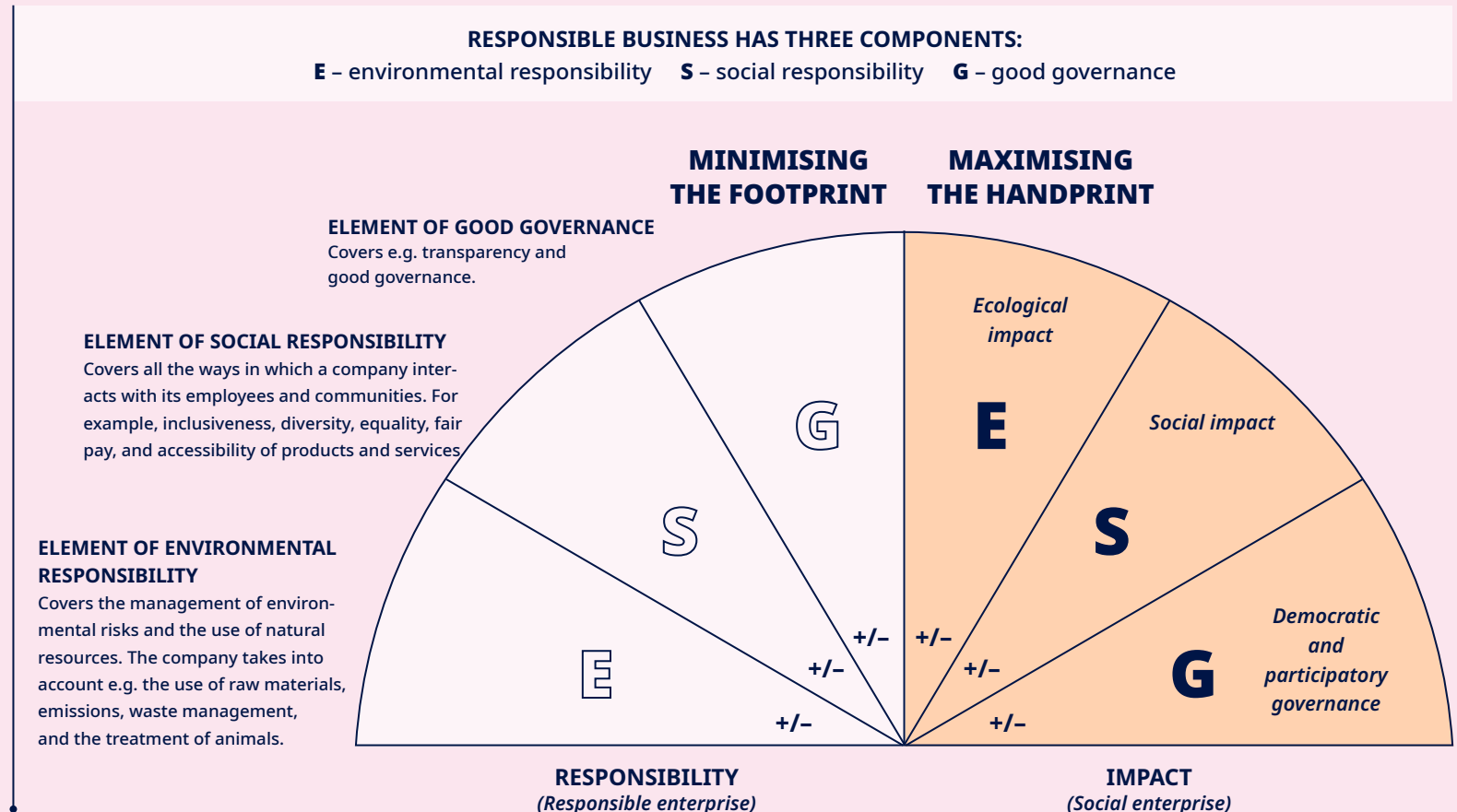
16. ESG fan



Impactful business must also be responsible. The purpose of a social enterprise is lost if it solves a problem in one area but creates more problems in another. From minimising the harm, i.e. reducing the footprint, we must aim for positive impacts, i.e. leaving a handprint. Moving from footprint to handprint requires courage and passion.

Consider how you can reduce negative and increase positive policies or practices. How could this be changed?
The more you can integrate ESG objectives into your business, the more impactful it will become as a whole.

► **EXERCISE:** Start by assessing your starting and target levels using the fan on the right. Is your solution responsible and effective? Add the pros and cons of responsibility in your business to the fan. Then think about how responsibility actions contribute to creating impact and list the ideas on the right side of the fan.





17. Crazy elevator pitches

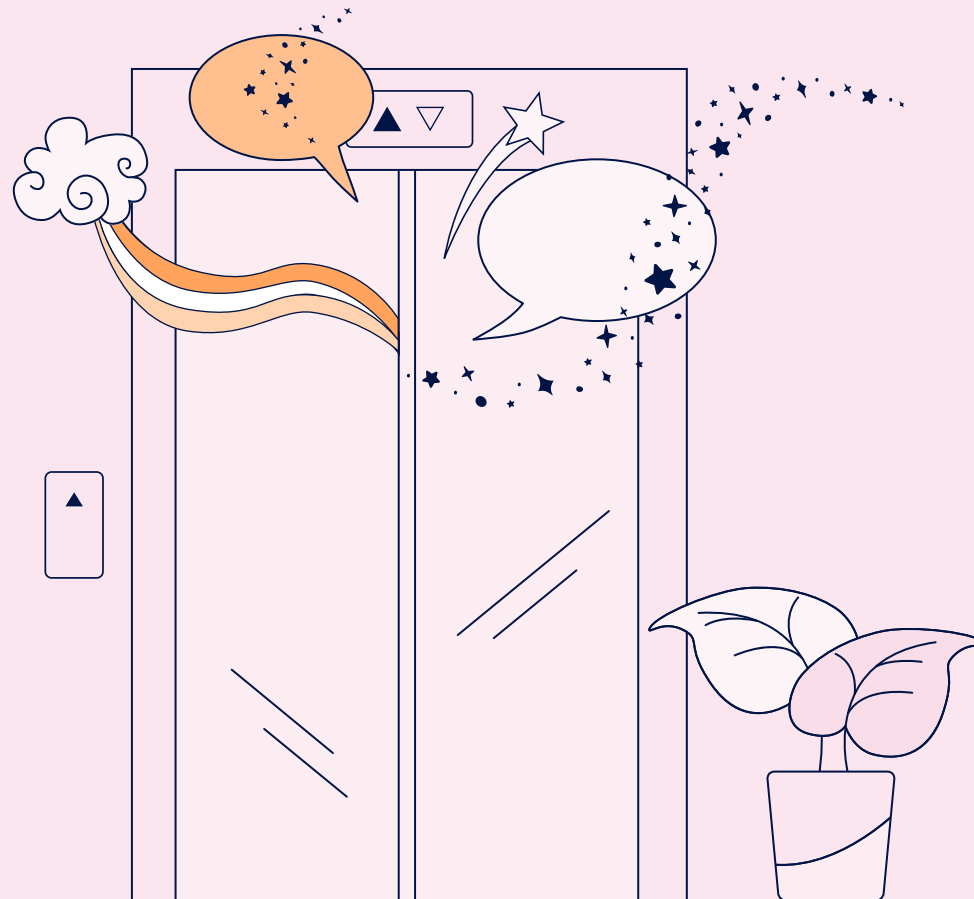
Medium
10–20 min

Exercise for one

For the budding
entrepreneur
or business
developer

An elevator pitch is, as the name suggests, a speech that lasts the length of an elevator ride. In this exercise, you have to think about how to communicate your business to an unconventional audience.

Practise a two-minute elevator pitch for a six-year-old, the richest person in the world and your grandmother.





DOUGH ROOM

Dough room

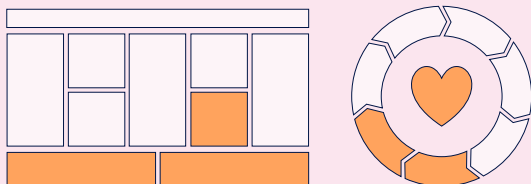
Revenue and business models | Financing | Grants | Financial planning

For a social enterprise, financial sustainability is as important as a successful batch of dough to a baker. Just as it is important for bakers, it is also important for entrepreneurs to plan where and how to make their dough rise. In this room, you will learn about earning models and the different sources of financing that will ensure future cash flows.

USE THE TOOLS TO

- › test different earning models
- › identify different sources of financing and grants
- › price your product or service and make sales calculations
- › convince an investor of the viability of your business idea.

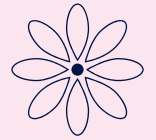
› After completing the exercises in this room, you can fill in the sections on costs, sources of income, profit distribution, and channels. In the impact chain, the sections on resources and measures.



18 A. REVENUE AND PRICING MODEL

18 B. BUSINESS MODEL

Fill in the three boxes with the revenue and business models that suit you best. How would your approach change if you were to adopt a new model?



19. FINANCING PATHS

What could your company's financing path look like? What financing opportunities are available to you?

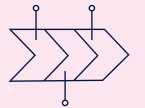


20. EMPLOYMENT ASSISTANCE

Would partially disabled employees be an asset to your business?



Find out about employment subsidies and create new job opportunities.



21. ILLUSTRATE YOUR BUSINESS MODEL

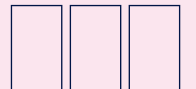
A picture is worth a thousand words.

Draw your business model and visualise the big picture.



22. PRODUCT SALES PLAN

Name your product, put a price on it and estimate its profitability.



23. PITCH YOUR IDEA TO AN INVESTOR

Practise a sales pitch you would give to an impact investor or other financier.





18 A. Revenue and pricing model

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur or
business devel-
oper

Choose three pricing models and think about how your business would change if you applied them.

Revenue and pricing models

Impact-based pricing

Payment based on the benefit or impact on the customer

Pay what you want
Price freely determined by the customer

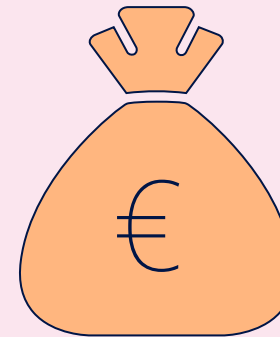
Advertising funding
Selling advertising space and visibility to businesses

One-off charge
Sale of a product or service for a one-off charge

Rental/leasing
Continuous or temporary transfer of property to another party against payment

Charge according to use
Pricing based on amount, time or volume of use, e.g. SMS (1 cent/message) or public procurement where you charge e.g. by number of customers

Auction
Offering a product or service to the highest bidder



Licence
Fee for the right to use intellectual property such as a brand

Freemium – Premium
A free basic product and a premium product with more features for a fee

Social franchising
Charge for the modelled and tested concept and its support

Customer vouchers
The customer has a service voucher either from the public sector or their employer

Sponsorship
In addition to selling advertising space, there may also be product sponsorship (cost reduction), provision of premises, etc.

Commission
Revenue on sales to third parties

Continuous subscription
Contractual, e.g. monthly payment until termination



18 B. Business model

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur or
business devel-
oper

What does your business look like as a result of the new revenue model? Choose the two business models that seem the most extreme. How should your business change? What would this mean for your

company's income flow and pricing? What about responsibility and impact?

Business models

Extending the life cycle of a product

Repair, maintenance, upgradability, resale, remanufacture

Product as a service

Rental or leasing, performance as a service

Resource efficiency and recycling

Environmentally friendly material, side streams, cheaper materials

Renewability

Promoting renewable energy and raw materials

Sharing platform

Does not usually own the product. Commissions, platform fees, additional services

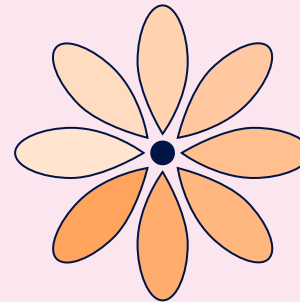
No frills

A very affordable product, based on a lack of features. Usually works with the bottom of the pyramid model.

Community-oriented production

Community-owned service or production that produces services for the benefit of the community

Community members are customers/owners/employees e.g. food cooperatives, village community cooperative or cooperative society



Mission-driven brand

Responsible branding enables higher margins

Bottom of the pyramid

Targeting services and products to particularly vulnerable target groups

Integration into work

Employing and training the disadvantaged in the labour market

Robin Hood

Earning from a high-income target group and putting part of the margin into a service/product for a disadvantaged target group

Redistribution of profit

Earning from a high-income target group and putting part of the margin into a service/product for a disadvantaged target group

Subvention

Lower returns on one service or product are subsidised by the sales of another product or service

One-to-one

For every product sold, a matching product/service donation is made



19. Financing paths

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur or
business devel-
oper

A social enterprise does not have separate financing mechanisms. They raise financing in the same way as other businesses, and financing can come from many different sources.

The development of new services and business models is at the heart of social entrepreneurship. Financing is available for the development of services with a particular focus on social or environmental themes.

Public grant financing can also be used for development work, but business activities cannot be carried out with public grant financing. Business must be carried on in a separate company or carefully segregated in practice and accounting.

Identify where your business is at. Then take a closer look at examples of possible financing channels. In the information boxes you will find more information on the different types of financing. For a more comprehensive list of different types of financing, see [the Centre of Expertise for Social Enterprises' overview of financing solutions](#) (in Finnish).

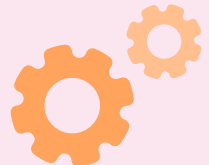


Early stage

- 1. Investing your own capital**
- 2. Loans and guarantees**
 - A. Banks are the most common providers of early-stage financing
 - B. Finnvera often complements or guarantees bank financing, may be the sole financier if you need less than EUR 50,000
- 3. ELY Centres**
- 4. Employment office:**
 - A. Start-up grant (new entrepreneurs)
 - B. Pay subsidy for the employment of a partially disabled person
 - C. Subsidy for arranging working conditions

Development of activities

- 1. Loans and guarantees**
- 2. ELY Centre: business development grant**
- 3. Business Finland**
- 4. Sitra**
 - A. Project and pilot fund for sustainable well-being
- 6. Foundations and organisations**
 - A. Different foundations may award grants to fund, for example, the research part of social innovation
- 7. Impact and venture capital investors**
- 8. European Union Innovation Fund**



Growth and internationalisation

1. Loans and guarantees

2. ELY Centres

3. Business Finland

- A. Focuses in particular on innovation and internationalisation
- B. Programmes on various social themes

4. Business focused on developing countries

- A. Finnfund, Finnpartnership

5. Impact and venture capital investors



LOANS AND GUARANTEES

A business loan is the most common way to apply for financing to start or grow a business. However, the loan must usually be secured by property. You can also apply for an unsecured loan, but the interest rates are usually higher and the loan periods shorter.

› Loans are granted by banks, insurance companies, **Finnvera** (which also guarantees bank loans) and **Business Finland**, among others.



SUBSIDIES AND GRANTS

You can apply for subsidies and grants for your business from a variety of sources. **Foundations** often provide support and grants for research, for example. **State grants** are awarded on a discretionary basis by **ministries**, **ELY Centres** and **Regional State Administrative Agencies**, among others.

› **Business Finland** supports innovation and internationalisation in particular, and has many programmes related to social themes.

› **Leader groups** provide support for regional development across Finland.



IMPACT INVESTORS AND FUNDS

Many investors and funds focus on supporting socially impactful companies, seeking measurable positive environmental and social impacts alongside returns.

› These include the project and pilot fund **Sitra** and the sustainability-oriented impact investor **Finnfund**.



CROWD-FUNDING

Fundraising from the general public, often through an online platform. The financing can be donated (requires a fundraising permit), given against payment, a loan or an investment.

› Crowdfunding can be used at any stage of your business.



THE EU'S FINANCING PROGRAMMES

The EU has several financing programmes that social enterprises can take advantage of. The themes of the programmes are often related to employment, sustainable development, regional development, and innovation.

› Examples of such funds include the **European Social Fund Plus (ESF+)**, the **European Regional Development Fund (ERDF)**, the **European Union Innovation Fund** and the **Asylum, Migration and Integration Fund (AMIF)**.



20. Employment assistance

Medium 10–20 min

Exercise for one or a group

For the budding entrepreneur or experienced business developer

There is a wide range of support available for employing people who are partially disabled. In addition to being a source of financing for the company, employment support can itself be a social goal of the company and part of its vision for impact.

Think about whether employing partially disabled workers would suit your business. Would it increase the impact of your business model?

A PARTIALLY DISABLED PERSON IS A PERSON WHO

- can and want to use their remaining working capacity
- has a background of illness, disability, life crisis or long-term unemployment
- is temporarily or permanently partially disabled – everyone's ability to work varies throughout life.

You can find jobseekers who are partially disabled by contacting your local employment office and the employment services in your municipality. You can also find them through projects run by local organisations or educational institutions. For more information, see [the Centre of Expertise for Social Enterprises' resource bank for entrepreneurs \(in Finnish\)](#).





21. Illustrate your business model

Draw a picture of your business model. You can add text to the picture if necessary. Include at least these four things in your picture:

- 1) the products, services and measures to achieve the impact goals
- 2) resources (personnel, partners, facilities, equipment, euros)
- 3) distribution and sales channels
- 4) customers

Finally, describe how the profit made by the company is used to promote a social purpose.



Time-consuming
20–40 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer



22. Product sales plan

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur

Start planning your business finances with a product sales calculation. Calculate the cost of your product, set the prices and see what your product's margin is. When planning your monthly sales, think about who will buy the product and what is the sales volume.

Read more about what to consider when working on a business plan and how to make calculations from [the Guide to Entrepreneurship](#).

For a more comprehensive version, see the plan template in the Guide to Entrepreneurship.

First, consider the price of the product and what the costs are per product



Next, calculate how many products you sell to each customer group per month



Finally, compare the sales and margins of different products



PRODUCT 1	PRODUCT 2	PRODUCT 3
COSTS	COSTS	COSTS
Unit price	Unit price	Unit price
Margin (unit price margin)	Margin (unit price margin)	Margin (unit price margin)
MONTHLY SALES pcs/hours, etc.	MONTHLY SALES pcs/hours, etc.	MONTHLY SALES pcs/hours, etc.
Customer group 1	Customer group 1	Customer group 1
Customer group 2	Customer group 2	Customer group 2
Customer group 3	Customer group 3	Customer group 3
Total margin on sales	Total margin on sales	Total margin on sales
Total product sales	Total product sales	Total product sales
Total expenditure	Total expenditure	Total expenditure



23. Pitch your idea to an investor

Medium
10–20 min

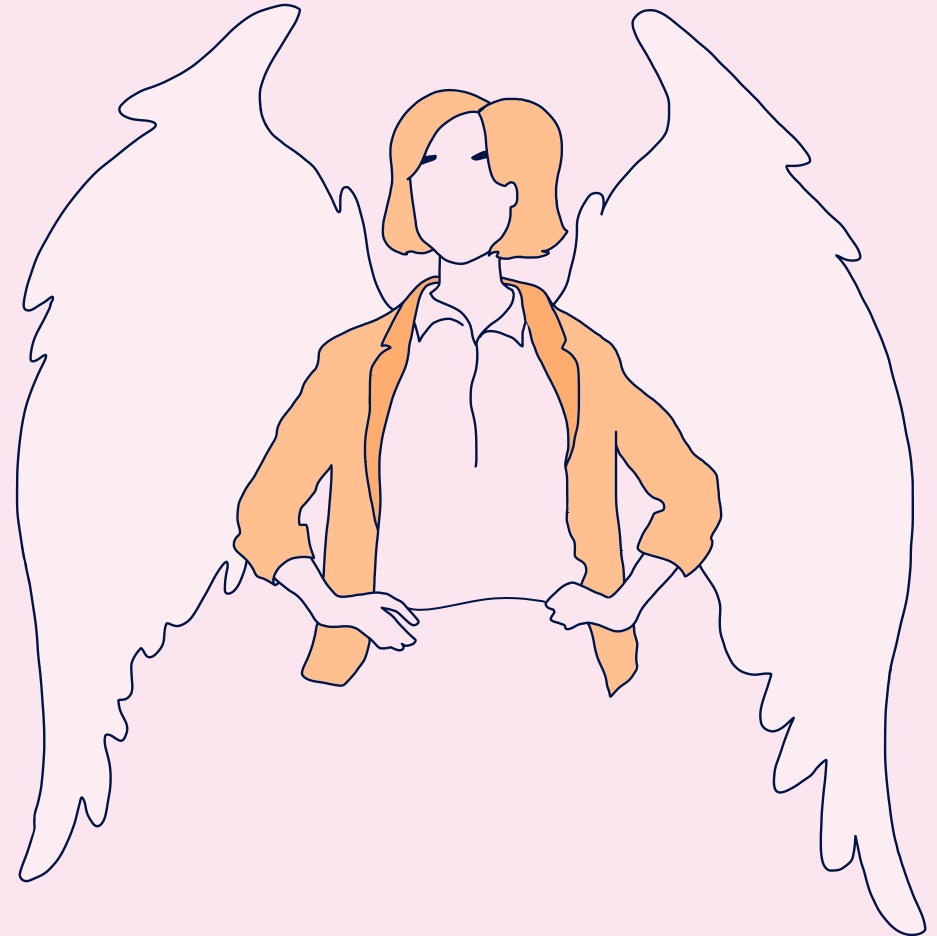
Exercise for one
or a group

For the advanced
developer

Sitting in front of you is an angel investor interested in impact investing. You have set up a meeting where you want to convince them from four different angles. Build and rehearse a coffee break sales pitch in which you explain

- 1) why your business idea is worth investing in and why it is a good investment and social impact target
- 2) how your business is growing or scaling
- 3) what are the expected returns on the investment and over what period of time
- 4) how much and what use you need the investment for

Check out the Centre of Expertise for Social Enterprises' standard pitching guidelines in [the resource bank for entrepreneurs](#).





STORY ROOM

Story room

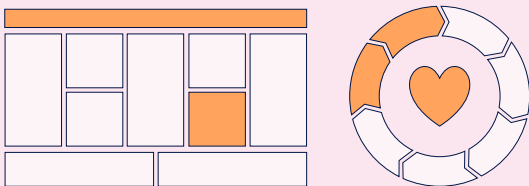
Communication and marketing | Brand building |
Impact communication | Storytelling

A company's communication is made up of stories, and how those stories are told plays an important role. How you change the world is the biggest story you can tell. That story needs to be told in many different ways.

USE THE TOOLS TO

- › outline the elements that make up your company's brand
- › clarify your company's messages in different styles and formats and for different situations and audiences
- › learn how to consider impact reporting as part of your company's communication.

› After completing the exercises in this room, you can fill in the canvas sections on your mission and channels. In the impact chain, fill in the sections on results and impact.



24. SCOREBOARD

What are the most important results of your business and how can you show the overall impact through infographics?



25. BRAND PERSONALITY

Create a persona that encapsulates what your brand looks, feels and sounds like.



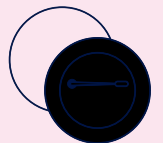
26. STORIES

Tell the story of your business objectives and impact. Highlight the people behind the stories.



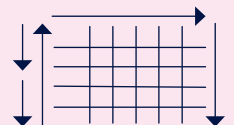
27. BADGE

Design a message that fits on a badge and says something essential about your business and its impact.



28. ANNUAL MARKETING AND COMMUNICATION PLAN

Draw up an annual plan based on the use of different communication channels.





Quick
5–10 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

24. Scoreboard

Imagine what the impact and effectiveness of your business would look like when put together in one visual scoreboard. What are the most important results of your business and how can you show the overall impact through infographics? Draw your own indicators, sketch out the headings and definitions, using the example as a guide.

More advanced scoreboards collect data cumulatively and even in real time. Think about what technical dimensions you could bring to your scoreboard.

WHAT WAS DONE?

36

Trained
coaches

345

Working-age
Finns
coached



The average duration of
one coaching session was
2 months



72% of clients received
long-term support
(> 2 weeks)



Coaching sessions carried
out in
5 localities

CUSTOMER EXPERIENCE (NPS)



*90% of those coached
would recommend the
service to others*



*90% of jobseekers
would recommend the
service to others*

PERCEIVED WELL-BEING



*Three out of four of those
coached felt their future
has now more purpose
(74%)*



*Almost all of those
coached experienced a
positive change in social
relationships (98%)*



*Around half of those coached
experienced a positive change
in their ability to function and
general health (49%)*



Quick
5–10 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer

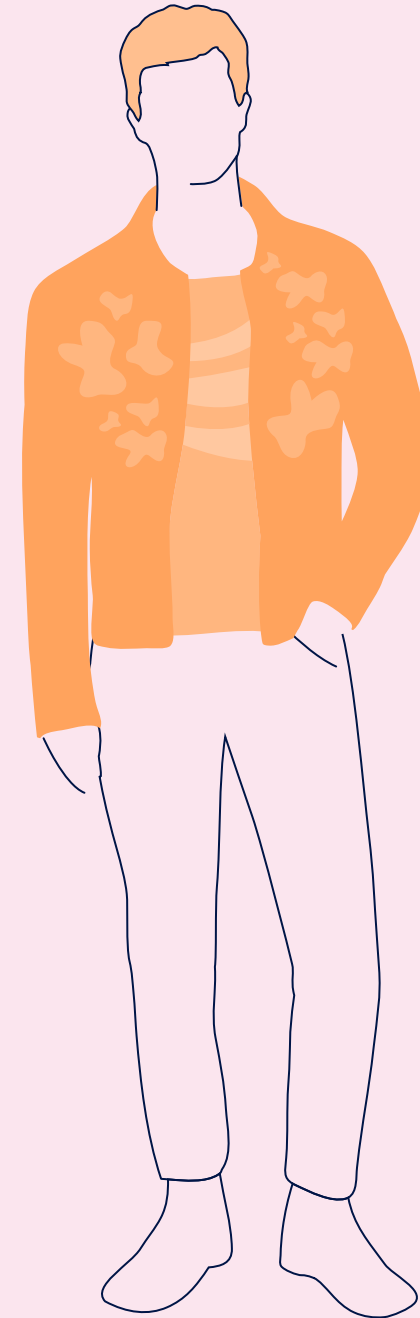
25. Brand personality

If your company were a person, who would they be? Choose a person who has impressed you. They can be someone close to you or a well-known Finnish or international personality, such as an artist, politician, film star or athlete.

Why did you choose this particular person? What do you see as valuable about this person that you would like to see reflected in your own business?

WHAT CAN YOU LEARN FROM THIS PERSON IN TERMS OF BUILDING YOUR COMPANY BRAND? FOR EXAMPLE, YOUR COMPANY'S

- manner of speaking
- customer service style
- visual appearance





26. Stories

Medium
10–20 min

Exercise for one
or a group

For the budding
entrepreneur or
business devel-
oper

WHO ARE THE PEOPLE BEHIND THE ACTIONS?

Imagine you are being interviewed. What would you say about yourself, your background and your company? What is the story behind your desire to change the world? Do not sugar-coat the truth, but explain in your own way what matters to you and which change you believe in. Trust your own voice and be unique, direct and authentic.

WHOSE VOICE DO YOU WANT TO MAKE HEARD?

Whose lives do you want to change with your business idea? What is their story like? These may be people who are living in challenging life situations and are unable to make their voices heard. The story can also be told from the perspective of nature or animals, if they are the ultimate beneficiaries of your business idea. Make a spontaneous two-minute video for social media.

HOW DO YOU CHANGE THE WORLD?

How and why will your business idea change the world? Communicating your impact makes the results and motivations of your work visible. Complete the impact chain in this workbook to obtain ready-made content for your communication. Draw up a short 1–3 sentence statement of your company's **brand purpose**, which explains

- what the company believes in.
- what the company wants to be.
- how the company wants to impact the world around it.





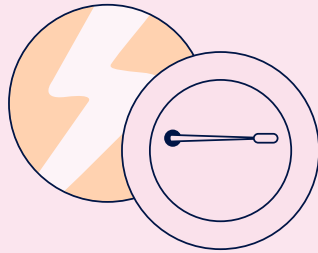
27. Badge

Quick
5–10 min

Exercise for one
or a group

For the budding
entrepreneur or
business devel-
oper

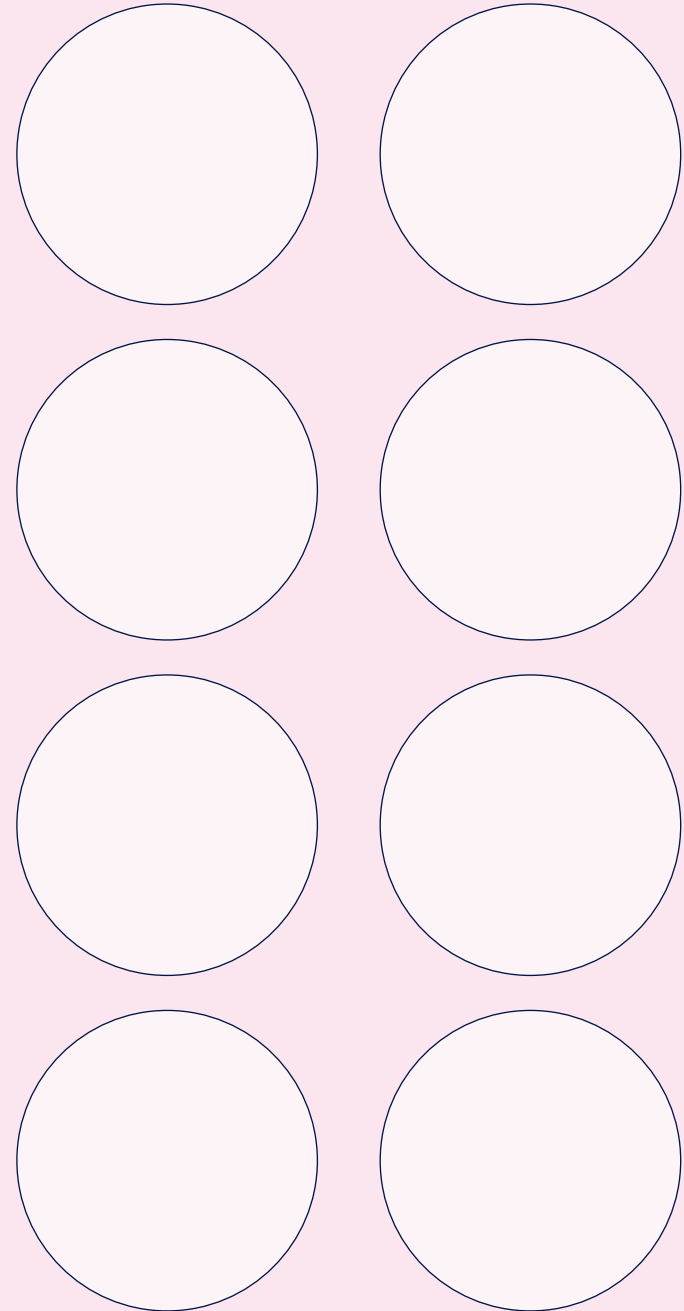
Design a message that fits on a badge and tells the public why your business is making a difference to society. What do you want to draw attention to and what emotions do you want the message to evoke? Also design a visual look for the badge.



SOCIALLY IMPACTFUL BUSINESS:

- › A measurable change in a problem or need that is important to people, the environment and society.
- › Solving the problem benefits people, society or the environment
- › Is a significant improvement on the current situation
- › Is the result of your actions (or the joint action of different actors)
- › Does not transfer the problem or create new problems elsewhere
- › Is long-lasting and permanent
- › Usually happens in the long term

[Impact Frontiers \(2018\)](#)



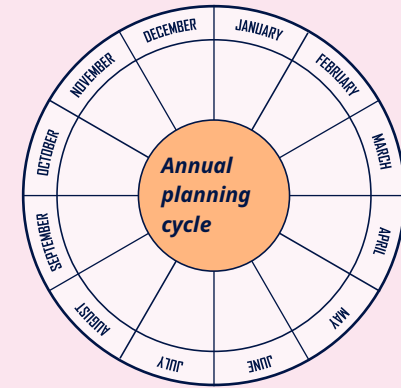


28. Annual marketing and communication plan

Time-consuming
20–40 min

Exercise for one
or a group

For the budding
entrepreneur
or business
developer



OBJECTIVES

What objectives do you want to achieve with your communication and marketing activities next year (e.g. sales, press notices, customer acquisition)?

TARGET

What do you market and to whom? Which core messages are important for different target groups?

CHANNELS

Where and how do you find your customers and the right audience? For example

Website • online shop • campaign page • Instagram • Facebook • TikTok • YouTube • Twitter • Pinterest • email • newsletter • content marketing • search engine optimisation • video ads • newspaper articles • radio • TV • phone calls • text messages • posters • brochures • business cards • digital platforms • shop windows • street advertisements • face-to-face vendors • events • grapevine

1

2

3

4

STRATEGY

CHANNEL	1	2	3	4	5
Objective Objective set for this channel.					
Activities What steps need to be taken to reach the objective?					
Cost and time What are the costs and how much time will it take to reach the objective?					
Monitoring How do you monitor the achievement of your objectives?					

5

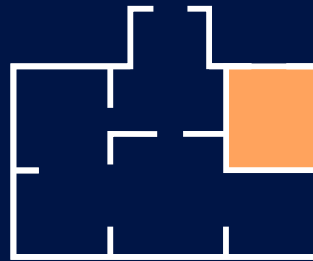
ANNUAL PLANNING CYCLE

Write down the strategy as an action plan on the yearly calendar.

6

MONITORING

Monitor the achievement of objectives and modify the strategy as necessary.



GROWTH ROOM

Growth room

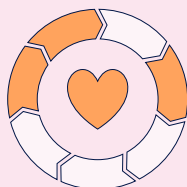
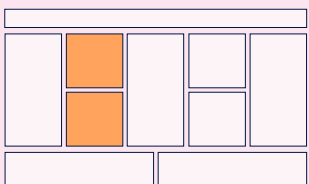
Indicators and metrics | Planning the verification of impact

Current state analysis and growth vision |

Scaling business and impact | Systemic change

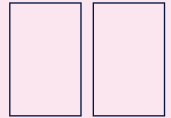
Every successful business needs a growth strategy. Even in social enterprises, business growth enables greater impact locally, nationally or globally. The exercises in this room give you the tools to scale both business and impact. How to make your business grow? How to build a business growth plan? Before creating a growth strategy, your company needs to know how it wants to grow, and this requires monitoring and metrics.

➤ After completing the exercises in this room, you can fill in the canvas sections on indicators and solutions. In the impact chain, fill in the sections on results, vision and impact.



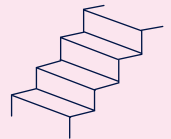
29. KPI MATRIX

Formulate indicators to show how effectively your company is meeting key business and impact objectives.



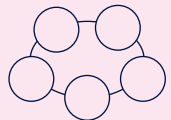
30. STEPS OF IMPACT

Assess your starting position on the steps to verifying your impact. What steps do you need to take to get to the next step?



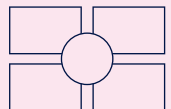
31. GROWTH VISION AND CURRENT SITUATION

Map your company's current resource capacity, and create a shared vision for growth with your team.



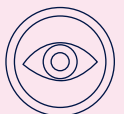
32. STRATEGIES FOR SCALING IMPACT

Choose a scaling strategy for business impact.



33. SYSTEM ACTUATOR

Reflect on the scale of your vision for social change





29. KPI matrix

Time-consuming
20–40 min
Exercise for one
or a group

For the advanced
action developer

KPIs (*Key Performance Indicators*) show how effectively your company is meeting its key business objectives. Organisations use KPIs at various levels to assess the achievement of objectives. The indicators are used to assess, for example, how profitable the business is, how many of the target group have been reached or how satisfied customers are.

Using the matrix and example on the right, sketch one KPI that relates to a key business or impact objective.

Note that KPIs do not yet reflect the overall social impact of your activity.

Give the indicator a formula or scale to verify performance (e.g. 0–10 or %)

NAME THE KPI



KPI INDICATOR

Young people who participated in career guidance

The number of young people who receive personalised career guidance provided by the company (% of young people reached)

What business or impact objective does it relate to? ([exercise 4, pp. 20](#))



OBJECTIVE

Reducing youth unemployment



SOURCE

Own customer management system

How often is data measured or collected and how long is the KPI in use?



TIME

Monthly for two years



USE AND PERSON IN CHARGE

*This KPI is used for internal monitoring, reporting to the financier and for the external communication scoreboard
Chief business officer and career counsellor are in charge*



30. Steps of impact

Quick 5–10 min

Exercise for one
or a group

For the budding
entrepreneur or
experienced busi-
ness developer

For a social enterprise to grow, it must provide a credible description of change and its role as an agent of change. In this self-assessment exercise, you will determine your company's starting position. Identify at what stage your company is in the process of verifying its impact. What steps does your company need to take to get to the next level?

Measurement is about making change visible. To help you plan how to measure impact, check out the different indicator banks here.





Medium
10–20 min

Group exercise

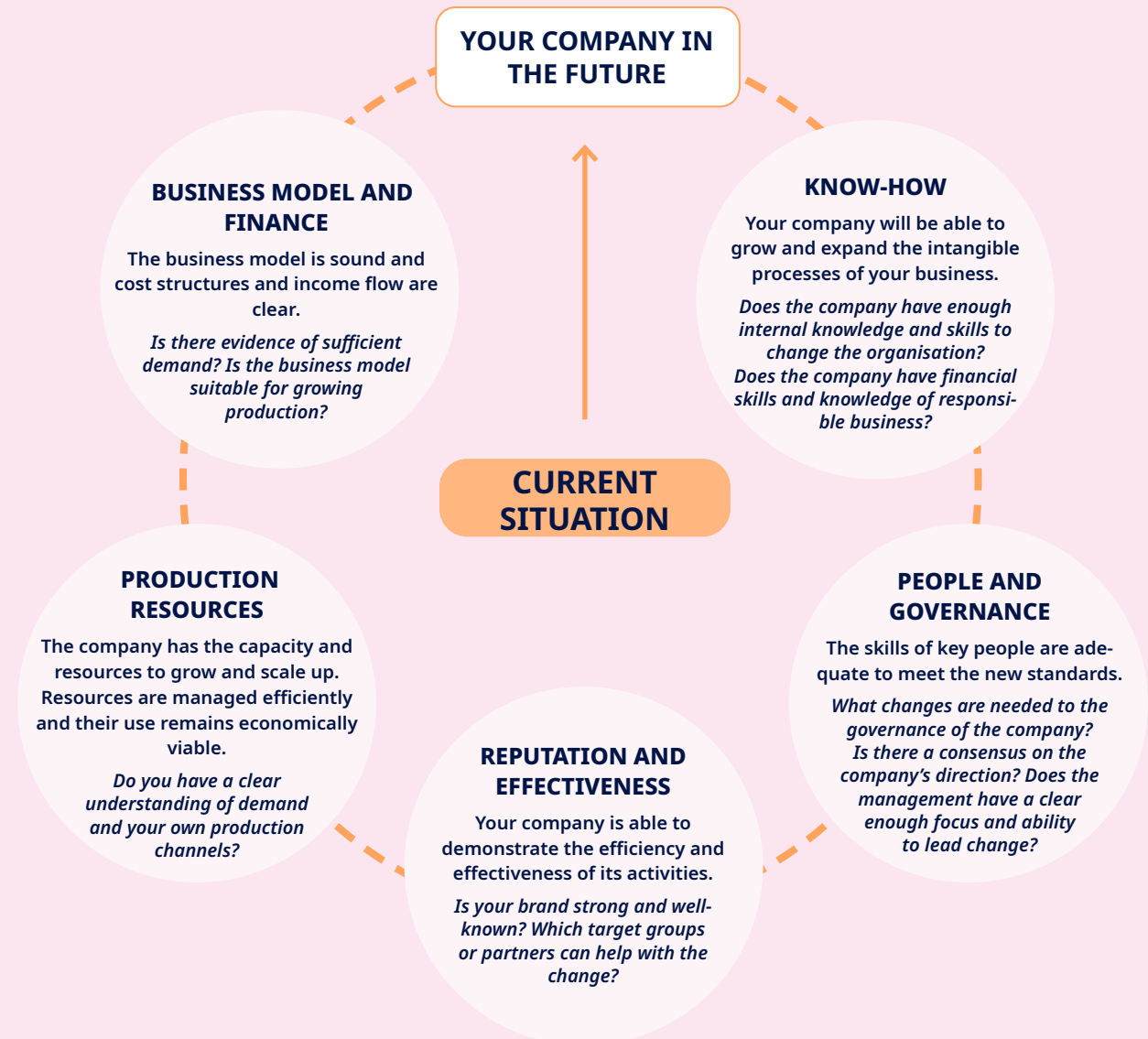
For the advanced
developer

31. Growth vision and current situation

After piloting a successful business idea or starting a company, it is time to think about how to sustain and grow your business and its impact. If a company does not have the capacity and the resources to grow and change, impact management will also suffer.

This exercise will facilitate the discussion about your company's resource capacity, both within your team and with stakeholders. Do you share a common vision for growth? Are there enough internal resources for growth and is the company ready for change? Do you know how to protect your product or idea?

Justify your view with concrete evidence, figures and data. The more detailed your answers are, the deeper your understanding of the current situation will be.





32. Strategies for scaling impact

Time-consuming
20–40 min

Exercise for one
or a group

For the advanced
developer

Use the tool below to test the different ways you can scale up and what it would mean for your business and its impact. Which strategy best contributes to your company's impact vision ([exercise 4, pp. 20](#))? Note that *scaling down* or closing inefficient activities can also help your business to become more effective as resources are freed up for new strategies.

SCALE DEEP

The impact will be deepened among existing ultimate beneficiaries with the current solutions. Most often, this means improving the quality of an existing product or service.

SCALE UP

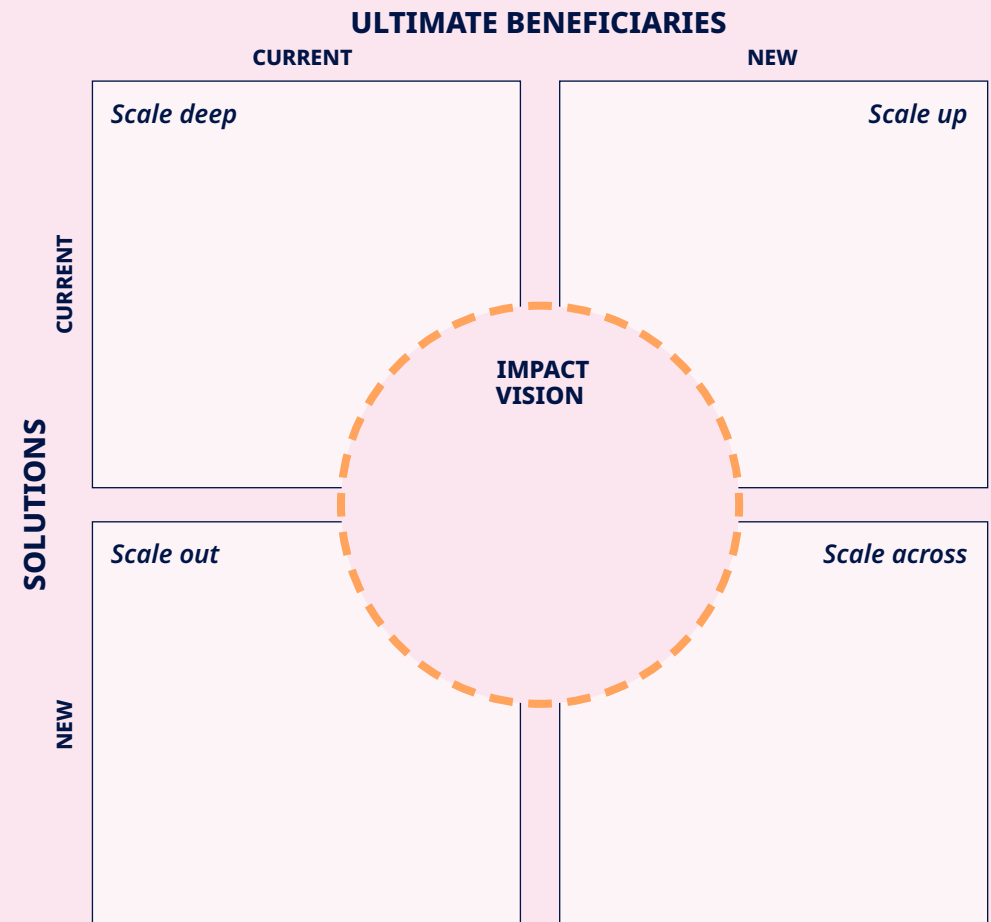
The impact of the current solution will be extended to new ultimate beneficiaries, e.g. providing the service to new customer groups.

SCALE OUT

A new solution will increase the impact on existing beneficiaries.

SCALE ACROSS

Impact is increased by adding both a new solution and a new group of beneficiaries.





33. System actuator

How big a change are you aiming for through your business?

Addressing big and complex social challenges usually requires simultaneous, major changes at many different levels. To get the system moving and bring about systemic change, actions such as policy changes, legislative changes, financial organisation, and reorganisation may be needed. It also requires a change in mindsets, and a change in practices, culture and structures.

Through the exercises in this workbook, you have immersed yourself in how impactful your work is today and how impactful it will be in the future. Use the table below to assess how ambitious your goal for social change is.

You do not have to do everything alone. Find your place in an ecosystem that is driving big change together. Collaboration can be the driving force behind your business, putting you in the right position, among the frontrunners.

NOW	LEVELS OF IMPACT	TARGET
	4 <i>systemic change</i>	
	3 <i>scaling of positive impacts</i>	
	2 <i>positive impacts</i>	
	1 <i>reduction of negative impacts</i>	
	0 <i>identification of negative impacts</i>	
	-1 <i>negative impacts</i>	

► Use the table to assess where you are now and how ambitious your goal is. If you choose level 4, systemic change, how would systemic thinking change your impact vision? What is your biggest impact vision? Write it down here:

Closing words

A lot of people have been involved in the production of this workbook. Special thanks to the current and future entrepreneurs who tested the tools, the organisers of the incubator and accelerator pilots and the co-development network. We hope that this publication is useful and that it will open up new horizons for changing the world.

SOURCES

General references

Alphabetical list of general references.

Deloitte Insights (2019). Kounkel, S., Main, A., O'Brian, D., Stephan A.: Purpose is everything. How brands that authentically lead with purpose are changing the nature of business today. 15/10/2019 [referred 1/6/2023]. Available: <https://www2.deloitte.com/us/en/insights/topics/marketing-and-sales-operations/global-marketing-trends/2020/purpose-driven-companies.html>

Impact Frontiers (2018). Five Dimensions of Impact. [referred 1/6/2023]. Available: <https://impactfrontiers.org/norms/five-dimensions-of-impact/>

UN (2015). Transforming our world: the 2030 Agenda for Sustainable Development. [referred 1/6/2023] Available: <https://sdgs.un.org/2030agenda>

Enterprise Agency (2023). Guide to Entrepreneurship. Available: <https://uusyrityskeskus.fi/en/help-for-entrepreneurs/guide-to-entrepreneurship/>

Centre of Expertise for Social Enterprises (2022). Data website, published 30/6/2022. [referred 1/6/2023]. Available: <https://yyo.fi/data/>

Centre of Expertise for Social Enterprises (2022). Material bank. Published 30/6/2022. [referred 1/6/2023]. Available: <https://yyo.fi/materiaalipankki/>

Sources for exercises

Numerical list of references in the footnotes of the exercises.

1. Business Model Canvas modified by the Centre of Expertise for Social Enterprises. Original source: Osterwalder, A. (2004). The Business Model Ontology: A Proposition In A Design Science Approach. Unpublished doctoral thesis. Lausanne: University of Lausanne.

2. Hyvän mitta (2020). Impact chain. [referred 27/1/2023]. Available: <https://www.hyvanmitta.fi/vaikuttavuusketju/>

3. Kamiyan, M. (1966). On the Meaning of Life.

4. Chevalier, J., Buckles, D., (2019). Participatory Action Research, Theory and methods for engaged inquiry. London: Routledge.

5. Drucker, P. (1954). The Practice of Management. New York: Harper & Row.

6. Gray, D. (et al.) (2017). Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers. Updated Empathy Map. [referred 27/1/2023]. Available: <https://gamestorming.com/update-to-the-empathy-map/>

7. Osterwalder, A. (et al.) (2014). Value Proposition Design: How to Create Products and Services Customers Want. Value Proposition Map available: <https://www.strategyzer.com/canvas>

8. Value Proposition: One liner adapted by the Centre of Expertise for Social Enterprises: Original source: Osterwalder, A. (et al.) (2014). Value Proposition Design: How to Create Products and Services Customers Want. Available: <https://www.strategyzer.com/canvas>

9. Mesensei (2020). Community Design Kit. CC BY-SA 4.0 licensed.

10. Nesta (2014). Development, Impact & You. Practical Tools to Trigger & Support Social Innovation. Pp. 38, 72 and 88. CC BY-NC-SA 4.0 licensed. Available: <https://media.nesta.org.uk/documents/diy-toolkit-full-download-a4-size.pdf>

11. Sitra (2018). Dufva, M.: Test your vision from three different points of view. [referred 27/1/2023]. Available: <https://www.sitra.fi/en/cases/test-your-vision-from-three-different-points-of-view/>
The tool is based on the 3 Horizons method: <https://www.internationalfuturesforum.com/three-horizons>

12. Heliskoski, J., Humala, H., Kopola, R., Tonteri, A., Tykkyläinen, S. (2018). Vaikuttavuuden askelmerkit. Työkaluja ja esimerkkejä palvelutuottajille. Sitra studies 130. Available: <https://www.sitra.fi/app/uploads/2018/03/vaikuttavuuden-askelmerkit.pdf>

13. Nesta (2014). Development, Impact & You. Practical Tools to Trigger & Support Social Innovation. Pp. 122, CC BY-NC-SA 4.0 licensed. Available: <https://media.nesta.org.uk/documents/diy-toolkit-full-download-a4-size.pdf>

14. Tykkyläinen (2021) Presentation at the Impact Startup accelerator programme. Original source: Ansoff, H. (1957.) Strategies for Diversification, Harvard Business Review 35 (5). Available: <https://archive.org/details/strategiesfordiversificationansoff1957hbr>