## **Social Entrepreneurship**

Building Impact Step by Step

**Second Edition** 

**Teresa Chahine** 

## **Contents**

Acknowledgments	xii
Introduction	1
How to Use this Book 1	
Definitions 3	
Attributes ofiSocial Entrepreneurship 6	
Social Entrepreneurship as a Path to Sustainable Development 10	
Institutions Supporting Social Entrepreneurs 17	
Case Study: Practicing Extrapreneurship through Collaborative Jujitsu 19 Next Steps 22	
Chapter Assignment 22	
Notes 23	
Researching Your Topic	24
Understanding a Social Challenge 24	
Data Is Power 26	
ApproachingYour Research 26	
Diving into ResearchIdentifying Your Challenge 28	
Diving into Action: Characterizing Your Challenge 32	
Tracking and Interpreting Your Investigation 3 8	
Case Study: Health Leads 44	
Next Steps 46	
Chapter Assignment 46	
Notes 46	
Talking to People	48
Understanding the Lived Experience 48	
What Is a Community? 48	
Knowledge Equity 49	
Stakeholder Analysis 51	
Community-Driven Research 52	
Reaching Out to People 58	
AfterYou Talk to People: Piecing It Together 60	
Case Study: Ciudad Saludable 63	

**	Comtonto	
х	Contents	

А	Contents	
	Next Steps 65	
	Chapter Assignment 65	
	Notes 66	
3	Designing a Solution	67
	Innovation and Design Thinking 65	
	A Design Process to Try 71	
	During and After the Design Process 75	
	Tools for Testing and RefiningYour Social Impact Idea 77	
	Beyond Design 84	
	Incremental Innovation and Disruptive Innovation 86	
	Case Study: Hippocampus Learning Centers 86	
	Next Steps 89	
	Chapter Assignment 89	
	Notes 90	
4	Developing Your Idea Further	91
	Getting Your Idea Out There 91	
	Articulating Vision, Mission, and Values 93	
	How It Works 94	
	Evaluating Your Idea 104	
	Case Study: Daily Table 110	
	Next Steps 113	
	Chapter Assignment 113	
	Notes 114	
_		
5	Measuring Outcomes	116
	Social Outcomes versus Social Impact 117	
	Thinking about Your Success Metrics 117	
	Challenges and Best Practices in Measuring Social Outcomes 124	
	Building Systems for Data Collection and Analysis 128	
	Dos and Don'ts of Success Metrics 129	
	Case Study: Soufra 132	
	Next Steps 134	
	Chapter Assignment 134	
	Notes 135	
6	Ensuring Financial Viability	126
U	Sources of Revenue 136	136
	Payment Models 141	
	Payment Models 141 Distribution Models 143	
	Operational Efficiency across Delivery Models 146	
	Financial Forecasting 151	
	Case Study:Aravind Eye Care System 157	
	Next Steps 159	
	Chapter Assignment 160	
	Notes 160	

		Contents X1
7	Funding Your Endeavor	162
,	Overview of the Social Investing Spectrum ? 62	
	Sources of Funding 163	
	Funding Vehicles 1 69	
	Evolution of Social Investment 174	
	Finding the Right Fit at Different Stages of Your Endeavor 180	
	Nonfinancial Support 181	
	Creating Your Resource Dashboard 185	
	Next Steps 186	
	Chapter Assignment 187	
	Notes 187	
8	Structuring as an Organization	190
Ū	People 190	
	Process 195	
	Governance 198	
	Legal Structure 202	
	Considerations for Growth 212	
	Next Steps 215	
	Chapter Assignment 216	
	Notes 216	
9	Pitching and Communications Strategy	218
	Packaging and PitchingYour Business Plan 219	
	Building a Communications Plan 227	
	Evaluating Your Communications 235	
	Next Steps 238	
	Chapter Assignment 238	
	Notes 238	
10	<b>Expanding Your Reach</b>	240
	Thinking Beyond Your Endeavor 241	
	Case Study: Catalyst 2030 251	
	Handing Off 252	
	Chapter Summary 255	
	Chapter Assignment 255	
	Notes 256	
	Index	257
	Inuca	231