

VALIDATION TRAINING MANUAL

2019

rise

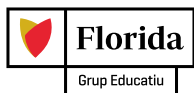


Project Lead: Miguel Civera

Project coordinator:



Partners:



Licensed under Creative Commons: „Attribution-NonCommercial-NoDerivatives 4.0 International“.



This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

VALIDATION TRAINING MANUAL

2019

rise

Content

| | |
|-----------------------------------|----|
| Introduction | 6 |
| What is this Training Manual for? | 8 |
| Who is it for? | 9 |
| Methodology | 10 |
| Contents | 12 |
| Purpose of Testing | 13 |
| Testing Methods | 15 |
| Questionnaire | 15 |
| Role playing | 18 |
| Lego® Serious Play® | 19 |
| Physical Models | 22 |
| Getting Feedback | 24 |
| Record Learnings | 25 |
| Value/Waste | 27 |
| Measure and Evaluate | 29 |
| Business Model Canvas | 30 |
| What is Business Model Canvas? | 31 |

| | |
|---|----|
| Social Business Model Canvas | 40 |
| Implementation | 44 |
| Presentation Techniques | 45 |
| Pitch | 46 |
| Pechakucha | 50 |
| Storytelling | 51 |
| Iteration and Evolution | 56 |
| Testing Event | 58 |
| Social investment & Funding opportunities | 64 |
| Validation Training Programme | 68 |
| Detailed Training Agenda | 69 |
| Templates | 80 |
| Feedback Template | 82 |
| Validation Board Template | 84 |
| Business Model Canvas Template | 86 |
| Social Business Model Canvas Template | 88 |
| Pitch Template | 90 |
| Storyboard Template | 92 |
| Bibliography | 94 |

INTRO DUCTION TION

The Validation Training Manual is part of a project founded by the European Commission's Erasmus+ program named RISE – “Regional Innovation Hubs Strengthening Social Entrepreneurship through Cross-Border Community Projects”.

The project is aimed at improving the employability and profesionalization of young people by providing them methods and tools from the real start-up world and fostering them to set up their own ideas and projects in order to solve social problems. The Validation Training Manual is preceded by the Social Entrepreneurship Training Manual and also completed with both Regional Innovation Hubs Creation and Establishment Manual and the Social Entrepreneur Badge (SEB).

rise

What is this Training Manual for?

The RISE project is aimed at fostering awareness among youngsters about setting up new businesses and startups as an option for employability at the same time that generates great impact into the society. In this sense, the Validation Training Manual will provide students and teachers, the necessary knowledge and tools in order to test and validate ideas and solutions created to help solving social problems.

Following the previous training focused on idea generation and problem solving, this training aims to develop basic learnings in three important areas:

- Testing: learn what to test, in order to understand our product/service user, as well going through different testing methods. Participants will learn how to get feedback, validating their learning through the Lean Startup Feedback Loop.
- Business Model: organizing our ideas and hypothesis into the market, through a practical visual tool, the Business Model Canvas, that promotes understanding, debate, creativity, analysis and validation. Participants learn how to use the Business Model Canvas as well with a social focus.
- Presentation techniques: getting outside and testing our product/service through some important communication tools in order to inspire the audience and convince others to support our project.

Who is it for?

The Validation Training Manual will be initially focused on vocational education programs looking for testing and validating ideas or innovative solutions created. Specifically, the training focuses on:

1. Students coursing last levels of vocational education (around 18-25 years old).
2. Vocational school teachers willing to learn new methodologies and testing tools for their school projects.
3. Innovation Hubs created in schools and other organizations and professionals in the entrepreneurial and innovation sector.

Some topics you will learn how to answer:

HOW TO TEST through Roleplay?

How would you STRUCTURE A PITCH?

What does ITERATION mean?

Methodology

The Training aims at qualify both students and teachers to test ideas or solutions that help solving social problems. In order to achieve these competences, students will be Learning By Doing, working in teams and using the provided tools in real project ideas.

The innovative approach included in this Validation Training Manual are the real Startup world methods and innovative approaches applied and adapted to the special case of the vocational education and training, to their teachers and students and to the Innovation Hubs created in the schools.

Essentially, developing lesson plans should focus more on “making, producing, practicing, and observing” exercises rather than teacher-directed lecture. We will learn how test the ideas in order to get feedback and to iterate the process until we get to the solution that meets the user’s needs. Testing will be learnt along three areas: testing the product or service, testing our business model and testing the presentation of our project. The whole training will be packed in a hands-on approach, where the participants will learn by doing.



CON TENTS

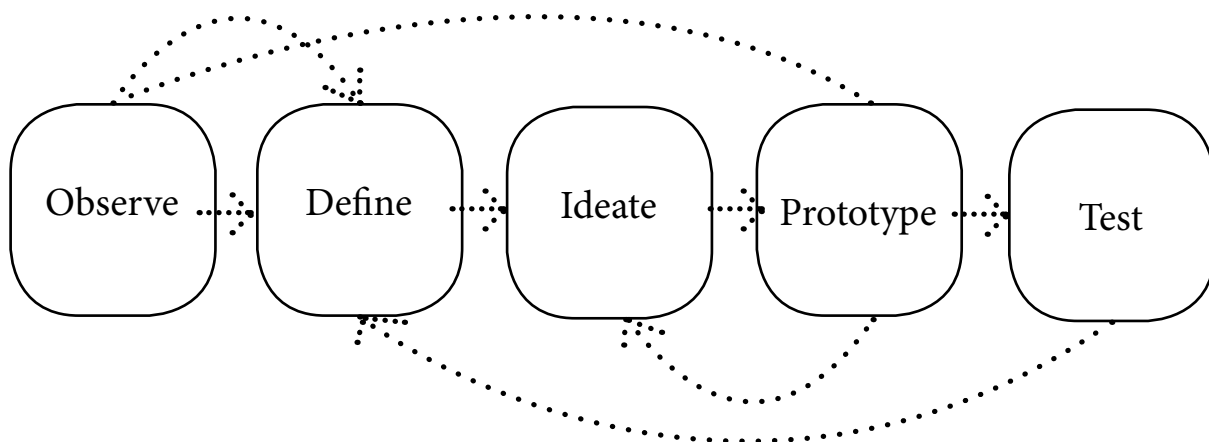
Purpose of Testing

Through testing you have the opportunity to understand your user and obtain feedback from him about the idea or solution your looking for. It is important to understand not only if people like or not your solution, but asking yourself “Why?”, and focusing on what you can learn about the person and the problem as well as the potential solutions.

The reason why we test is:

- To refine prototypes and solutions. Sometimes this means going back.
- To learn more about your user. It often brings unexpected insights.
- To refine your point of view. In case you got the solution wrong or failed, to frame the problem correctly.

The testing phase follows the 4 phases of the double diamond model: Observe or Empathise, Define, Ideate and Prototype. On this manual we will focus on the last stage, implementing and testing our ideas for feedback.



DEFINE WHAT TO TEST:

Plan how you are going to test your prototype before even creating it, this will allow you to be more effective on finding a better solution to the problem.



Depending if you are interested in getting feedback with a first impression, you may be interested in a conversation (Questionnaire); if you want to observe people's behaviours you may want to consider setting up an activity (Roleplay); if you want to understand and test rapidly your idea through 3D models (Legoplay); if you are interested in understanding your user in a longer term-impact, consider letting people use your physical product (Models).

Be clear about what you need to learn and which components will give you the necessary answers, focus on testing just the critical elements.

Examples: You might be trying to learn something like, "How big should this be?" or "What should the product of the social enterprise look like?"

Testing Methods

Questionnaire

To have a good feedback conversation, look for a mix of spontaneous reactions as well as structured questions (this will help you to compare different opinions about the same topic).

Here are some recommendations to prepare a question guide ¹ :

- Combine structured questions with open questions, the latter may give you unexpected insights.
- Avoid yes/no questions.
- Invite people to think of improvements of your idea.

*What would you like to improve about this idea?”
If you could change one thing, what would it be?”*

- Don't forget to ask about what came up during the development of your idea.
- Create an open and collaborative climate to assure honesty from people.
- Formulate your questions so that they lead to constructive feedback

What excites you the most about this idea, and why?”

¹ Questionnaire recommendations, based on Riverdale, Ideo (2011): Design Thinking for Educators

QUESTIONNAIRE STRUCTURE

A good structure for your questionnaire could be:

1. Start with general impressions.

2. Let the participants share their initial thoughts about your idea.

3. Ask for specific feedback.

4. Open up the discussion and encourage a broader conversation.

MORE INFO:

For some examples, take a look at this website, with plenty of templates:

<https://www.surveymonkey.com/mp/sample-survey-questionnaire-templates/>



ICT TOOLS THAT CAN HELP IN THE PROCESS

We love using post-it notes, boards, walls, and more physical stuff for our team work. However, ICT tools can help us to work with people in the distance. Therefore, here you are some tips for online-based work:

| | |
|---|--|
| Are you looking for an online tool that organizes your projects and ideas into boards | https://trello.com |
| Are you looking for an online tool to analyze the popularity of top search queries in Google Search? | https://trends.google.com/trends/ |
| Are you looking to create your own mapping template? | http://touchpointdashboard.com/ |
| Are you looking for free cloud storage and upload any file and share it with your team? | https://www.google.com/drive/ https://www.dropbox.com https://onedrive.live.com/ |
| Are you looking for a tool to do online surveys? | https://docs.google.com/forms |
| Are you looking for a tool to send emails to your customers? | https://mailchimp.com/ |
| Are you looking for creating animated videos? | https://www.moovly.com https://www.powtoon.com https://www.vyond.com/ |
| Are you looking for a prototyping tool for web and mobile apps? | https://www.justinmind.com/ https://www.fluidui.com/ https://www.axure.com/ https://marvelapp.com/pop/ |

Role Playing

A quick and tangible way to test an idea or experience is to get into character creating a scenario ².

1. Try with your design team first, you may learn a lot.
2. Ideally, try testing within a real context of the user's life. If not possible, look for the most realistic situation you can, by having users take on a role or task when approaching your prototype.

Follow these recommendations:

- Decide first which of your ideas you want to Role Play.
- Remember you are willing to create a response from the users to obtain feedback about your idea or prototype.
- Take a time to determine what it is that you're looking to test
 - Am I looking for a specific type of interaction?*
 - Will this person respond to my product?*
- Don't spend too much time on choosing costumes and props. A few details can make a Role Play feel real.



2 Role Play recommendations, based on IDEO.org (2015) : The Field Guide to Human-Centered Design.

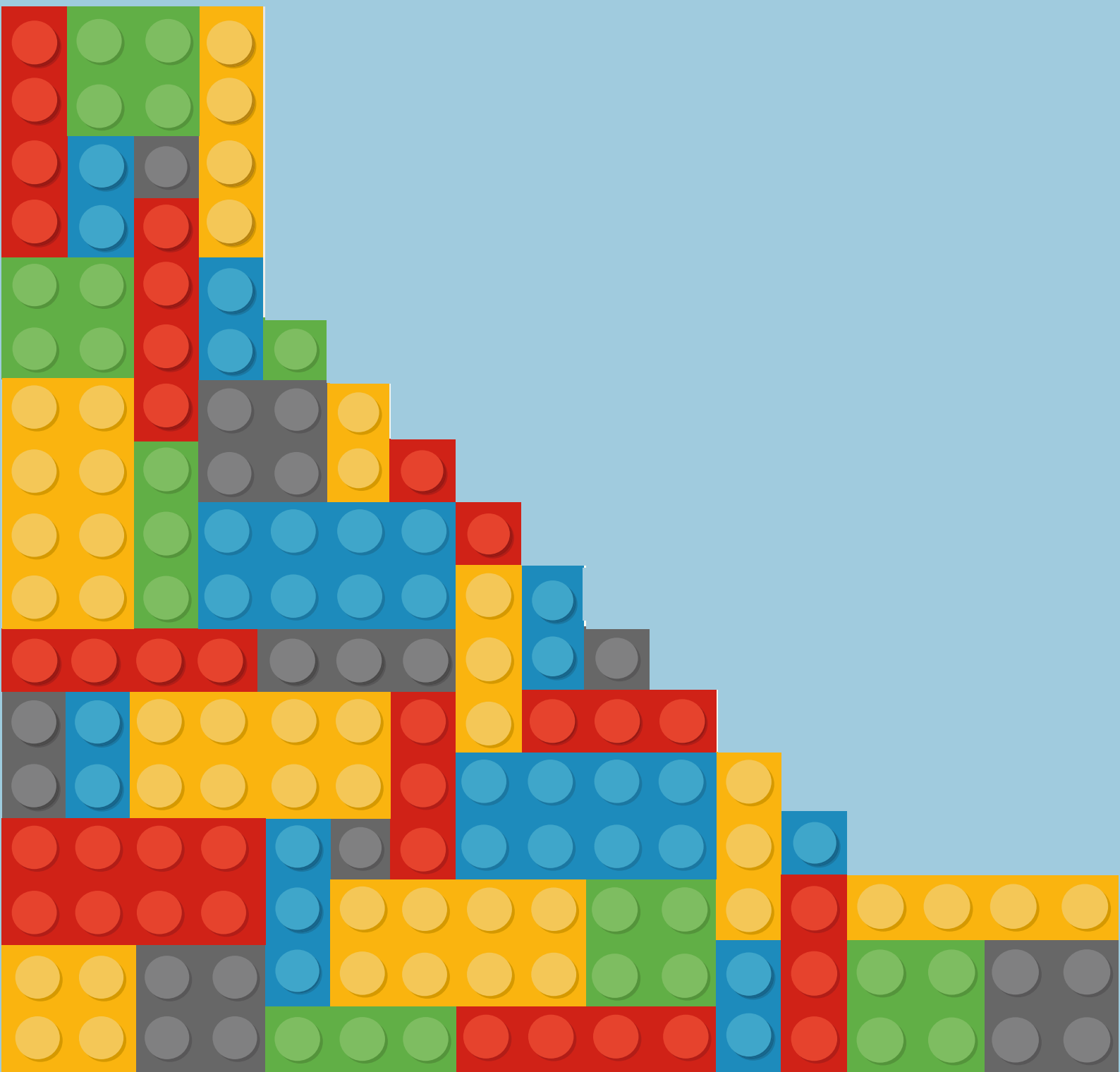
LEGO® Serious Play®

LEGO® SERIOUS PLAY® is an innovative and experimental method that can be used in a wide range of contexts: creative thinking, communication, team building, strategy, change management, among others. In this manual, we will focus how to use this tool as a testing method of your idea or prototype. It's based on the concept of "hand knowledge", in a playful and relaxed way, based on the ideas of Seymour Papert where learning happens exceptionally well when people are engaged in constructing a product.

4 steps:

1. The team or a facilitator defines a challenge through a question.
2. The team or several groups build their own 3D LEGO® model and to create a story in response to the facilitator's question.
3. Every participant or group shares their model's meaning or story with the rest of the people. Knowledge sharing takes place.
4. New questions and reflections serve as a basis for decision making.





An example: Through this method, you can build a model showing the strengths or weaknesses of your product, and then build a new model describing how you can utilize those strengths or compensate the weaknesses. Some recommendations ³:

- Before the LEGO® SERIOUS PLAY®, involve and commit every team member, it is better if all members in the group share their view on the project, as well as their own goals they want to get with it.
- Work and play with this tool individually and/or with 4-8 people per group.
- Have a facilitator or a team member to facilitate the process.
- Use special set of LEGO bricks designed to inspire.
- 100% openness, even if your idea didn't make it.
- Communicate through the model and listen to every story.

From the beginning of this creation process, we start validating our understanding of our idea or challenge proposed. In addition, when we do storytelling with LEGO models, we make a situation come alive before it occurs in real life, and this allows you to test what might happen if you make certain decisions.

Some exercises to start with, that can inspire teambuilding and creativity:

- The tower exercise: build a tower with pre-selected bricks. (working with boundaries).
- Build objects related to a subject, and assign meaning to bricks (the power of metaphores).
- Build a personal model of your most important professional challenges.

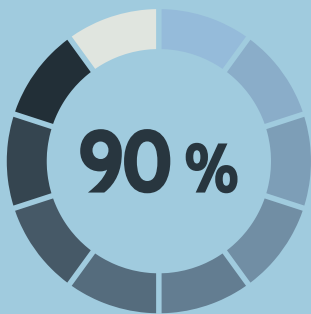
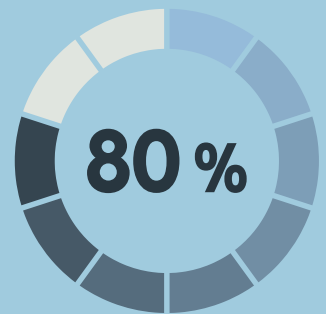
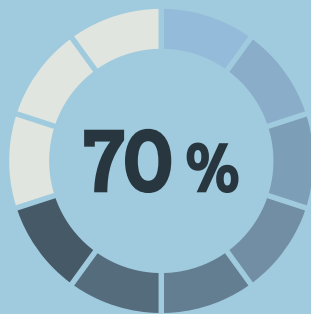
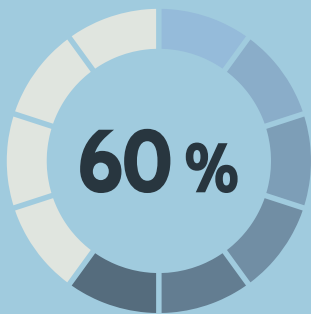
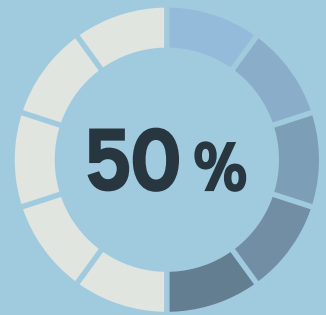
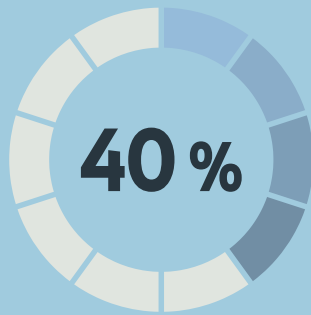
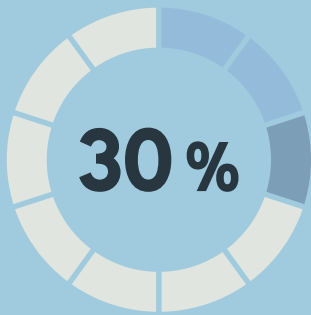
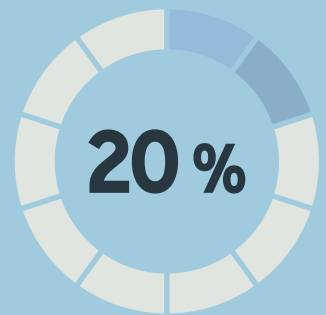
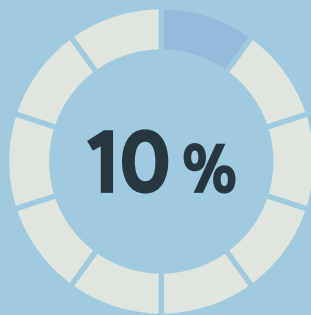
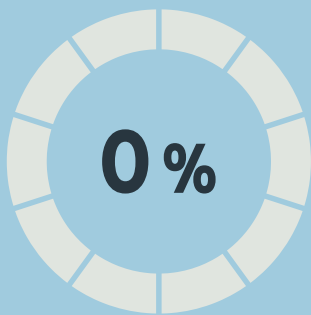
³ Lego Serious Play recommendations, based on: <http://www.seriousplay.com>

Physical Models

Making your idea tangible as models or mock-ups, allows you to learn while building them and sharing them with other people, in order to improve and refine your idea. Once you have created a prototype, put it in your potential client's hands, and then follow these recommendations ⁴:

- Let interpretate: Don't explain your customer everything about your prototype. Let your tester interpret the prototype.
- Observation: watch how they use or misuse what you have given them, and how they interact with it.
- Listen: What are they saying about it? What questions do they have?
- Give it to them: Ask him to take it and use it within their normal routines.
- Ask them for feedback about their favorite parts of your prototype as well as aspects where they see room for improvement.
- Create Experiences: Test your prototype in a way that feels like an experience that your user is reacting to, rather than an explanation that your user is evaluating.
- Ask users to compare: Bringing multiple prototypes to the field to test gives users a basis for comparison, and comparisons often reveal latent needs.

⁴ Prototype recommendations, based on Hasso Plattner, Institute of Design at Stanford: An Introduction to Design Thinking Process Guide.



PERCENTAGE
INDICATORS



RECOMMENDATIONS when you are getting feedback ⁵ :

- Don't be defensive.
- Listen and take notes (both of the positive and negative comments).
- Subtle impressions of a participant's reactions are often the most important.
- Take some time right after your session to capture what you have observed, so you can share your impressions with your team.
- Share with lots of people so that you get a variety of reactions.
- You are looking for honest feedback, so assure to create the correct environment to allow people to be honest.

Learn

Build



Measure

⁵ Feedback recommendations, based on IDEO.org (2015) : The Field Guide to Human-Centered Design.

Getting Feedback

“Validated learning is the process of demonstrating empirically that a team has discovered valuable truths about a startup’s present and future business prospects”

—Ries, Eric. *The Lean Startup*

Record Learnings

Integrating the feedback you hear from the people you’re designing for is one of the essential elements of human-centered design. Feedback will give you new ideas and perspectives on how to improve your concept. This is rich information, so write down the most relevant feedback.

To facilitate these record learnings, you can use the Post-Motorola tool. Motorola is a simple reporting framework for setting learning goals for projects and learning from them. You will find a link on the annexes at the end of this manual.

After getting feedback, ask yourself these questions:

What did participants value the most?

What got them excited?

What would convince them about the idea?

Which parts would participants like to improve?

What did not work?

What needs further investigation?

FEEDBACK TEMPLATE

FEEDBACK TEMPLATE

What went well?

↓

What didn't go so well?

↓

What did we learn?

↓

What will we do next time?

↓

How did this Project help us to get our goal and vision?

rise

Value - Waste

At this point, ask your team and yourself a few questions:

Which feedback did you find useful?

Was all the feedback through testing necessary?

Could you have gotten the same feedback from users, with half of your efforts?

How would you do it differently in the future?

The more experience your design process and testing your prototypes, you realize there was a lot of feedback and effort that you could have eliminated. The Lean Startup Methodology ⁶ helps us to define what information is valuable, and what information is wasteful, in order to be more agile while building your business model.

Lean thinking is learning to see waste and then systematically eliminate it:

- Value: anything that is contributing you to learn what your customers want.
- Waste: anything else.

We are willing to learn what is backed up by empirical data and demonstrates us positive improvements towards our purpose in our business model. This is called Validated learning.

So, how do we know in advance whether our efforts are of any value? How could we avoid waste? Keep reading!!

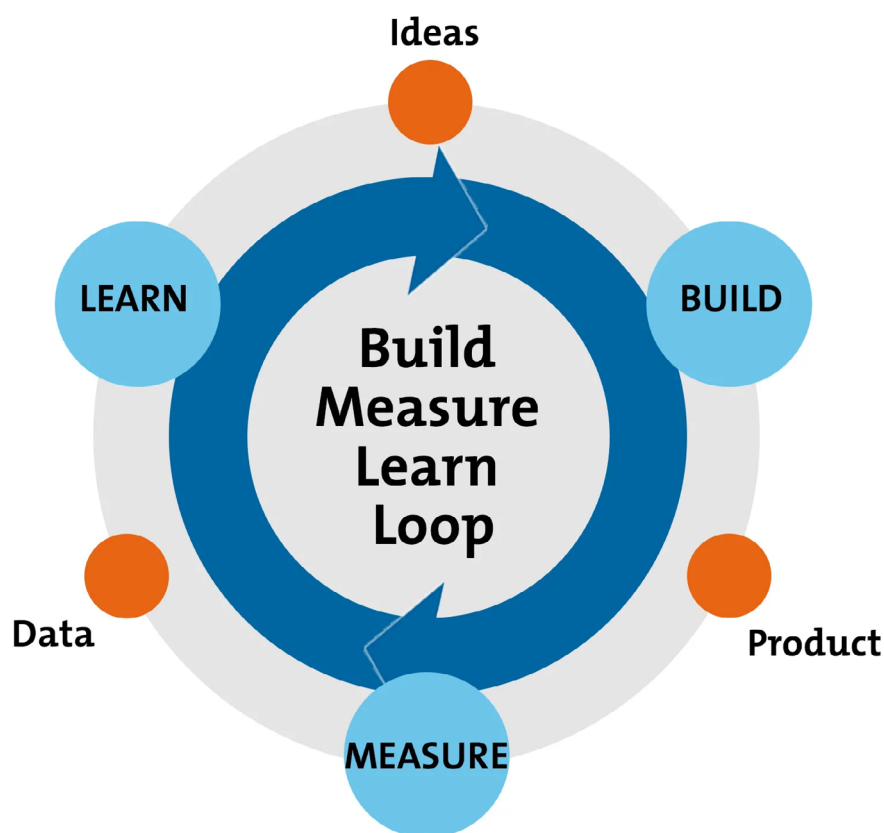


6 Eric Ries (2011) : The Lean Startup

LEAN STARTUP LOOP

The answer lies in the process of the Lean Startup Build-Measure-Learn loop:

1. Work on your ideas or visión.
2. From your promising ideas, you build a basic version prototype.
3. You test it with your customer.
4. You get feedback of your prototype.
5. You learn from feedback.
6. You implement that feedback in the subsequent versions.



RECOMMENDATIONS:

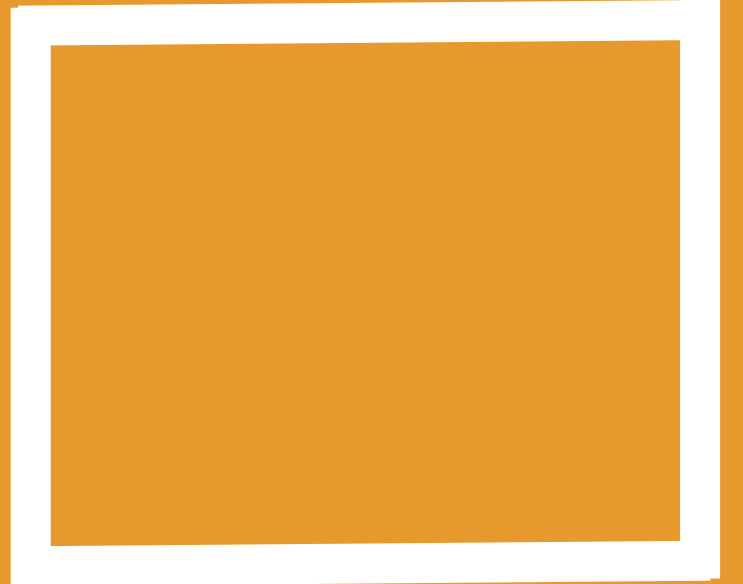
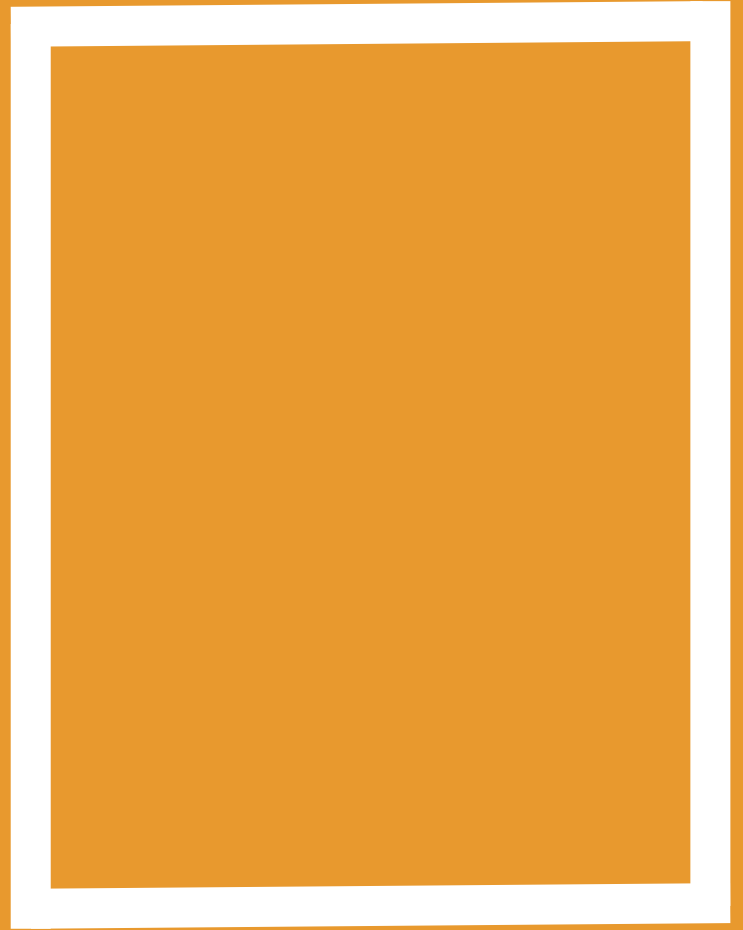
- Experiment immediately: if you can experiment in weeks instead of months, do it! Work on basic versions.
- Don't look for perfection: don't work on all the features on your prototype.
- If you cannot fail, you cannot learn: if you are uncertain about something, just fail fast instead of waiting for a long time. This will give you feedback faster.

Measure & Evaluate

There are lots of ways to Measure and Evaluate your solution, here are some tips:

- It is a good practice to have a plan to find out if you're having the impact that you want.
- Dynamic measurement tools (like number of visits or sales numbers) may be useful for you to track the evolution of your product.
- Try to find a balance between quantitative and qualitative measurements.



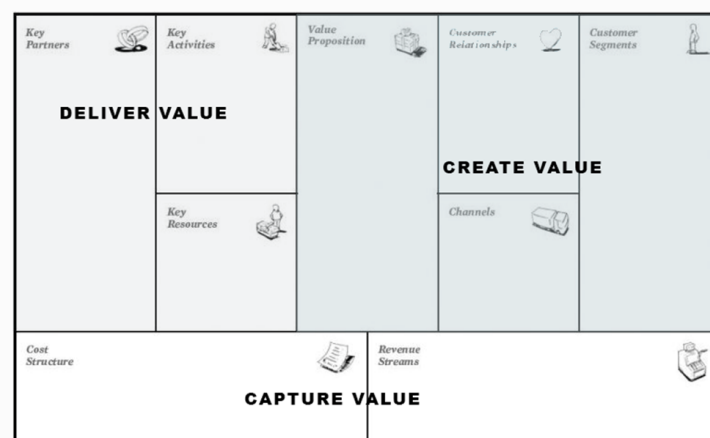


Business Model Canvas

“A business model describes the rationale of how an organization creates, delivers, and captures value”
—Alexander Osterwalder

What is a Business Model Canvas?

A business model is aimed at describing the rationale of how an organization creates, delivers, and captures value. Business Model Canvas ⁷ is a tool for creating a solid business model. It could be also a collaborative tool that helps to communicate different business models and brainstorm new ones. The Canvas, initially developed by Alexander Osterwalder consists of a visual representation in one page template of nine basic elements that together provide a pretty coherent view of how companies intends to make money. At the same time, the Canvas is segmented into (a) create value with customer segments, value proposition, channels and customer relationships; (b) capture value with revenue streams and cost structure; (c) deliver value with key partnership, key activities, key resources and customer segments.



7 Alexander Osterwalder & Ives Pigneur (2010) : Business Model Generation



Create Value

Create Value

1. Customer segments: Defines which groups you are creating value for and/or who are your most important customers.

Who are our most important customers?

Who are the people you want to reach out?

Who will pay?

2. Value proposition: Describes the core value you deliver to your customers and the needs you are satisfying.

What do we do?

Which one of our customers' problems are we helping to solve?

Why customers would choose our product?

3. Channels: Define the channels through which you want to reach your customers. Specify its cost and how they can be integrated into your and your customer routines.

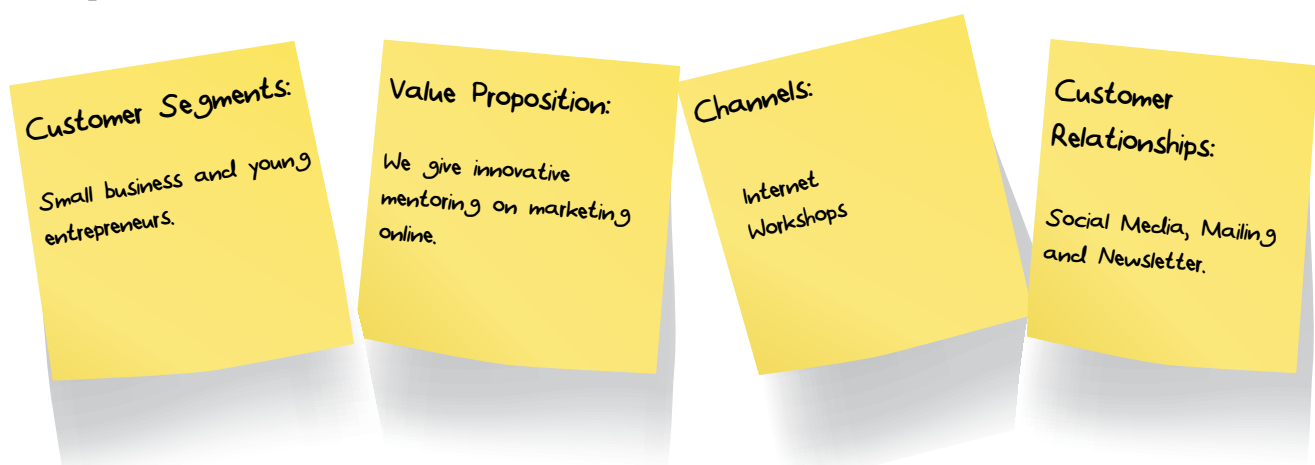
How will we reach our customers?

What are our customers' routines?

4. Customer relationships: Describes the types of relationships your customer expects you to establish.

How do we interact with customers?

Examples:



Capture Value

5. Revenue streams: Define the value you customers are willing to pay, how much they are paying and how they would prefer to pay.

How much will we make?

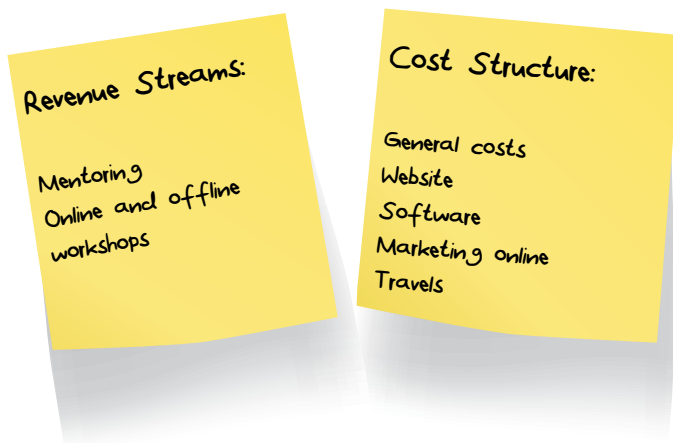
How do they prefer to pay?

6. Cost structure: Describes the most important costs in your work and identify the key resources/ activities that are the most expensive.

What will it cost?

What is the cost of our main activities?

Examples:



2

Capture Value

Deliver Value

7. Key resources: Describes the most important assets required to make your work. It can be physical, financial, intellectual, or human. Also, it can be owned or leased by the company or acquired from the key partners.

What do we need?

8. Key activities: Describes the most important actions your company must do to operate successfully.

How will we do it?

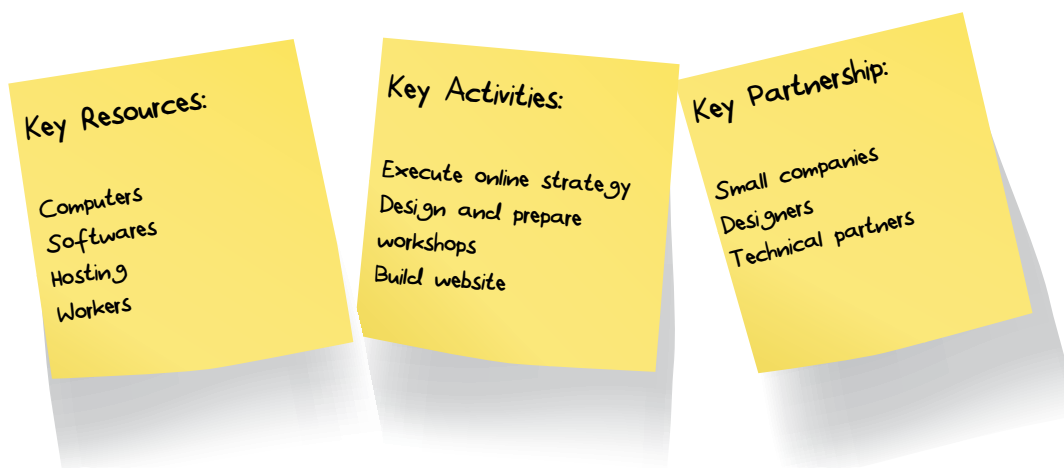
Which activities are important for our success?

9. Key partnership: Describes the network of suppliers and partners that make the work.

Who will help us?

Who else is working on this problem?

Examples:



ICT TOOLS THAT CAN HELP IN THE PROCESS

| | |
|---|--|
| Are you looking for an online tool to create your Business Model Canvas? | https://canvanizer.com/ |
| Are you looking for a Google tool to create your Business Model Canvas or draw any other map? | https://docs.google.com/drawings https://docs.google.com/drawings/d/102mOZQmMxs0CslmNs-PZ5KCNQwAIh9rh4baYgT0VW-NAA/edit |
| Are you looking for a professional tool to keep improving with your Business Model Canvas? | https://leanstack.com |



Deliver Value

Business Model

RECOMMENDATIONS:

- The Business Model Canvas works best when printed out on a large surface so groups of people can jointly start sketching and discussing business model elements with Post-it® notes on board markers.

- Keep it visual. This tool allows you to modify everything you want on it as you advance in your analysis and testing the most risky hypotheses that put into play the viability of your business

- You can find a Business Model Canvas template and several tools on the annexes at the end of this manual.

- Work with your team in a very interactive and dynamic way. Have fun!

Key Partners

Key Activities

Key Resources

Cost Structure

Model Canvas

Value Proposition

Customer Relationship

Customer Segments

Channels

Revenue Streams

Social Business Model Canvas

Since the release of Osterwalder's work in 2008, new canvases for specific niches have appeared. In this sense, the Social Business Model Canvas ⁸ reinvents the traditional Business Model Canvas for social enterprises by incorporating new elements. Below, some aspects to keep in mind:

1. Segments: In this case, you will have two type of segments:
 - Beneficiaries: *Who benefits from your intervention?*
 - Customers: *Who are the people or organisations who will pay?*

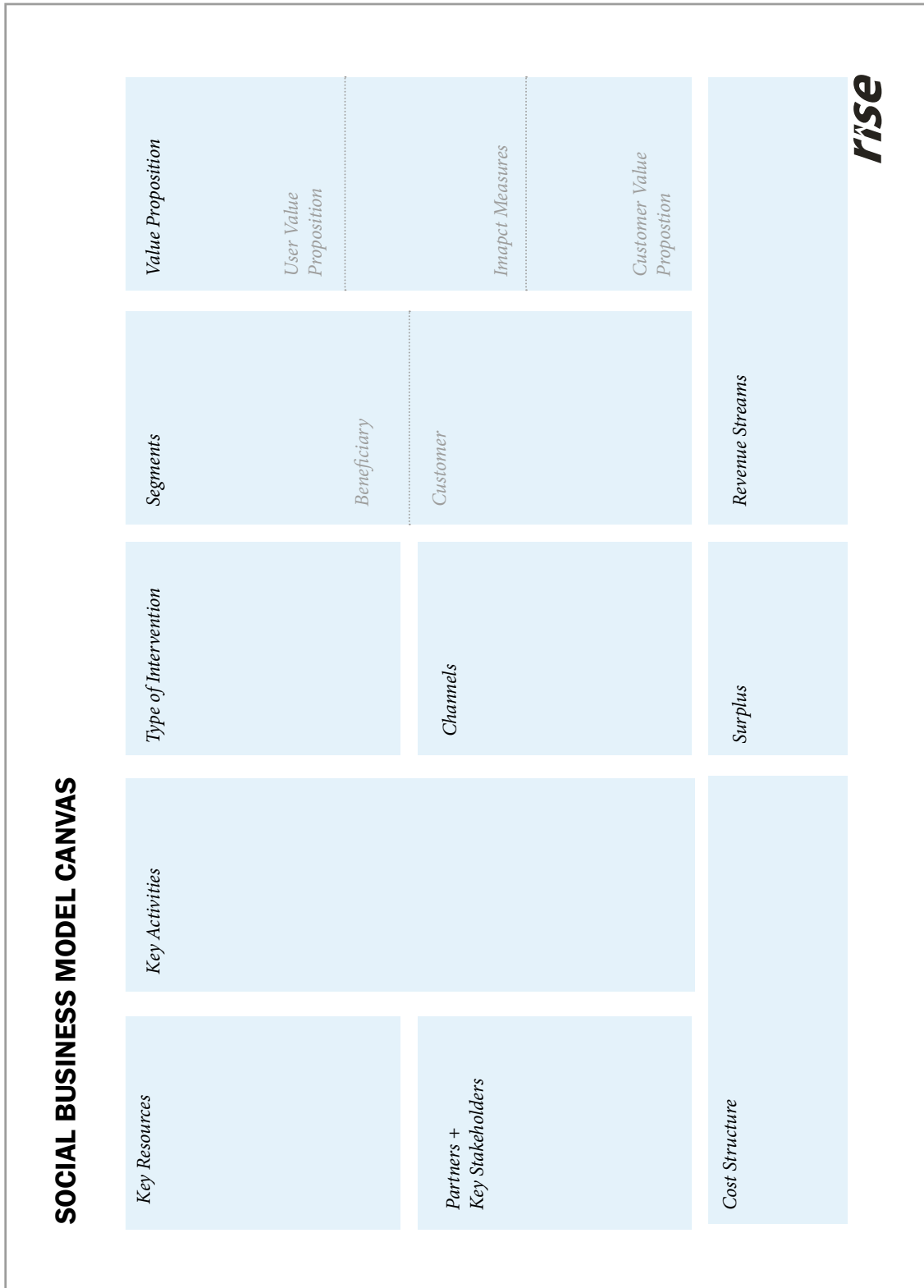
2. Type of Intervention:
 - What is the format of your intervention?*
 - Is it a workshop?*
 - A service? A product?*

3. Value Proposition:
 - Beneficiaries: *What is your social value proposition?*
 - Impact Measures: *How will you show that you are creating social impact?*
 - Customers: *What do your customers want to get out of this initiative?*

4. Surplus: *What happens with profits? Were do you plan to invest them?*

8 More information under: <http://www.socialbusinessmodelcanvas.com>

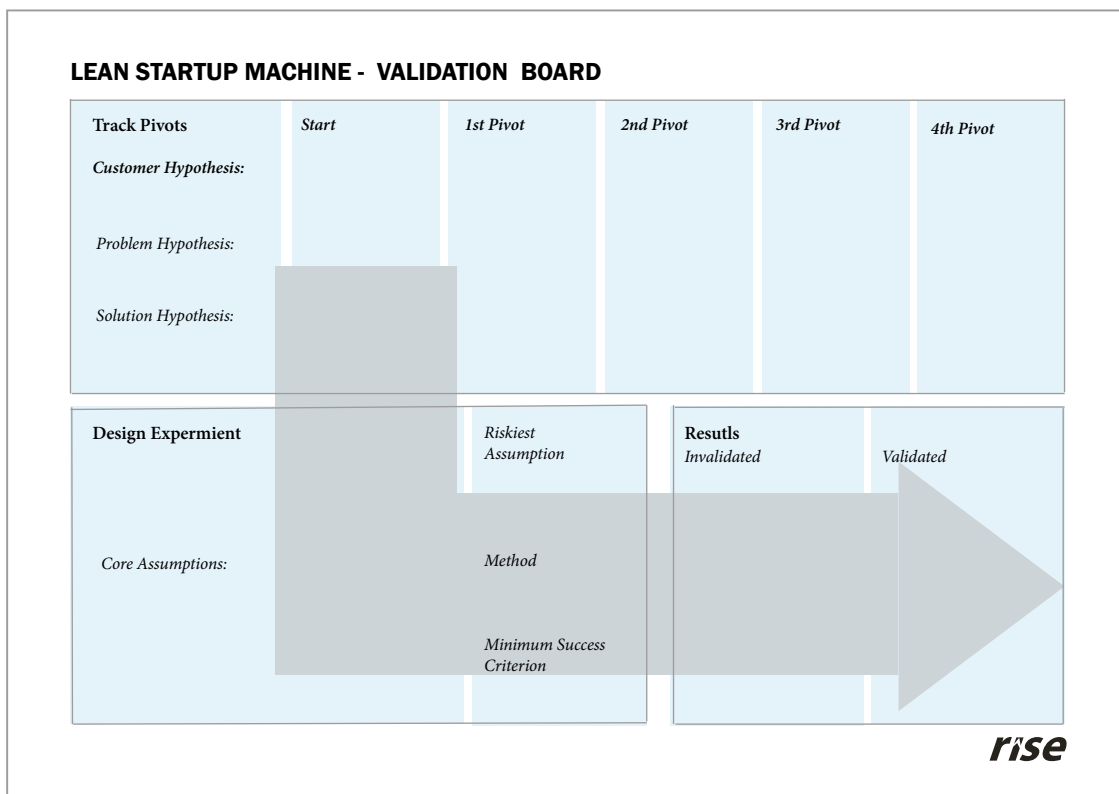
SOCIAL BUSINESS MODEL CANVAS TEMPLATE



THE VALIDATION BOARD

The Validation Board⁹ is a tool designed by Lean Startup Machine and allows us to test our ideas very fast and build a better product or service in a practical and coherent way. With this board we can manage the validation of some hypotheses of our business model, and so determine if they are as good as they look. It is divided into 3 large blocks, and validate very quickly what the client's problem is, which is the customer segment, and finally which solution resolves.

Unfortunately, many entrepreneurs ignore or avoid validating their ideas, because they rely too much on their own intuition. While this is not the only tool to validate, it is one of the best known. And the important thing is to use the tools!



⁹ Lean Startup Machine Validation Board: <https://www.leanstartupmachine.com/validation-board/>



IMPLEMENTATION

Presentation Techniques

In this phase, you are willing to grow your impact, getting outside and testing if your product or service is bringing a solution to life. You will need to communicate very well your product and build new partnerships, while you are getting feedback and refining your business model.

Below, you will find some of the presentation techniques most used, in order to inspire your audience and convince others to support your concept.



Pitch

A Pitch is a presentation of a business idea mainly to potential investors but also to potential customers to sell their product or because they need a partner or resource to help them accomplish their mission. It typically takes the form of an entrepreneur or group of entrepreneurs presenting or describing their ideas or business opportunity with the intention of securing funding to develop the idea further.

HOW TO CREATE A PITCH

First, begin by considering who your audience is. A pitch will depend on the type of audience you have in front.

What will this people be motivated by?

To develop a perfect pitch ¹⁰ it is necessary to take into account two parts: content and delivery. Both parts are equally important (50%-50%).

CONTENT (What?):

1. Begin with “The End”: Start explaining why should invest in your business (Why us?).
2. Be brief: Keep it simple stupid.
3. Bait the Hook: Generate interest to know more.
4. Get High & Stay High: Be focused on customer/investor benefits.
5. Obey the 12/20 rule: about 12 slides in 20 minutes.

DELIVERY (How?):

6. Change people pulse: Ask them relevant questions.
7. Tell stories that Sell: passion, energy and compelling.
8. Get a transition: make a statement or say next.
9. Practice and integrate feedback.
10. Develop an attitude “never give up”.



10 Based on Bill Joos (2005): The Art of Pitching

RECOMMENDATIONS FOR A PERFECT PITCH

- Time: confirm the amount of time you have before you begin and plan some time at the end for questions. You should be able to give your whole talk in 20 minutes (even if you have an hour).
- Practice: Nail down the flow, timing and coherence of your pitch.
- Attire: Business casual is fine. No need to wear a suit unless that's what you're comfortable wearing.
- Arrival: Try to arrive 10 minutes early and try to set up the computer before the meeting starts.
- Share your message orally combined with pictures and don't use bullet points. This will help your audience retain better the information.
- Give a clear message and make a credible and inspiring story.

ELEVATOR PITCH

An Elevator Pitch is simply a very short pitch that distils the idea into a short summary that takes only as long as a short elevator ride. Normally they give you 2' minute presentation.

Make sure you practice the elevator pitch as many times as you can with your friends and colleagues. Sometimes, opportunities to share our project to an investor are very few. Remember to communicate very well your idea, sharing with a clear and exciting message how and why it counts.

THE PITCH STRUCTURE ¹¹

- Intro (1 slide): Define the company, business, service or product in a single sentence. Be concise on your core value proposition, including the target market. Talk about the bigger ideas rather than the small details.

What unique benefit will you provide?

What are your potential customers?

To address what need?

- Team (1 slide): Identify a core group of talent that can execute on the next set of milestones. Make us confident that there is a core group that believes in the project.

What is the team's relevant experience?

What is the team's educational background?

- Opportunity (2-5 slides): Establish the need for your company's solution and the size of the market. Convince that solving the problem is worth the effort.

Why does the problem persist?

How does this market change and grow over time?

- Solution (2-6 slides): Demonstrate your solution, explain your technology and validate your differentiation.

How will you solve the problem?

How is the new solution better?

- Competition (1-2 slides): Identify your competitors, validate your differentiator.

Who do you compete with and where are you in the competitive matrix?

What are your strengths and weaknesses?

Why do you have a better product or solution?

- Business Model (2-4 slides): Explain how you will generate revenue, show what you've accomplished to date and make future forecasts.

How will your solution be economically sustainable?

What will you accomplish in a given period of time?

- The Ask (1 slide): Be clear about what you want to make your business a success. Invite them to join and to help build your concept.

What is the amount you are looking to raise?

What are you looking for in a venture capital partner?

¹¹ Pitch structure recommendations, based on Cannan Partners (2013): Entrepreneurs Pitch Workbook.

THE PITCH TEMPLATE

PITCH TEMPLATE

WHO? Describe who you are...

WHAT? Describe what you have to offer...

WHY? Describe why you are unique...

GOAL? Have a goal in mind...

FINAL PITCH Use this space to combine all your answers and create your final pitch...

rise

Pechakucha

PechaKucha is a presentation style in which 20 slides are shown for 20 seconds each (6 minutes and 40 seconds in total). The format, which keeps presentations concise and fast-paced, powers multiple-speaker events called PechaKucha. This way, the speaker and the audience guarantee a dynamic and systematic exposition of all the relevant ideas that were worth sharing.

RECOMMENDATIONS:

- The presentation has to flow. Try to build a story and not depend on the slides.
- Keep the slides very visual. Don't depend on the text written on the slides.
- Practice and try to memorize the 6 minute speech. It is not a good option to improvise.



Storytelling

Storytelling is very powerful way to communicate your product or service, and it connects with peoples' deepest motivations and promotes more radical action. Stories engage people at every level - not just in their minds but in their emotions, values and imaginations, which are the drivers of real change. Especially in social initiatives, storytelling is a powerful tool for inspiring action and change and influencing thought leaders, funders and decision makers. So if we want to transform society, we must learn to tell - and listen to - stories about the world we want to create.¹²

1. Start with answering these questions:

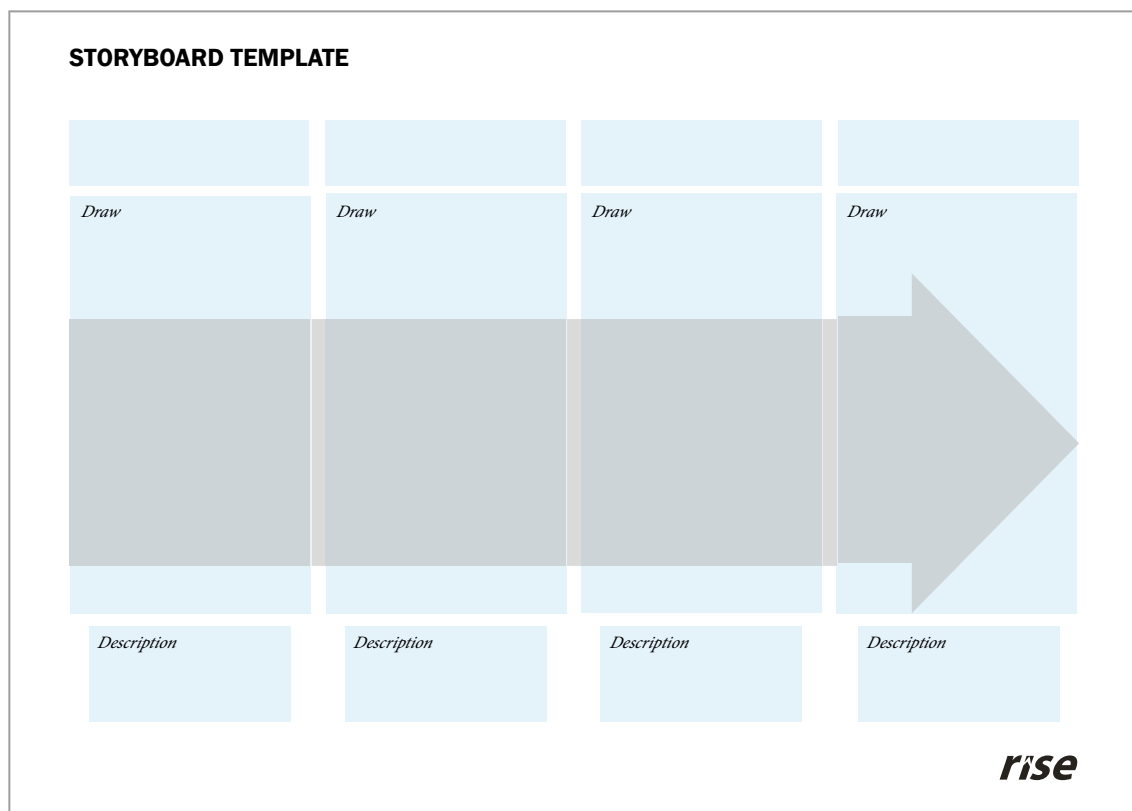
Who is my audience?

What is my goal with this storytelling?

What is my audience's benefit?

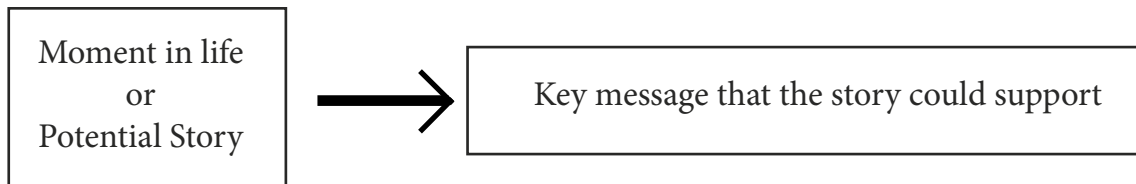
2. Choose an interesting story.

What could be the most memorable and surprising story?



12 Some Storytelling recommendations, based on +ACUMEN: Storytelling for Change.

Choose those ideas you find more relevant to share of your product/service, and then think of a moment in your personal life, or a potential story you know, and the key message behind that story that you would like to deliver in your presentation.



RECOMMENDATIONS TO BE A GOOD STORYTELLER:

- Relive the moment and allow you to be emotionally connected to the content and experience.
- Keep your presentation to a maximum of three main ideas.
- Sensory details: provide how things tasted, smelled, looked, sounded, felt.
- Use the present tense.
- Use “bullet phrases”
- Play different roles, bringing the characters to life
- Practice telling your stories to children. You will be more expressive and animated than usual.
- Use props and visuals if you want.
- Share your story with passion; avoid “explaining” or “telling”.
- Involve your audience
- Be creative - taking risks!

HOW TO PREPARE YOUR TALK

WHAT IS THE PURPOSE OF YOUR TALK?

Inform?

Inspire?

Convince?

Animate?

ANALYZE YOUR TARGET AUDIENCE

What would they like to know from your presentation?

What is their knowledge on the topic?

What's their expectations?

Why would they listen?

What are their interests?

PICK ONE KEY MESSAGE

Summarize your talk in one sentence.

What is the Key Message of your talk?

Did you give any examples?

What are the Key Points of that Key Message?

CHOOSE A STRUCTURE

THE GOLDEN CIRCLE

When you prepare your speech, answer these questions in this order:
WHY?, HOW, and WHAT?

PROBLEM - SOLUTION

Present the problem you are willing to solve, and then give the solution.

4 MAT

When you prepare your speech, answer these questions in this order: WHY?, WHAT?, HOW? and WHAT IF?

GIVE YOUR TALK!

ICT TOOLS THAT CAN HELP IN THE PROCESS

| | |
|---|--|
| Are you looking for an online tool to prepare and structure your Pitch or Elevator Pitch? | https://pitcherific.com/ |
| Are you looking for a tool to present your Pitch/Pechakucha with projector? | https://office.live.com/start/PowerPoint.aspx https://prezi.com |
| Are you looking for a Design Tool for any kind of presentation? | www.canva.com |
| Are you looking for an online visual storytelling tool? | https://www.visme.co https://www.storyboardthat.com/ |

METHODS

- Use personal examples or stories, experiences, etc.
- Use props or prototypes
- Entertain your audience
- Ask questions, rhetorical, include your audience to speak.
- Share quotes.
- Give statistics. Share numbers people can imagine. Use them in a non-boring way.
- Encourage emotions with your audience.
- Use Powerpoint or Prezi (with very few words and very few pictures, make it simple).
- Use short videos (maximum 2min).

BODY AND VISUAL ASPECTS

- Clothing: the appropriate to the occasion.
- Your hands should always move inside an imaginary box, going from our chin to our belly. Have your hands relaxed.
- If you walk, walk in silence. The purpose of moving is to emphasize something.
- Eye contact: divide your audience in blocks. try to have eye contact with someone from every block.
- Stand on your both feet. Don't balance your weight or start like dancing.
- If your cheeks are up, people tend to listen. If they are not, you will look like depressed.
- Don't cross your arms or show your back to the audience.

Tips to make our TALK memorable!

AUDITIVE ASPECTS

- If you are speaking in an other language, speak slow.
- Warmup your voice before your talk. It's a muscle, it needs exercise.
- Do pauses (and take breath). They are also useful when you want to emphasize something.
- Avoid expletives: ehhhh, umm,
- Give your voice ups and downs.
- Be aware of the volume of the voice, so everyone can hear you.

OTHERS

- Start always with a really interesting sentence. Like:
Did you know that ublic speaking people are more afraid than any other fears?
- If you get nervous: it's ok, it happens to everyone. It's about internal dialogue. Solution: breathing and powerful positions.
- Memorize the first sentence and the last sentence.
- Before you start your talk, look at your audience and smile. Take 3 seconds, and then start.
- At the end, when people applaude, look at them. Receive the applause, take a few seconds before leaving.
- Don't put a slide that says "thank you". Just say it.

KEEP ITERATING

Since you have decided to start a social entrepreneurship process, you've constantly been learning, evaluating, and improving your solution. You have learned not to be too attached to your ideas (in case you learn through testing that you were wrong on your ideas and decide to iterate on your business model), but instead totally committed to the problem you are willing to solve.

For simplicity, the process here has been articulated as a linear progression, but design challenges are never lineal. It requires taking a step back to reflect, analyze, evaluate, think again and then evolve. Remember the Lean Startup Build-Measure-Learn loop. Building a social business model is a continuous iterative process, so don't hesitate. You will probably have to keep talking to customers, create new prototypes, and understanding better the sector and local context. This takes time and can be challenging, but there are no shortcuts. By continuing to iterate, you'll get further toward having a huge impact.

ITERATION AND EVOLUTION

EVOLUTION

When your idea has evolved into a solid concept, it's time to plan the next steps and keep growing your impact. While you keep iterating through the whole process, it is time to start considering complementary strategies ¹³:

- List new tasks and build a plan of action.
- Identify gaps you might not be considering.
- Create a timeline or a Roadmap with future milestones.
- Communicate the idea to people who can help and build new Partnerships.
- Plan regular check-ins and document the process.
- Look for funding opportunities.

Be sure to select a location that fits your workshop's needs and offer a dynamic learning environment designed to promote engagement and collaboration. A training event should be interactive. According to the Association for Talent Development, people remember only 20% of what they hear, but 90% of what they do, which means that learners will respond better to less lecture and more application. Get creative with participation and the learners will remember the material better and remember the whole training as a positive experience.

TESTING EVENT

Characteristics Training Room

- Location: choose a location where there is no noise disturbing the workshop, and where participants can carry out their models, props and other materials. Ideally, location no too far from your audience. If possible, choose a training room with an exterior door.

- Capacity: our workshop can count between 5 and 15 participants + the workshop facilitator + optional audience (gives feedback). For a bigger number of participants, it would be better to have co-facilitators that can help us with the organization and with the workshop's course.

- Audience: Besides entrepreneurs, who are going to test their ideas, think of who else is going to attend the event; if it's going to be a more informal event, or investors are attending. Create the adequate environment depending on your audience.

- Snacks and refreshments: Plan some snacks, coffee, tea and refreshments for the participants. Hot and cold drinks should be readily available to delegates. Time spent resting is just as important as time spent learning. Breaks can also be a good way to organize information. Place them between learning modules and participants will receive the information better and retain it.

- Recommended supplies:

- Pos-it Notes and markers.
- Have a flip chart pad or large sheets of paper nearby,
- Have tape to attach these sheets to the wall
- A minimum of one PC
- A suitable desk for the trainer.
- A projector with VGA or HDMI input
- Model prototyping material (Lego Play Bricks,...)
- Whiteboard with markers available.
- Something to keep time with.
- A camera to capture the meeting
- A reliable internet connection.

Plan your test event in a room with plenty of wall space, an open space room would be ideal. The room must allow the facilitator to move around freely in order to go from table to table in order to help each group.

Walls and Furniture

Free walls are best to stick post-its and other work. Otherwise we can also use moderation walls (1-2 per group).

Tables and chairs: maximum 4-5 participants per table to make teamwork easier. Corresponding number of chairs.

Light

Be sure you have a room well illuminated and preferably with windows. Take the time to evaluate natural and artificial lighting during morning, afternoon and evening hours.

It is important that windows can be darkened when using a projection screen.

Set up your space!

Flooring

Look for a laminate floor or a low-pile commercial carpeting with a pattern that will remain stylish until the next renovation (approximately 10 years) and will not highlight the inevitable coffee stains and muddy shoe prints.

Low pile is also ideal for improving acoustics and muffling noise from moving chairs and foot traffic.

Acoustics and Temperature

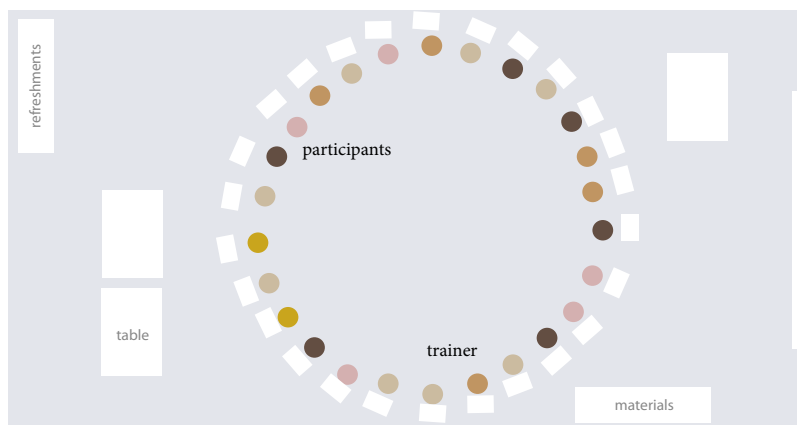
Room temperature is a key element in the effectiveness of any training program. Being too hot or too cold increases the mind's inability to focus.

Assure you have a good acoustic inside the room.

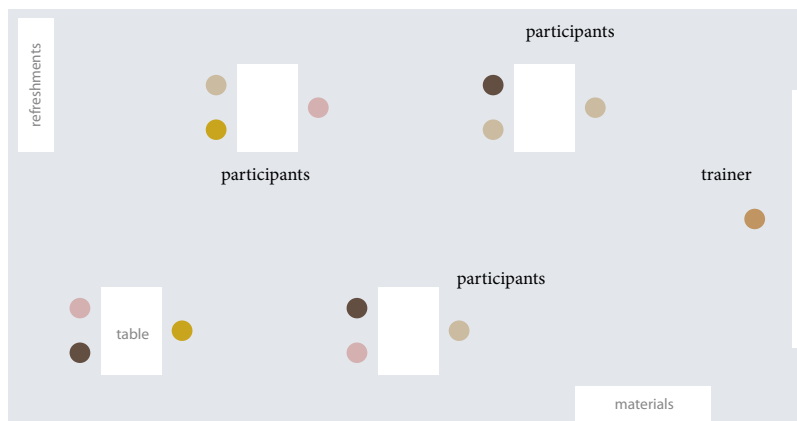
Room Configuration

Try several ways of arranging worktables and chairs. Sufficient space, seating and desk space for notetaking. Our advice? Flexibility.

1. If your goal is facilitating a free and relaxed exchange of ideas, a U-shaped or “seating in the round” generates an informal learning atmosphere. For full engagement an open space or circle layout forces attendees to network and be completely open. It involves minimal furniture that could be chairs in a large circle or no furniture at all and the attendees standing. It is particularly useful for workshops or team building.



2. Smaller configurations, such as sets of four or five, are also ideal for encouraging peer-to-peer teaching and group problem solving. Creating paired rectangular tables to accommodate more attendees seated around it is useful for discussions, team-building or corporate retreats where participants will need to interact and take input from the facilitator.







Social investment is committed by providing monetary resources in projects that have a positive impact on society. It not only covers the provision of money, but also other resources such as social capital or human capital.

Designing a Funding Strategy

Sit down with your team and design a Funding Strategy that will get you the money or resources you need to get your solution out into the world. Here are some steps to consider ¹⁴:

- Start with a Brainstorm about how you might fund the launch of your idea.
- If you need to apply for grants or raise money, determine which relationships you may need to develop and have your chances.
- If you're planning to pay for everything by selling a product or service

How many products will you need to produce beforehand?

How will you achieve a long-term Sustainable Revenue plan?

Social Investment & Funding Opportunities

Funding Opportunities

There are various funding opportunities for social entrepreneurs to get your project started, among we highlight the following ¹⁵:

- Foundations and philanthropists: These institutions have a social mission and invest their money strategically looking for a high social impact. Some institutions to take into account:

- Ashoka: <https://www.ashoka.org/>
- The Skoll Foundation: <https://www.skollfoundation.org/>
- The Schwab Foundation Social Entrepreneurship: <https://www.schwabfound.org/>
- New Venture Philanthropy Partners: <http://www.vppartners.org/>

- Ethical or Social Banking: They invest in small projects with a positive long-term focus for society. Among others:

- Triodos Bank: <http://www.triodos.com/>
- FIARE: <https://www.fiarebancaetica.coop/>

- Companies and Venture Partners: They find necessary and profitable to behave in an ethical manner and committed to the environment, developing different funding opportunities for entrepreneurs.

- Crowdfunding: It's a financing method (typically conducted online) that involves funding a project with relatively modest contributions from a large group of individuals, rather than seeking substantial sums from a small number of investors.

¹⁵ Funding opportunities, based on E-SOST, el Consumidor y su Entorno, IIT and UEIA: Social entrepreneurship guide. Inspirations for business creation in the service of society.

Dedicated crowdfunding sites:

Crowdfunding sites in innovative/creative projects:

- Kickstarter: <https://www.kickstarter.com/>
- IndieGogo: <https://www.indiegogo.com/>
- Ulule: <https://www.ulule.com/>
- Crowdfunder (United Kingdom) <https://www.crowdfunder.co.uk/>
- VisionBakery (Germany): <http://www.visionbakery.com/?ln=en>

Crowdfunding sites in social projects:

- Crowdrise: <https://www.crowdrise.com/>
- Uniempreen (Spain): <http://www.uniempreen.es/>
- Betterplace (Germany): <https://www.betterplace.org/en>
- Babeldoor (France): <https://www.babeldoor.com/en/>

- Public Institutions: Various institutions or organizations support social entrepreneurs through subsidies, exemptions from fees, financial aid or by supporting the initial management of projects. In this section we make special mention of European programs.

Climate KIC

It is a European knowledge and innovation community working to accelerate the transition to a zero-carbon economy through whole systems transformation. Projects looking to create a climate-positive impact, can apply here to different programmes, like business incubation or venture competition. <https://www.climate-kic.org/programmes/entrepreneurship/>



Erasmus for Young Entrepreneurs

It's a cross-border exchange programme which gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other Participating Countries. The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm. The financial support to new entrepreneurs contributes to travel and subsistence costs during the visit. You can participate in the programme as a new entrepreneur if:

- You are firmly planning to start a business, based on a viable business plan; or
- You have less than 3 years of total entrepreneurial experience.

Your (future) company or activity can be in any sector and there is no age limit (Note: all participants must be over 18 years old). More information: <https://www.erasmus-entrepreneurs.eu/>

European Progress Microfinance

It is part of the EU Programme for Employment and Social Innovation (EaSI) and consists on loans below 25.000 € for setting up or developing a small business, particularly a social enterprise. You can benefit from a microloan if you:

- want to become self-employed or set up/develop a microenterprise, particularly a social enterprise
- are unemployed
- have taken time out of the labour market
- have difficulty getting conventional credit

You can apply first of all finding out if there are already microcredit providers in your country. They can inform you about specific application requirements and procedures and you can send them your application for a microloan directly. More information: <http://ec.europa.eu/social/main.jsp?catId=983&langId=en>

VALIDATION TRAINING PROGRAMME

Detailed Training Agenda

Duration: 5 sessions.

How you'll learn: Through the Learning by Doing approach. Participants will:

- Learn from real ideas or projects;
- Test creative problem-solving approaches;
- Experiment group work by exploring or creating meaningful ideas or projects together in small groups. Working in collaborative environments will allow them to share their own experience and learn from others. On the other hand, they will improve the skills of group work;
- Share the Project-Based experience with other groups. A key component to a successful “learning by doing” approach is to provide the opportunity for participants to share the results of their experiences and self-evaluate their performance as a group.

Format: Project-Based training

DETAILED TRAINING AGENDA

The following curriculum helps the trainer in leading the workshop. Activities are described in detail and scheduled after time slots. Also, the materials needed for each part of the training are listed aside.

The workshop is distributed in three days and have time slots planned. However, the duration of the workshop and its different activities can be adapted to the needs of the trainer.

| DAY 1 | | | |
|--------------------------------|----------------------|---|---|
| Prototyping and Testing | | | |
| Time | Activity | Details | Materials |
| 8:45 (15 min.) | Room setup | <ul style="list-style-type: none"> - Set up computer, projector, and speakers - Check video and sound - Set up flipchart paper, tables, whiteboard, chairs, markers, post-it notes, and other materials to be used during the training - Set up refreshments - Prepare name tags | <ul style="list-style-type: none"> - Computer + cables - Camera - Name tags - Markers /pens - Walls - Flipchart paper - Post-it notes - Refreshments - Timer - DIN A4 paper - Validationboard and Feedback templates |
| 9:00 (15 min.) | Welcome + Warming up | <ul style="list-style-type: none"> - Give name tags to the participants - Start in a circle - Welcome the participants - Explain the purpose of the training - Warm up game (5 min.) | <ul style="list-style-type: none"> - Name tags - Warm up - Flipchart |
| 9:15 (30 min.) | Check-in | <ul style="list-style-type: none"> - Participants' introduction (check-in). | Check-in Questions: <ul style="list-style-type: none"> - Have you applied in your school or daily life, the knowledge gained in the last Training? - What do you expect from current this Training? |

| DAY 1 | | | |
|--------------------------------|--|---|---|
| Prototyping and Testing | | | |
| Time | Activity | Details | Materials |
| 9:45 (1 hour) | Warming up: Team building activity | - The Marshmallow Challenge* (5 minute introduction; 18 minute activity; 5 minute video. Additional time for discussion). - Go through the agenda of the day. | - Tape - String - Spaghetti - Marshmallows. - Agenda. |
| 10:45 (15 min.) | Coffee break | | |
| 11:00 (30 min.) | Design Thinking Steps Review and Testing methods | - Review the Design Thinking steps and specially the process of prototyping (making ideas tangibles), testing (share the story) and iteration (receive feedback and improve your prototype). - Explain testing methods: role playing, Lego Serious Play, questionnaires, ..) | - Power point presentation. - Projector. |
| 11:30 (1 hour) | Activity | - ACTIVITY 1: Create your own Prototype and test it through testing methods (working on teams). | - LEGO® elements. - Rapid prototype material. - Other elements. |
| 12:30 (30 min.) | Feedback | - Explain how to learn from findings (VALUE/WASTE) and iterate (apply learning's to new prototype version). | - Feedback template. |
| 13:00 (1,5 h) | Lunch break | | |
| | | WELCOME BACK! | |
| 14:30 (1,5 h) | Presentation and feedback | - ACTIVITY 2: Presentation of the Prototype, Testing, compile feedback and Iteration. | - Walls - Flipchart paper - Post-it notes - Markers - Timer - Computer and projector |
| 16:00 | End of day 1 | | |

DETAILED TRAINING AGENDA

| DAY 2 | | | |
|------------------------------|--|--|---|
| Business Model Canvas | | | |
| Time | Activity | Details | Materials |
| 8:45 (15 min.) | Room setup | <ul style="list-style-type: none"> - Set up computer, projector, and speakers - Check video and sound - Set up flipchart paper, tables, chairs, markers, post-it notes, and other materials to be used during the training - Set up refreshments | <ul style="list-style-type: none"> - Computer + cables - Camera - Markers /pens - Walls - Flipchart paper - Post-it notes - Refreshments - Coloured dots - Timer - DIN A4 paper |
| 9:00 (15 min.) | Warming up: Team building activity. | <ul style="list-style-type: none"> - Warm up game (5 min.) - Go through the agenda of the day - Review the steps done | <ul style="list-style-type: none"> - Warm up - Agenda |
| 9:15 (30 min.) | What is a Business Model Canvas | <ul style="list-style-type: none"> - Explain what Business Model Canvas is. | <ul style="list-style-type: none"> - Flipchart paper - Markers - Computer + cables - Projector |
| 9:45 (1 hour) | Activity | <ul style="list-style-type: none"> - ACTIVITY 1: Dynamics with visual examples of Business Model Canvas. We all work together in a real case. | <ul style="list-style-type: none"> - Coloured dots - Timer - DIN A4 paper - Markers /pens - Walls - Flipchart paper |
| 10:45 (15 min.) | Coffee break | | |
| 11:00 (30 min.) | What is Social Business Model Canvas? | <ul style="list-style-type: none"> - Explain what Social Business Model Canvas is. | <ul style="list-style-type: none"> - Flipchart paper - Markers - Computer + cables - Projector |

| DAY 2 | | | |
|------------------------------|---------------------------|---|---|
| Business Model Canvas | | | |
| Time | Activity | Details | Materials |
| 11:30 (2 hours) | Activity | - ACTIVITY 2: Create your own Business Model Canvas (working on teams). | - Business Model Canvas and Social Business Model Canvas templates. - Post-its. - DIN A4 paper -Markers /pens - Timer |
| 13:30 (1,5 h) | Lunch break | | |
| 15:00 (1 hour) | Presentation and feedback | - ACTIVITY 3: Presentation of the Business Model Canvas and feedback. | - Walls - Computer and projector. - Flipchart - Markers/pens - Timer |
| 16:00 | End of day 2 | | |

DETAILED TRAINING AGENDA

| DAY 3 | | | |
|--------------------------------|---------------------------------------|--|---|
| Presentation Techniques | | | |
| Time | Activity | Details | Materials |
| 8:45 (15 min.) | Room setup | <ul style="list-style-type: none"> - Set up computer, projector, and speakers - Check video and sound - Set up flipchart paper, tables, chairs, markers, post-it notes, and other materials to be used during the training - Set up refreshments | <ul style="list-style-type: none"> - Computer + cables - Camera - Markers /pens - Flipchart paper - Post-it notes - Refreshments - Timer |
| 9:00 (1 hour) | Warming up: Team building activity | <ul style="list-style-type: none"> - Warmup activity - Go through the agenda of the day. - Review the steps done | <ul style="list-style-type: none"> - Warm up - Agenda |
| 10:00 (30 min.) | Testing Event | <ul style="list-style-type: none"> - Explain how to organize a testing event. | <ul style="list-style-type: none"> - Presentation - Flipchart paper - Markers - Computer and projector |
| 10:30 (15 min.) | Coffee break | | |
| 10:45 (30 min.) | Presentations Techniques | <ul style="list-style-type: none"> - Explain different presentations techniques: Pitching; Elevator Pitch, Pechakucha and Storytelling | <ul style="list-style-type: none"> - Power point presentation and projector. - Markers /pens - Flipchart paper - Timer |
| 11:15 (2 hours) | Activity | <ul style="list-style-type: none"> - ACTIVITY 1: Prepare and practice an elevator pitch (working on teams). | Computers and projector. |
| 13:15 (1,5 hours) | Lunch break | | |
| 14:45 (1 h 15 min.) | Presentation and feedback | <ul style="list-style-type: none"> - ACTIVITY 2: Presentation of the elevator pitch and feedback. | <ul style="list-style-type: none"> - Timer - Markers /pens - Flipchart paper - Post-it notes |
| 16:00 | End of day 3 | | |



Workshop To-Do's & Checklist

| | |
|---|--|
| ✓ | |
| ✓ | |
| ✓ | |
| ✓ | |
| ✓ | |
| ✓ | |
| | |
| | |
| | |

To help us in the planning process, we can use To-Do lists and checklists. These are good to keep track of the activities to be carried out before the workshop day and of the materials to be used during the workshop.

For this we created two templates to write down the most important tasks to be accomplished. On the one side, a To-Do list to be filled with what is to be done four weeks, two weeks, and a couple of days before the workshop day. Also the activities to be kept in mind on the same workshop day.

On the other side we can create a checklist to keep track of the materials needed, so that we don't forget any important item for the great day!

The following templates can serve as inspiration to create your own ones:

TO-DO LIST

4 weeks before the workshop day:

for example:

- Gather your trainers' team and specify roles of each person.
- Reserve the workshop room in your institution if needed.
- Send invitations / promote the workshop to interested people.
- ...

2 weeks before the workshop day:

for example:

- Prepare any materials needed for the workshop.
- Review the agenda and sections with your trainers' team.
- ...

1-2 days before the workshop day:

for example:

- Prepare the room and arrange it accordingly to the workshop needs.
- Prepare any materials needed. Print any papers needed.
- Rehearse the different workshop sections with your team. Rehearse roles.
- ...

Workshop day:

for example:

- Arrange the room 1 hour before the start and check audio and video devices if used.
- Carry out the workshop with your team.
- Be sure to record the results of the workshop (photos of the event and documentation).
- ...

CHECKLIST



Computer / cables / Speakers



Presentation



Flipchart paper



Post-It Notes (1 pad per person)



Glue stick (1 per team)



Tape (1 per team)



Markers & pens (1 per person)



Scissors (1 per team)



Colored dots



Moderation walls (1-2 per team)



Different prototype materials (in boxes for the whole group)



Timer



Notepad or paper for taking notes (1 per team)

-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-

Templates needed (1-2 per team)

Refreshments

Camera

...

...

...

...

...

...

...

...

...

...

TEMPLATES

FEEDBACK TEMPLATE

What went well?



What didn't go so well?



What did we learn?



What will we do next time?



How did this Project help us to get our goal and vision?

rise

PITCH TEMPLATE

WHO? Describe who you are...

WHAT? Describe what you have to offer...

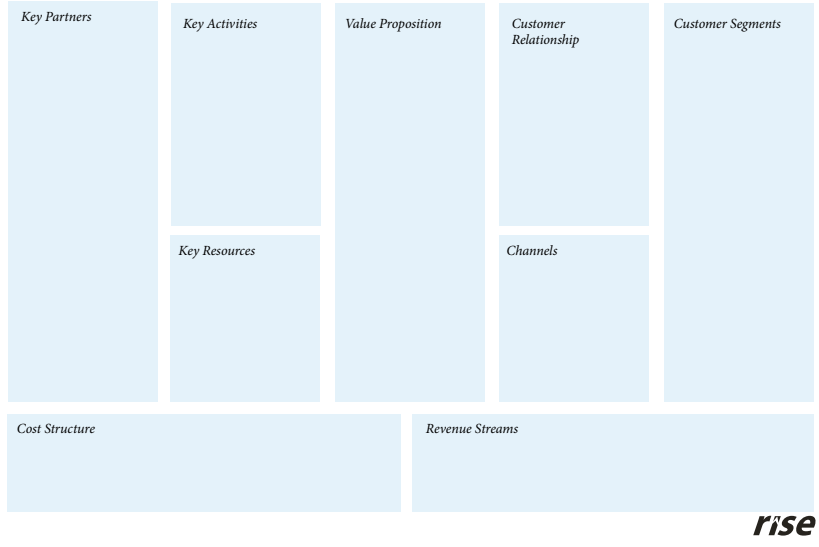
WHY? Describe why you are unique...

GOAL? Have a goal in mind...

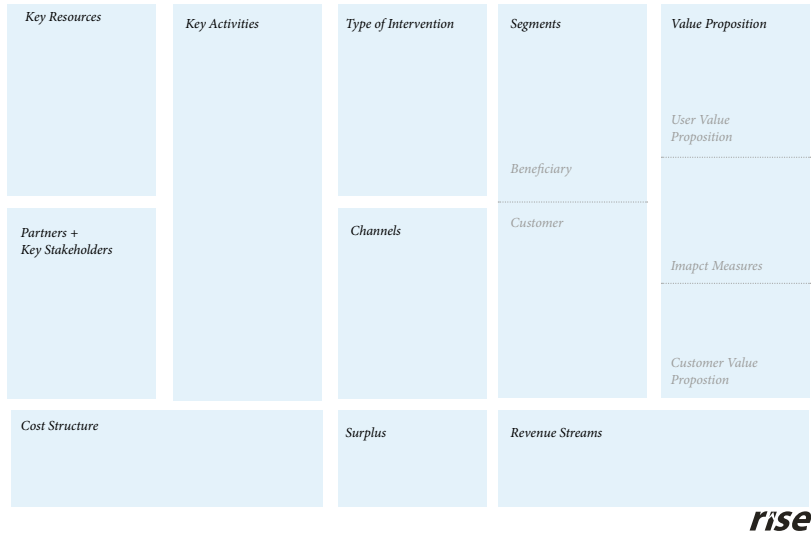
FINAL PITCH Use this space to combine all your answers and create your final pitch...

rise

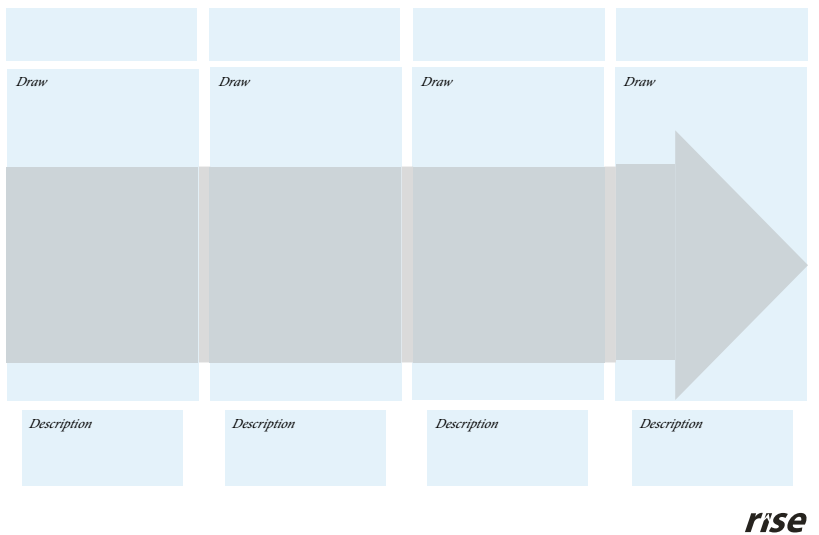
BUSINESS MODEL CANVAS



SOCIAL BUSINESS MODEL CANVAS



STORYBOARD TEMPLATE



FEEDBACK TEMPLATE

| |
|--|
| |
| |
| |
| |
| |

FEEDBACK TEMPLATE

What went well?



What didn't go so well?



What did we learn?

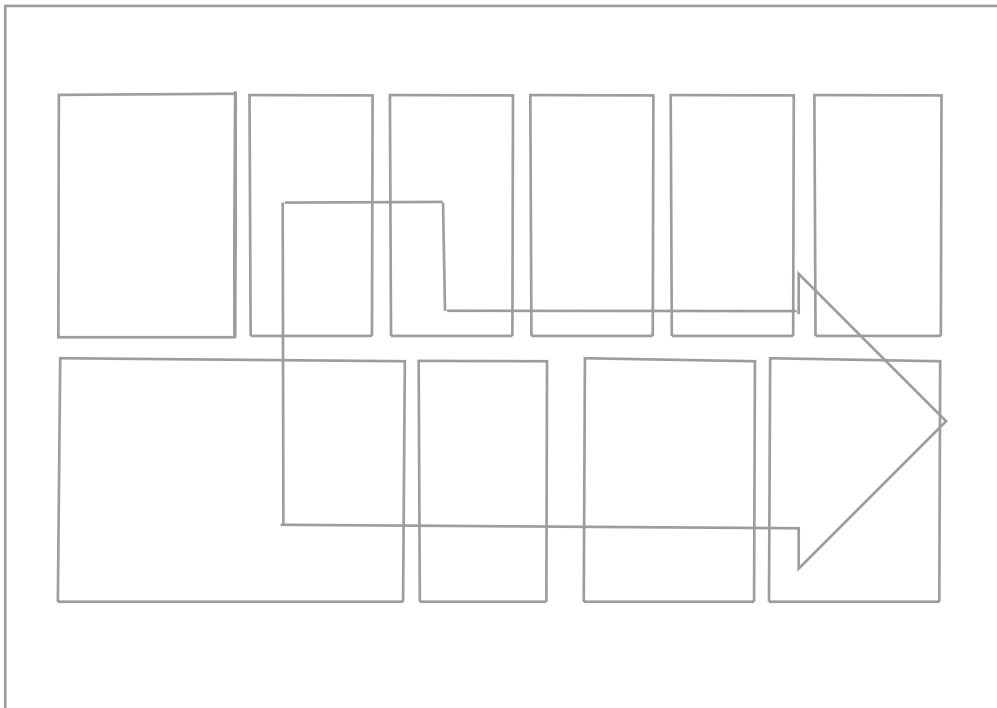


What will we do next time?

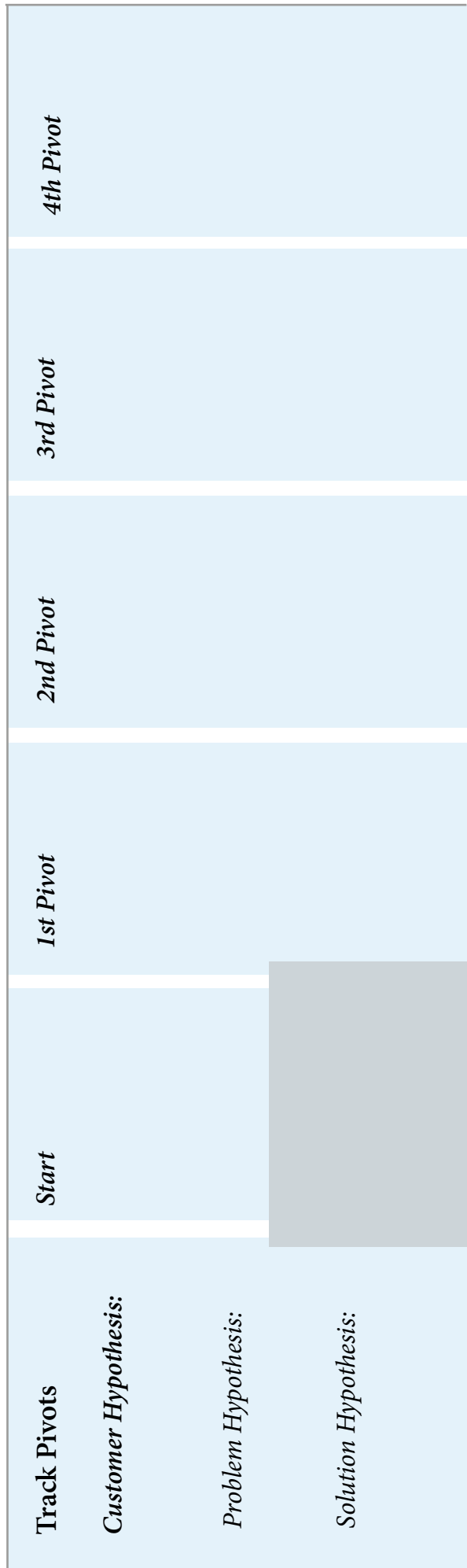


How did this Project help us to get our goal and vision?

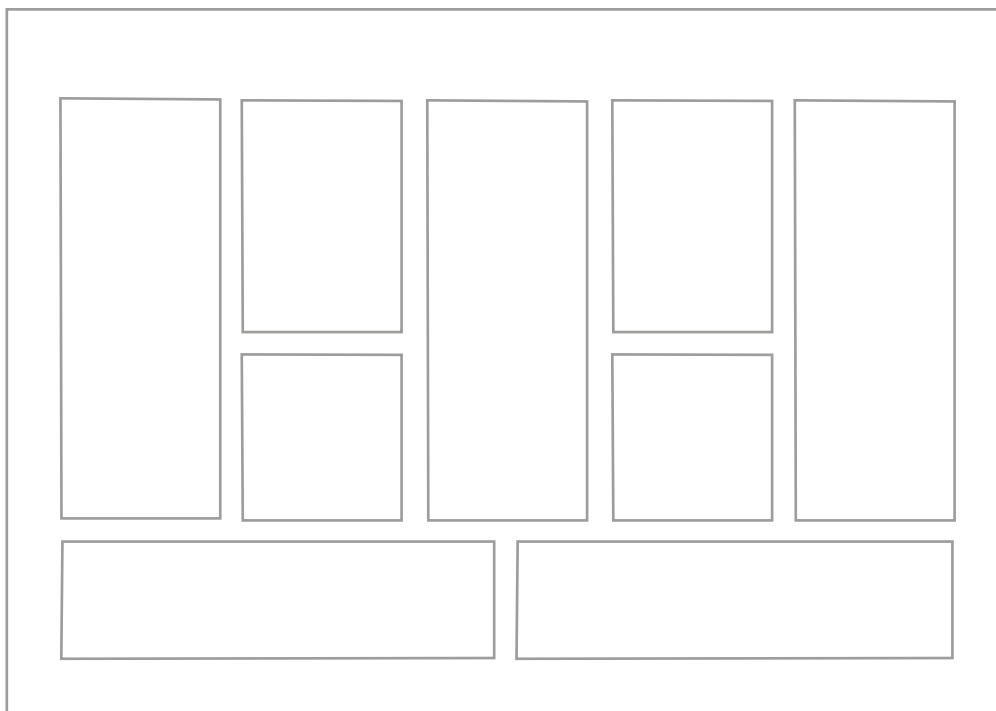
VALIDATION BOARD TEMPLATE



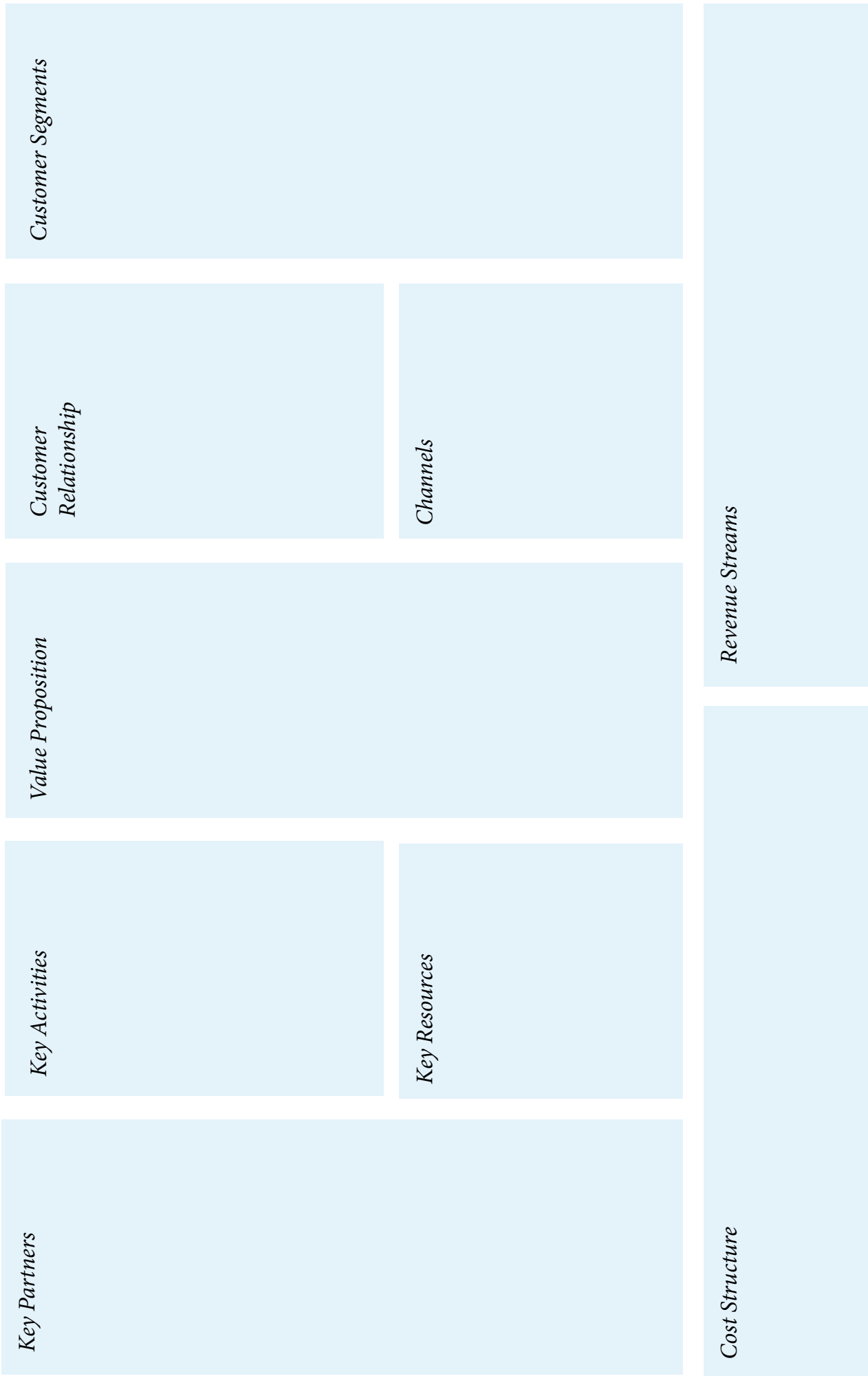
LEAN STARTUP MACHINE - VALIDATION BOARD



BUSINESS MODEL CANVAS TEMPLATE



BUSINESS MODEL CANVAS



Key Partners

Key Activities

Key Resources

Value Proposition

Customer Relationship

Channels

Customer Segments

Cost Structure

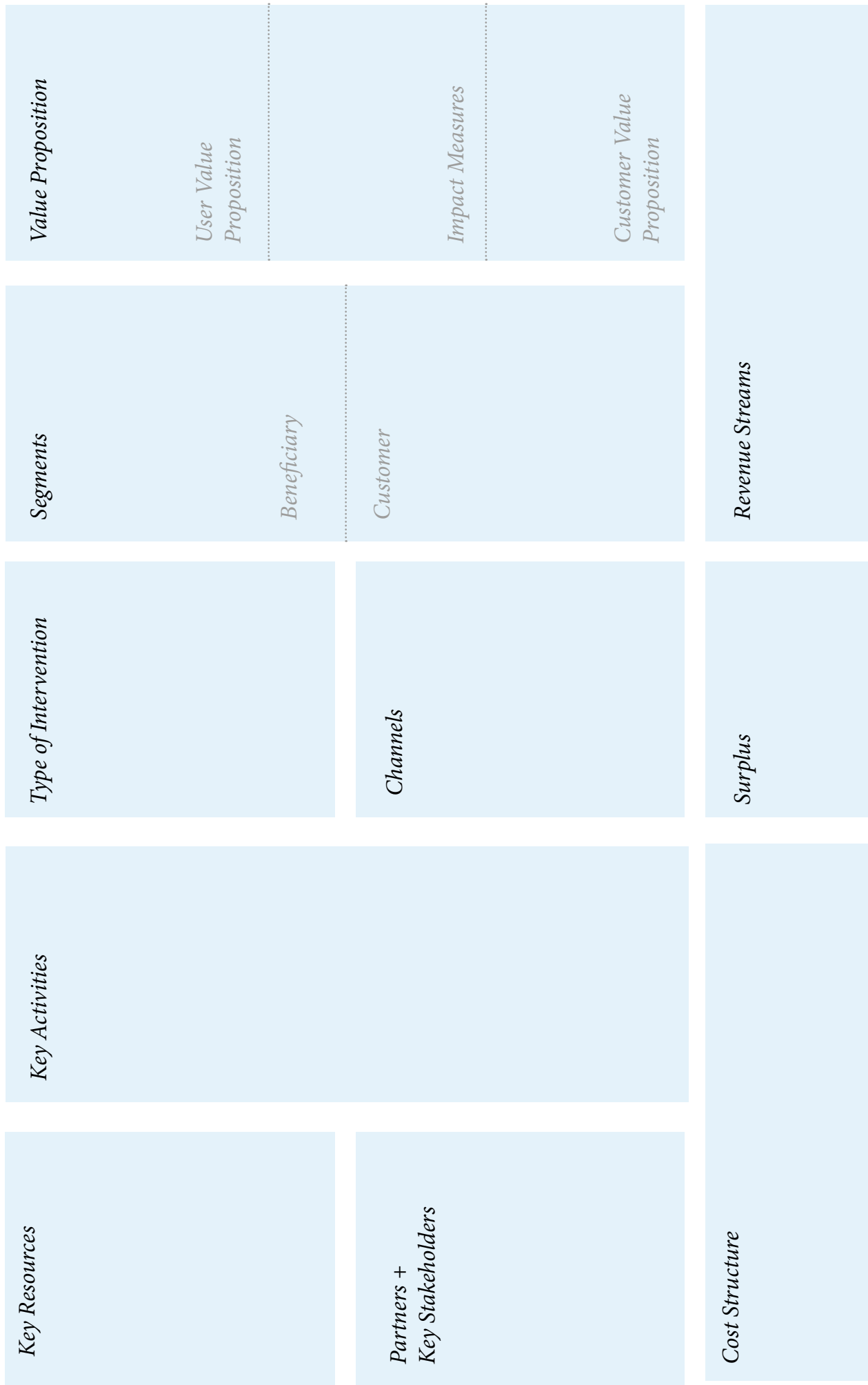
Revenue Streams

rise

SOCIAL BUSINESS MODEL CANVAS TEMPLATE

| | | | | |
|--|--|--|--|--|
| | | | | |
| | | | | |
| | | | | |

SOCIAL BUSINESS MODEL CANVAS



PITCH TEMPLATE

| |
|--|
| |
| |
| |
| |
| |
| |

PITCH TEMPLATE

WHO? Describe who you are...

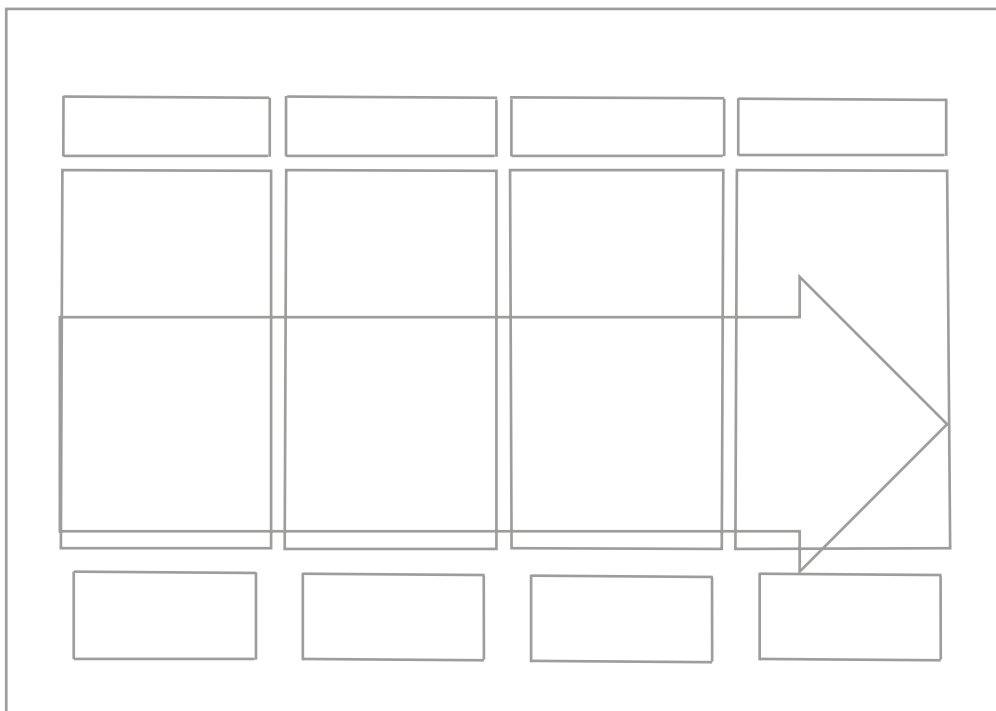
WHAT? Describe what you have to offer...

WHY? Describe why you are unique...

GOAL? Have a goal in mind...

FINAL PITCH Use this space to combine all your answers and create your final pitch...

STORYBOARD TEMPLATE



STORYBOARD TEMPLATE

The storyboard template consists of four rows. Each row is divided into three main sections: a left light blue box, a central grey box, and a right light blue box. The central grey box is wider than the side boxes. The top row features a large grey triangle pointing downwards, centered over the central grey box. The word "Draw" is written vertically in the left light blue box of each row, and "Description" is written vertically in the right light blue box of each row. The four rows are separated by thin horizontal lines.

BIGLIOGRAPHY

PICTURE ACKNOWLEDGEMENTS

Page 11: Own graphic, based on the Lean Startup Loop, from Ries, E. (2011) ‘The Lean Startup’, New York: Crown Business.

Page 13: Own graphic, based on Design Thinking Tool, Interaction Design Foundation Graphic.

Page 14: Designed by rawpixel.com / Freepik (modified version).

Page 16: Designed by Freepik (modified version).

Page 18: Designed by macrovector / Freepik (modified version).

Page 19: Designed by Freepik (modified version).

Page 20: Designed by Freepik (modified version).

Page 23: Designed by Alvaro_Cabrera / Freepik (modified version).

Page 24: Own graphic, based on the Lean Startup Loop, from Ries, E. (2011) ‘The Lean Startup’, New York: Crown Business.

Page 27: Designed by brgfx / Freepik (modified version).

Page 28: Designed by www.mindtools.com, Diagram adapted from Ries, E. (2011) ‘The Lean Start-up’, New York: Crown Business.

Page 29: Designed by Makyzz / Freepik

Page 31: Designed by “Business Model Generation”, Alexander Osterwalder & Ives Pigneur (modified version).

Page 33: Designed by rawpixel.com / Freepik (modified version).

Page 34: 1) Designed by rawpixel.com / Freepik (modified version). 2) Designed by Freepik (modified version).

Page 36: Designed by rawpixel.com / Freepik (modified version).

Page 38-39: Own graphic.

Page 43: Designed by Freepik (modified version).

Page 45: Designed by vectorpouch / Freepik.

Page 46: Designed by iconicbestiary / Freepik.

Page 47: Designed by iconicbestiary / Freepik (modified version).

Page 50: Designed by macrovector / Freepik.

Page 52: Designed by macrovector / Freepik.

Page 56-57: Own graphic.

Page 62: 1) 2) Own graphic.

Page 63: Designed by Freepik.

Page 64: Designed by Freepik (modified version).

Page 66: Designed by rawpixel.com / Freepik.

Page 75: Designed by Freepik (modified version).

REFERENCES

- 1 Riverdale, Ideo (2011): Design Thinking for Educators
- 2 IDEO.org (2015) : The Field Guide to Human-Centered Design
- 3 <http://www.seriousplay.com> (access on November 2018).
- 4 Hasso Plattner, Institute of Design at Stanford: An Introduction to Design Thinking Process Guide.

Validation Training Manual

- 5 IDEO.org (2015) : The Field Guide to Human-Centered Design
- 6 Eric Ries (2011) : The Lean Startup
- 7 Alexander Osterwalder & Ives Pigneur (2010) : Business Model Generation
- 8 <http://www.socialbusinessmodelcanvas.com>
- 9 Lean Startup Machine Validation Board: <https://www.leanstartupmachine.com/validation-board/>
- 10 Bill Joos (2005): The Art of Pitching
- 11 Cannan Partners (2013): Entrepreneurs Pitch WorkBook
- 12 +ACUMEN: Storytelling for Change
- 13 IDEO.org (2015) : The Field Guide to Human-Centered Design
- 14 IDEO.org (2015) : The Field Guide to Human-Centered Design
- 15 E-SOST, el Consumidor y su Entorno, IIT and UEIA: Social entrepreneurship guide. Inspirations for business creation in the service of society.

ADDITIONAL INFORMATION

Questions:

- Thinkers GT Asking Essential Questions:

https://www.amazon.es/Thinkers-Asking-Essential-Questions-Library/dp/0944583164/ref=sr_1_1?s=books&ie=UTF8&qid=1541522807&sr=1-1&keywords=the+art+of+asking+Linda+Elder

Social Entrepreneurship:

- Social Entrepreneur's Playbook: <https://www.amazon.com/Social-Entrepreneurs-Playbook-Expanded-Enterprise/dp/B00GCAAZW>
- Social Entrepreneurship Guide. Inspirations for business creation in the service of society <http://www.esade.edu/esocialhub/centro-de-conocimiento/recursos/gu%C3%A1-da-del-emprededor-social-de-la-universidad-de-comillas>
- +Acumen: <https://www.plusacumen.org/journal/5-toolkits-social-enterprise>

Lego Play:

- Serious Play: www.seriousplay.com
- Serious Play Pro: <http://seriousplaypro.com/>

Business Model Canvas:

- Business Model Canvas template: <https://canvanizer.com/>
- Strategyzer: Tools, videos and templates: <https://strategyzer.com>
- Business Model Generation <https://strategyzer.com/books/business-model-generation>
- Business Model Gallery: <https://businessmodelgallery.com/>
- Social Business Model Canvas template: <http://www.socialbusinessmodelcanvas.com/>
- +Acumen: <https://www.plusacumen.org/courses/business-models-social-impact>

Feedback:

- Postmotorola: <http://euyouth.net/2017/08/03/post-motorola/>

Pitch:

- “The Art of Pitching”, Bill Joos.
- “Entrepreneurs Pitch Workbook”, Cannan Partners.
- 12 ways to Blow your investors Pitch: <http://www.slideshare.net/NorthVenturePartners/fail-12ways-to-blow-your-investor-pitch>
- Pitching Hacks by <http://venturehacks.com/pitching>
- The Art of the Start: <http://www.amazon.com/Art-Start-Time-Tested-Battle-Hardened-Starting/dp/1591840562>
- Pitch Presentation Templates: <https://slidebean.com/business-presentation-templates/>

Validation:

- Lean Startup Machine Validation Board: <https://www.leanstartupmachine.com/validationboard/>

Storytelling:

- Johari Window: www.storyboardthat.com/articles/b/johari-window

Warmups:

- Marshmallow Challenge Ted Talk: https://www.youtube.com/watch?v=H0_yKBi0tO8M&list=PLPPXyh6szAzYcTpFer7UaknRFL2tuWmCB

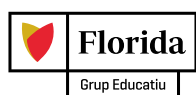
rise 2019

Project Lead: Miguel Civera

Project coordinator:



Partners:



This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

rise 2019

