

INTERNATIONAL ENTREPRENEURSHIP FOR SOCIAL ENTERPRISES

Workshop C

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Between **21% and 26% of start-ups in Europe have social, community, or environmental objectives**¹. Many of them address current challenges with innovative and novel approaches, but most social entrepreneurs operate only on a local scale.



A ESESII survey of 579 social entrepreneurs in the **global Impact Hub Network** showed that :

- only **5.7% of early-stage social entrepreneurs** were **actively internationalising their work**
- only about **17% of organisations** had attempts **to scale their activities overall (locally or internationally)**.

¹Global Entrepreneurship Monitor (2015)

WHAT IS ESESII?

ESESII addresses and boosts the awareness of social entrepreneurs (SEs) on what impact their business could have in a different location.

ESESII seeks to :

- Identify the skills and competences gap impeding social entrepreneurs to internationalise
- Create an innovative training curriculum for internationalising social entrepreneurs
- Support national SEs support organisations' and advise European and national policy-makers to enhance the capacity of social entrepreneurs' to internationalise.

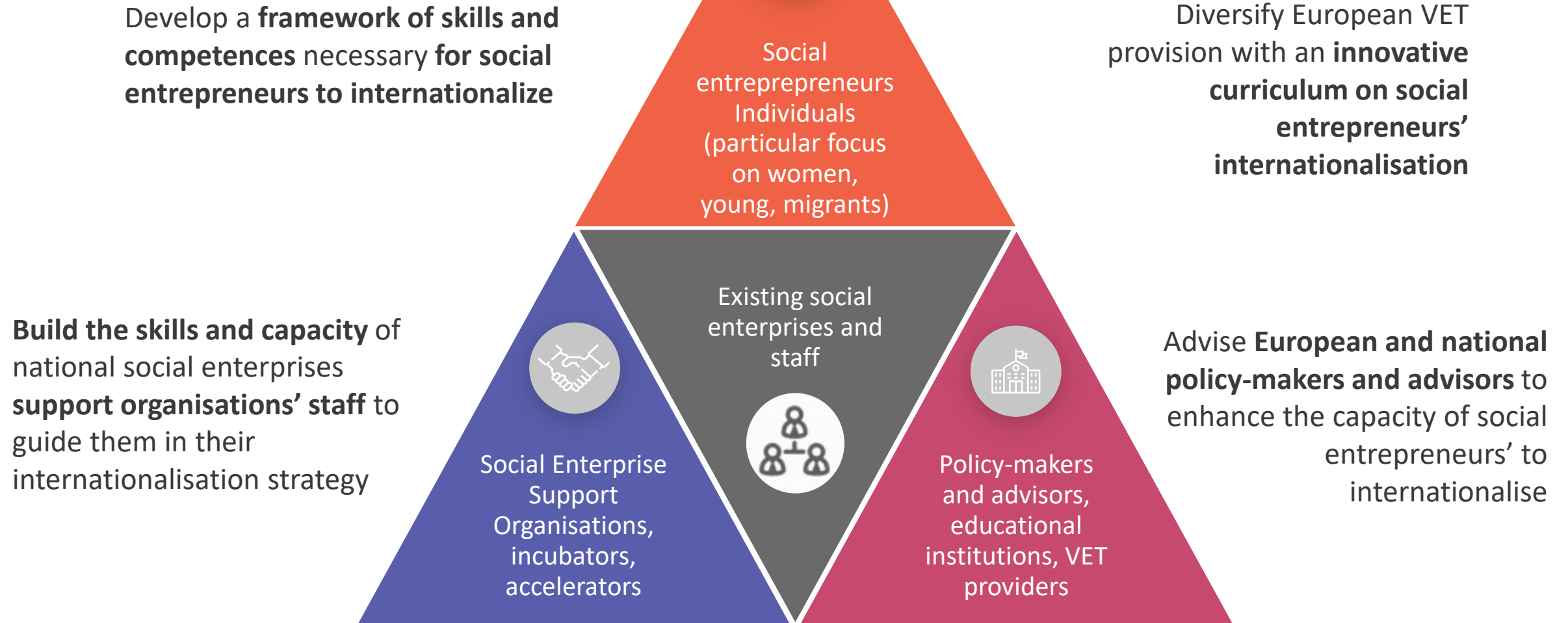


ESESII PARTNERS

Six partners: Euclid network (Netherlands), Synthesis (Cyprus), SIA (Austria), WU Vienna (Austria), MateraHub (Italy), and Leipzig University (Germany), working for 2.5 years on the topic of **internationalization** in the field of **social entrepreneurship**.



OBJECTIVES & TARGET GROUPS



OVERVIEW OF THE PROJECT

Output 1



- Competences framework for social enterprise (SE) internationalization

Output 3

- Internationalisation Up-skilling Toolkit for Organizations supporting SE

Output 2

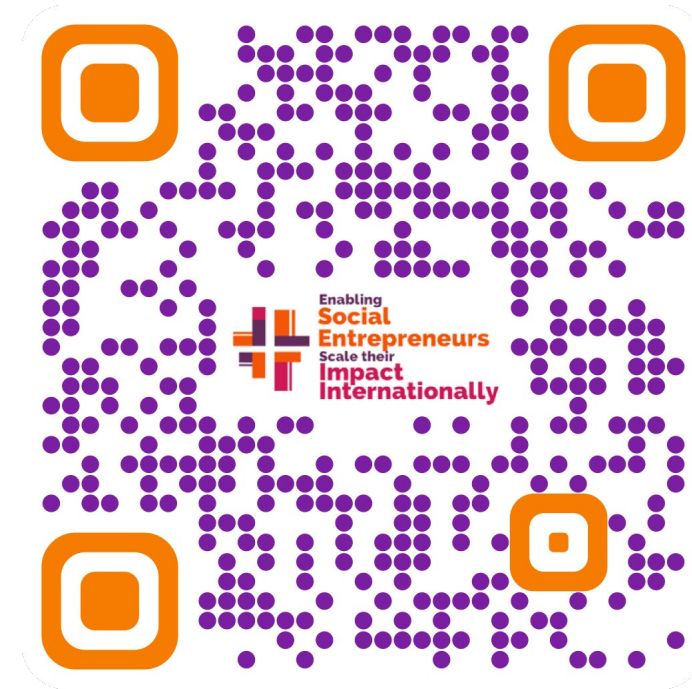


- Curriculum to train social entrepreneurs
- Pilot training

Output 4

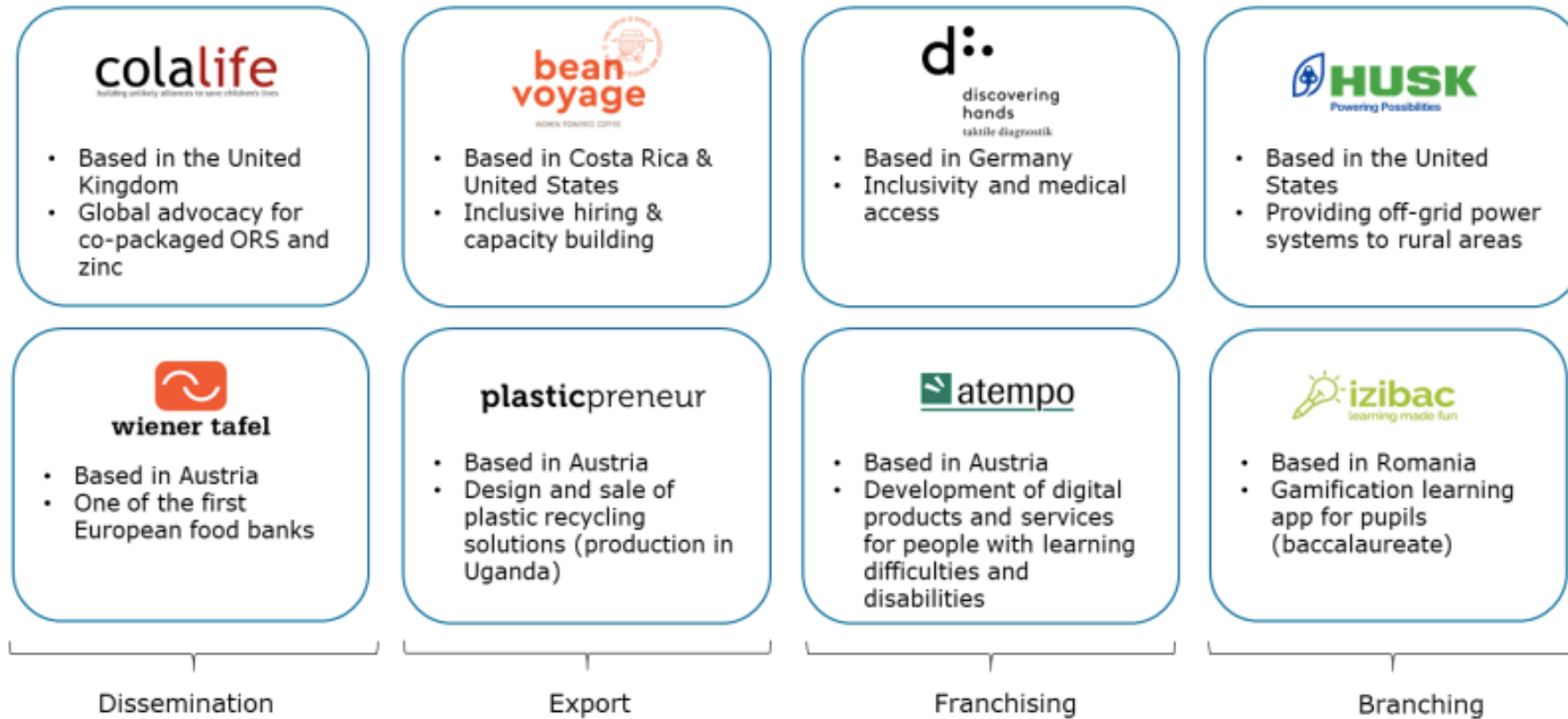
- Policy Recommendations

OUTPUT 1: FRAMEWORK OF COMPETENCES FOR SE INTERNATIONALIZATION



Includes **eight selected case** vignettes on internationalising SEs: Wiener Tafel, ColaLife, Bean Voyage, Plasticpreneur, Discovering hands, Atempo, Husk Power Systems and iziBac

EIGHT SELECTED CASE VIGNETTES ON THE INTERNATIONALISATION OF SOCIAL ENTERPRISES



Internally-oriented				
Area	International Opportunity Identification	Diagnostic & Strategic Competence	Financial & Business Management	Human Resource Management & Leadership
Competence	<p>Global awareness</p> <ul style="list-style-type: none"> The competence of cultivating an awareness, motivation and understanding for addressing social opportunities that arise on a global level. <p>International Opportunity Identification</p> <ul style="list-style-type: none"> The competence of creatively identifying opportunities in international markets, by leveraging various sources of creativity and working together with other actors <p>International opportunity development</p> <ul style="list-style-type: none"> The competence of responding to international opportunities by turning them into viable concepts – including the formulation of a business plan, the ability to comprehend the market, attract investors, create a vision for the organisation and drive the firm forward. 	<p>Diagnostic thinking</p> <ul style="list-style-type: none"> The competence to effectively analyse the current situation of the social venture (by also leveraging knowledge at hand), including the analysis of economic characteristics of the target market. <p>Strategic analysis</p> <ul style="list-style-type: none"> The competence to critically assess the competitive environment of the social venture and to design long-term strategies for international growth. <p>Strategic planning</p> <ul style="list-style-type: none"> The competence to operationalise and implement internationalisation strategies by developing concrete process and business plans. 	<p>Financial management</p> <ul style="list-style-type: none"> The competence to attain and manage financial resources for scaling to foreign markets, including the skill to design and implement effective structures for strategic and financial planning. <p>Performance management</p> <ul style="list-style-type: none"> The competence to effectively set and measure social and financial objectives on an international level. 	<p>Organisational structures and culture</p> <ul style="list-style-type: none"> The competence to build adequate organisational structures and processes for international scaling, while fostering a culture enabling collaboration with organisational members on a national and international level. <p>Human resource management</p> <ul style="list-style-type: none"> The competence of attracting and hiring the right mix of individuals on a national and international level – including the skill to make decisions on personnel planning, recruiting, performance assessment and remuneration planning. <p>Leadership</p> <ul style="list-style-type: none"> The ability to adapt the individual founders' role and leadership style to larger, more complex organisational contexts spanning national boundaries.

Externally-oriented

Area

Marketing & Communication

Intercultural Competence

Managing Networks and the Institutional Environment

Competence

Marketing

- The competence to generate sales and ideas through developing and implementing an international marketing strategy or direct interactions with key stakeholders - including the ability to convey a good image of the venture and to adapt the firms' offerings to its audience

Communication

- The competence of connecting to and persuading international customers and partners who hold the same values as the social entrepreneur by communicating compelling stories of the social mission, and by empathically considering cultural differences in language and communication.

Language skills

- The competence of using foreign languages for listening, reading, writing and speaking with foreign customers, partners, or communities.

Intercultural competence and awareness

- The competence of acknowledging and navigating foreign cultural characteristics.

Economic, legal and administrative knowledge

- The competence of attaining knowledge on foreign social, economic, and legal systems and to find appropriate strategic and operation responses to meet these needs.

Relationship and network building

- The competence to find suitable partners and to effectively build and maintain these relationships across national contexts with a diverse variety of stakeholder groups.

Relationship management

- The competence to effectively balance dependence and control over the social venture, in favour of attaining valuable resources for cross-border operations.

Advocacy and lobbying

- The competence to successfully evaluate and respond to foreign regulatory requirements as well as to advocate for government actions that favour the social enterprise.

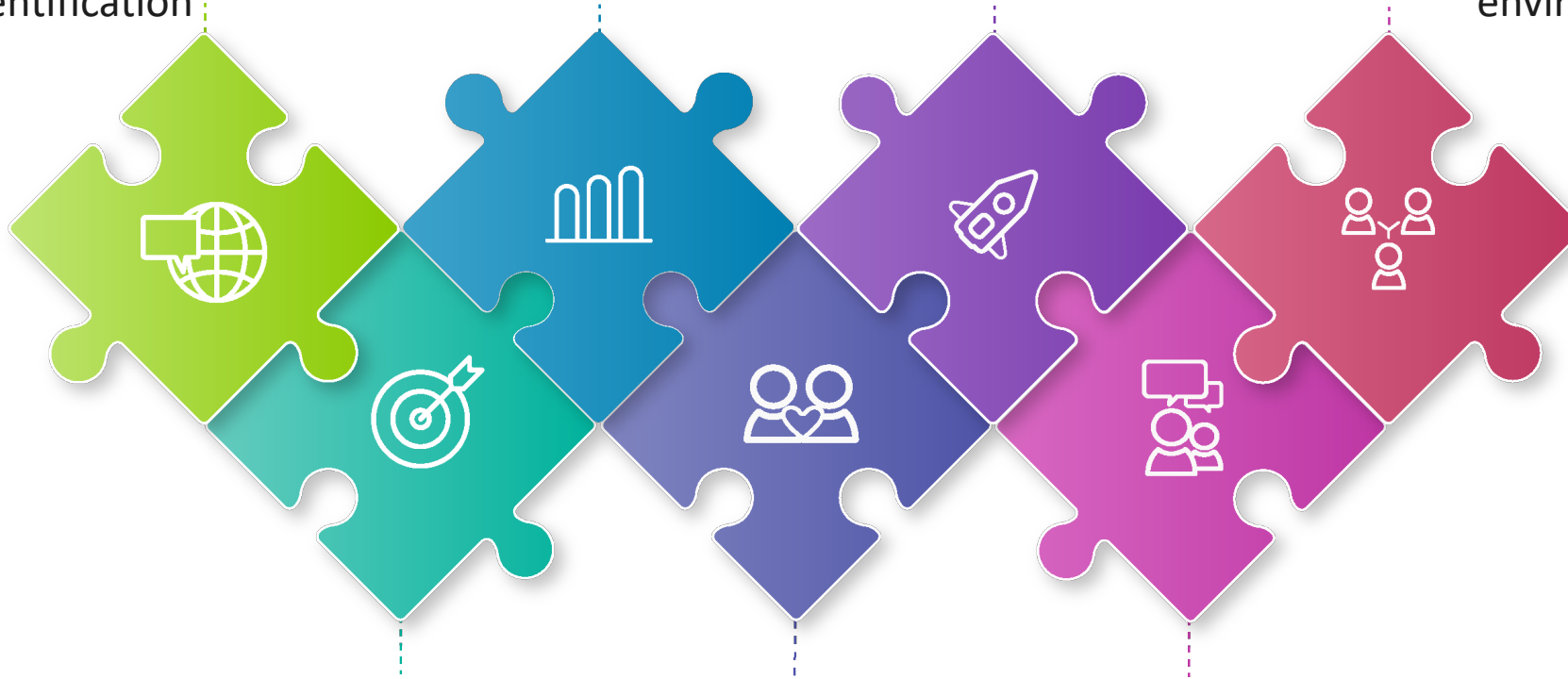
OUTPUT 2: CURRICULUM TO TRAIN SOCIAL ENTREPRENEURS

Module 1. International
Opportunity
Identification

Module 3. Financial &
Business Management

Module 5. Marketing &
Communication

Module 7. Managing
Networks & Institutional
environments



Module 2. Diagnostic &
Strategic Competences

Module 4. HR
Management &
Leadership

Module 6. Intercultural
Competences



Module 1. International Opportunity Identification

Global awareness

International opportunity identification

International business exploitation & management

International business modelling

Market research, market evaluation & entry strategies



Module 2. Diagnostic & Strategic Competences

Diagnostic thinking

Strategic analysis

Strategic planning

Business development in foreign markets

Innovation for international business model



Module 3. Financial & Business Management

Key Definitions and Theories

The principles of Social Entrepreneurship financial and business management

Financial Processes

Management Processes



Module 4. HR Management & Leadership

Diversity, Equality and Inclusion

Personnel Recruitment, Talent Management and Selection.

Training and Development of Employees

Leadership and Management Development



Module 5. Marketing & Communication

Principles of Marketing and Buyer Behaviour (Creating customer value)

Customer-driven marketing strategy and branding

Traditional and digital marketing

Integrated Marketing Communications



Module 6. Intercultural Competences

Intercultural competences & awareness

Financial, legal and administrative knowledge

Presentation & negotiation

Business etiquette



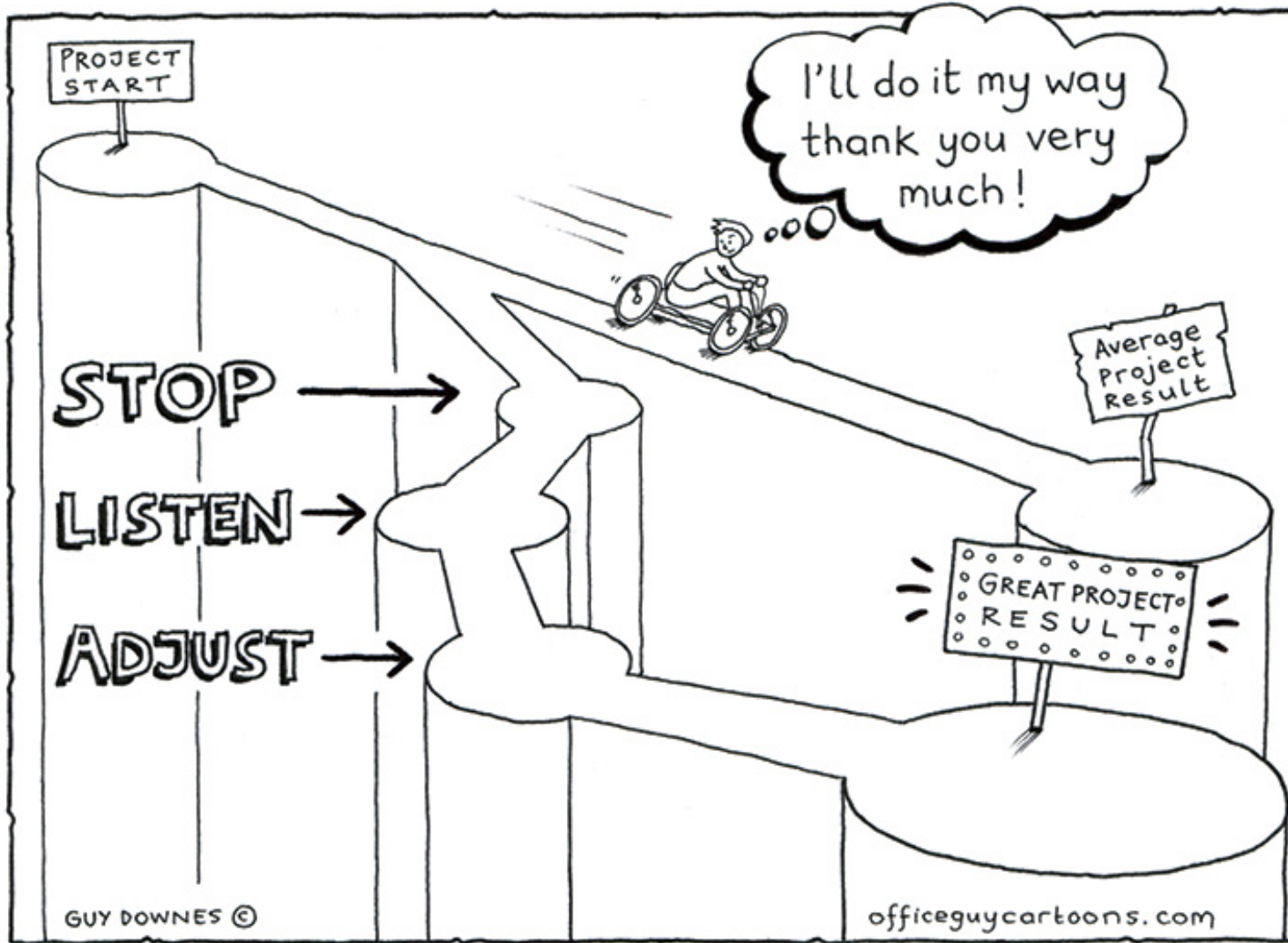
Module 7. Managing Networks & Institutional environments

Principles of effective networking

Maintaining professional networks

Institutional Environments

Internal and external environments



Sticking dots ACTIVITY

1. Check the modules and its units and identify 5 **Key/crucial units that MUST be in a for training social entrepreneurs**
2. Use one sticker per option
3. Add any other topic that you think is relevant.

We will use your feedback to build up a **pilot training!**

ESESII PILOT TRAINING 2022

Training days: 28-30 November

Formant: Online

Language: English

Participants:

- Existing and aspiring Social entrepreneurs
- University students interesting in settling an international social enterprise

Registration: Mid-October through the SEPT website.

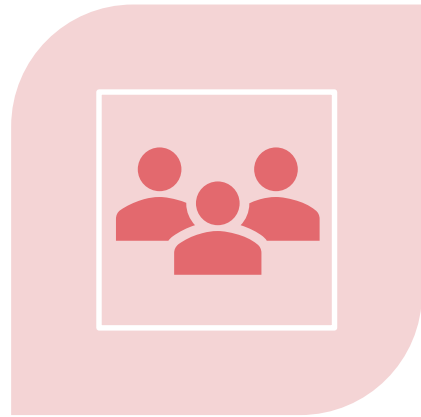


**Meet social entrepreneurs
from around the globe!**

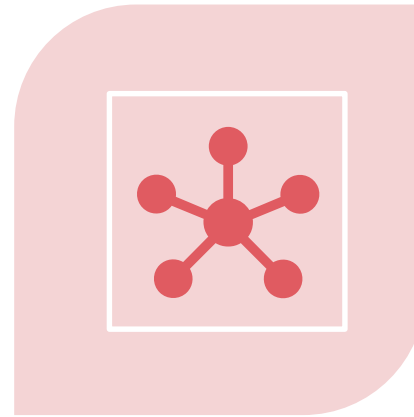
LET'S RUN ONE SHORT SESSION



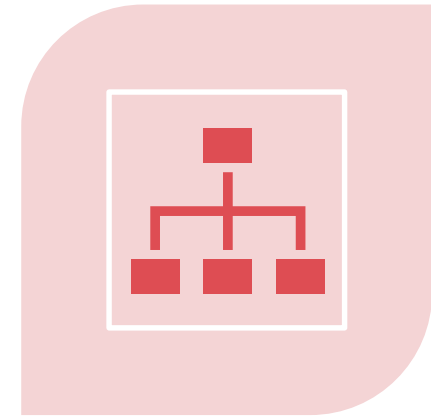
Looking for partners in the target country: Where to start?



Identify stakeholders



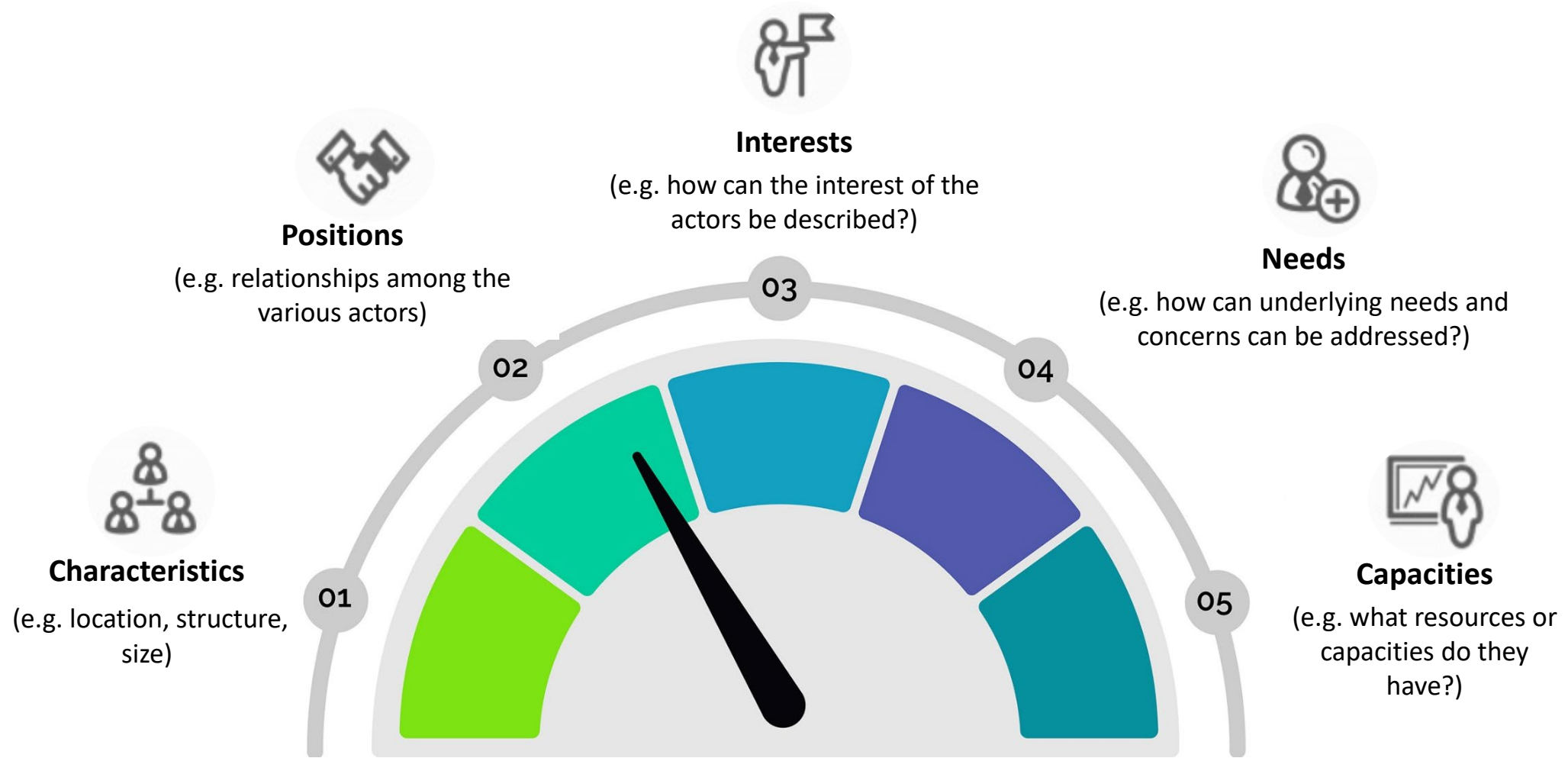
Map-out their influence and dependency



Assess their power relations, capacities and needs

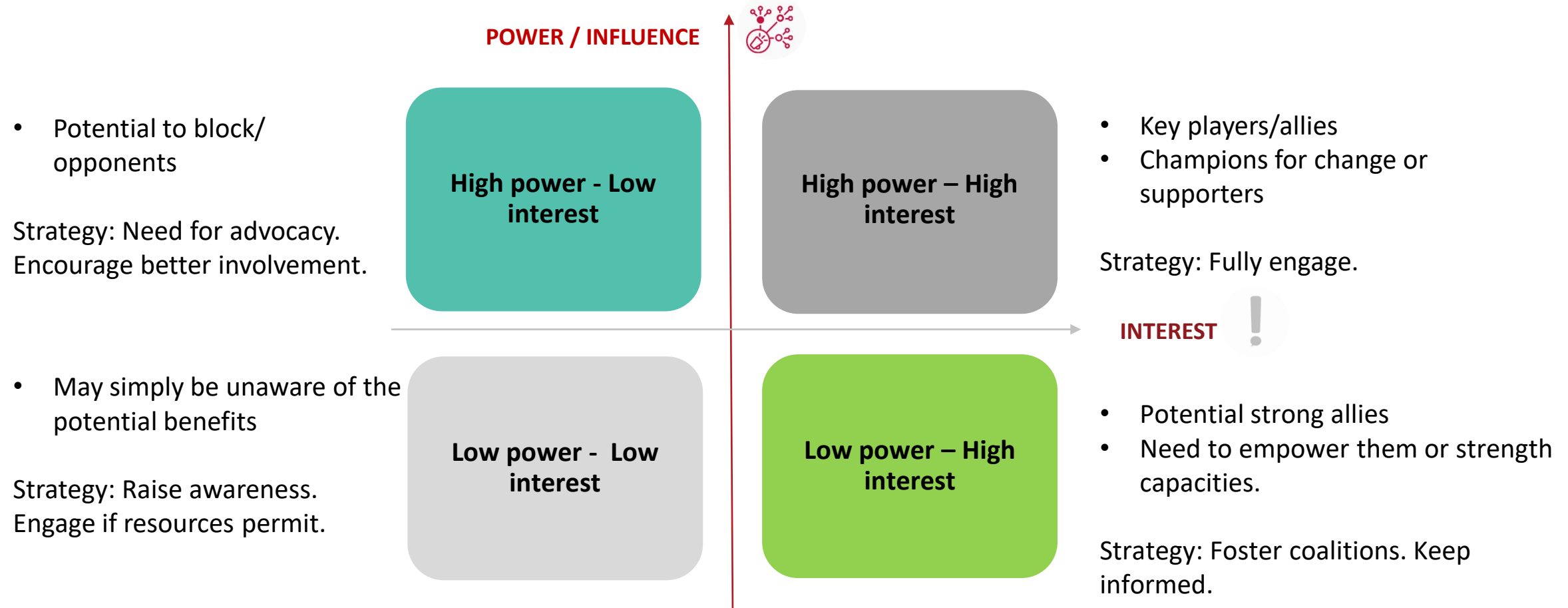
Starting our stakeholders mapping

For each of the stakeholder, we should analyze:



Mapping Power – Interest (Matrix)

What are interests and incentives of actors? What is their power to get what they want?



Source: Based on UNDP (2012)

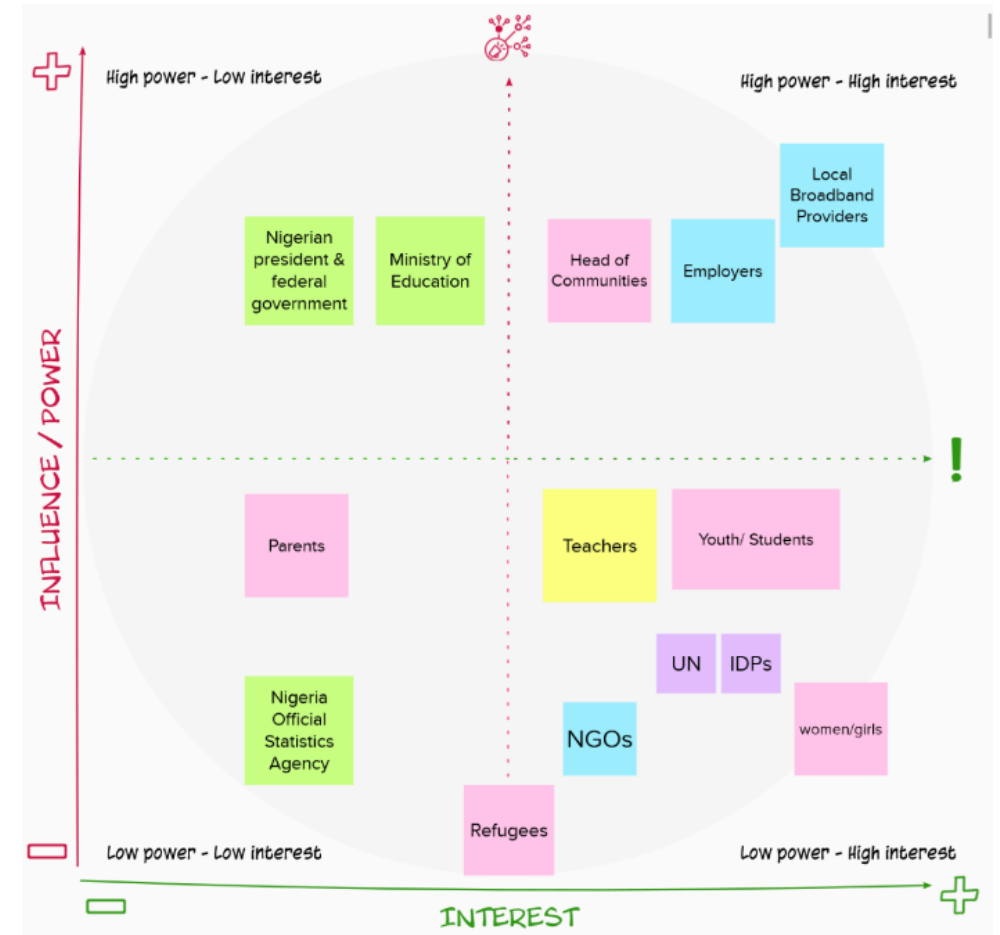
Group work: Stakeholders Map

Instructions:

1. **Define the WHAT.** What problem does your social enterprise aims to tackle in the foreign country? What is your initiative about?
2. **Define WHERE.** Where is the need that you want to tackle? Which country, region?
3. **Brainstorm:** Identify as many key stakeholders in the foreign market as possible. Write each one in post its.
4. **Locate** the stakeholders on the matrix



20 minutes



MAPPING STAKEHOLDERS EXERCISE – TRIGGERING QUESTIONS

Who are your stakeholders?

- Who are the main beneficiaries?
- Who is impacted by the problem?
- Who would benefit if the problem was solved?
- Who are the companies, non-profits, individuals, or governments that tried to solve the problem?
- Possible suppliers, investors?

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