



Project funded by the European Union

[www.projectsocieties.org](http://www.projectsocieties.org)



PROGRAM FOR IMPLEMENTATION OF NON-FORMAL TRAININGS  
FOR CSOs WITHIN PROJECT SOCIETIES 2

**MODUL 2: SOCIAL ECONOMY**

## TRAINING 1: SOCIAL ECONOMY AND SOCIAL ENTERPRISES

Title of training	<u>Social economy and social enterprises</u>
Training description	<i>Introducing the participants to the elements, terminology and legal framework of the social economy and social entrepreneurship, as well as the transfer of knowledge and skills of efficient management of a social enterprise, based on relevant and current information from the market.</i>
Trainer	<i>It is necessary that trainers are well acquainted with the concept of social entrepreneurship, the legal framework, as well as the social attitude towards social entrepreneurship. Participants need to be given as many practical examples as possible, as well as interpretations of social entrepreneurship.</i>
Duration	<i>18 school hours</i>
The goal of the training	The general goal of the training is to develop of knowledge and competences related to social economy and launching of social enterprises for CSOs leaders in SEE.
Learning outcomes	<p>Training Unit 1: <b>Introduction</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Recognize the importance of doing business</li> <li>• Recognize the usefulness of participating in training</li> </ul> <p>Training Unit 2: <b>The concept of entrepreneurship and the entrepreneurial process</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Explain the concept of social entrepreneurship, and independently create activities and projects within the domain of NGO work</li> <li>• Define the terms of entrepreneurship and entrepreneur</li> <li>• Explain characteristics of social entrepreneurship(using practical exercises)</li> <li>• Apply innovation for social entrepreneurship(using practical exercises)</li> </ul> <p>Training Unit 3: <b>Business idea and business opportunity</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Generate business ideas in the context of social entrepreneurship (using practical exercises)</li> <li>• Establish and develop a social enterprise based on the needs of</li> </ul>

beneficiaries and the community in which they operate(using practical exercises)

#### Training Unit 4: **Social enterprise management**

*Learning outcomes: beneficiaries will be able to:*

- Recognize the difference between the management of a commercial and a social enterprise
- Apply different skills needed to run a social enterprise (using practical exercises)

#### Training Unit 4: **Management skills**

*Learning outcomes: beneficiaries will be able to:*

- Explain and apply functions of management in a (social) company
- Recognize the differences between managers and leaders
- Define managerial styles(using practical exercises)
- Create and apply a plane of business negotiation
- Apply methodology achieve of business excellence (using practical exercises)

#### Training Unit 5: **Legal aspect of social entrepreneurship**

*Learning outcomes: beneficiaries will be able to:*

- Apply legal and normative frameworks of social entrepreneurship in the countries of the region and the EU
- Apply laws and acts related to social entrepreneurship (laws, regulations, decisions, decrees)
- Recognize social entrepreneurship stakeholders
- Learn how to regulate ownership in a social enterprise(using practical exercises)
- Create and apply plane development of human resources (employees) in social enterprise(using practical exercises)
- Learn how to apply benefits and subsidies that social enterprise can achieve
- Apply different management styles in social enterprises(using practical exercises)

#### Training Unit 6: **Tax aspect (treatment) of social entrepreneurship**

*Learning outcomes: beneficiaries will be able to:*

	<ul style="list-style-type: none"> <li>• Explain the tax treatment of social enterprise in the countries of the region and the EU;</li> <li>• Calculated basic taxes in social enterprise (using practical exercises)</li> </ul> <p><b>Training Unit 7: Financing of social enterprise</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Calculate basic costs in social enterprise (using practical exercises)</li> <li>• Create financial plan (using practical exercises)</li> </ul> <p><b>Training Unit 8: Case studies – ideas for social entrepreneurship in communities</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Recognize good ideas of social entrepreneurship in the communities they come from (using practical examples and brainstorming)</li> <li>• Apply examples of good practice of social entrepreneurship in the countries of region, the EU and the world(using practical exercises)</li> </ul>
<p>Content</p>	<p>The training starts with an energizer and it aims to motivate and build team relation between participants.</p> <p><b>Training Unit 1: Introduction of trainers and beneficiaries, and training presentations</b></p> <p><i>Duration: 1 school hour (45 minutes)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Detailed presentation of the content</li> <li>• Examination of expectation from participation in education</li> <li>• Presentation of work methods (exercise, homework, group work...)</li> <li>• Solving the knowledge pre-test (optional). If a pre-test is done, plan a post-test at the end of the training program</li> </ul> <p><b>Training Unit 2: The concept of entrepreneurship and the entrepreneurial process</b></p>

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Start by brainstorming of word "Social entrepreneurship". Ask participants what they first think when they hear it, what does it mean to them.
- Present social entrepreneurship as a different way of doing business, as a business for which social goals are primary and where income is reinvested according to the same (social) goal, and not according to maximizing the owner's
- Process business ideas of social entrepreneurship in the community

### **Training Unit 3: Business idea and business opportunity**

*Duration: 4 school hours (3 hours)*

*Content:*

- Explain the difference between a business idea and a business opportunity
- Encourage participants to exchange business ideas
- Analyse the connection between the activities of NGOs and potential business ideas
- Analyse what is needed to implement a business idea (feasibility analysis)

### **Training Unit 4: Social enterprise management**

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Theoretically present the management of a commercial and social enterprise
- Through the common exercise analyse what abilities and skills are needed to manage a social enterprise

### **Training Unit 5: Management skills**

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Identify the knowledge, skills and competencies of the participants (what they currently possess)
- Do a competence self-assessment exercise based on the personal skills of the participants. The trainer can use one of the adopted self-assessment methodologies.
- The group should harmonize the "ideal characteristics" of the manager and leader of the social enterprise

	<p><b>Training Unit 6: Legal aspect of social entrepreneurship</b></p> <p><i>Duration: 1 school hour (45 minutes)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Legal framework of social entrepreneurship in EU countries and countries from which participants come</li> <li>• Common points of social enterprises in the EU and the countries from which the participants come</li> <li>• Present the limitations and barriers of social entrepreneurship</li> <li>• Presentation of the model of social entrepreneurship through cooperatives, public - private - civil partnerships and the NGO sector and others. Present models of good practice in the EU and countries in the region</li> </ul> <p><b>Training Unit 7: Tax aspect (treatment) of social entrepreneurship</b></p> <p><i>Duration: 1 school hour (45 minutes)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Present the tax framework for social entrepreneurship in the EU and the countries of the region</li> </ul> <p><b>Training Unit 8: Financing of social enterprise</b></p> <p><i>Duration: 4 school hours (3 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Present ways of financing social enterprises (business angels, grants, etc.)</li> </ul> <p><b>Training Unit 9: Case studies - good practices of social entrepreneurship in communities</b></p> <p><i>Duration: 1 school hour (45 minutes)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Present good practices of social entrepreneurship</li> <li>• Through the exercise, discuss the advantages and disadvantages of social enterprise</li> </ul>
<p>Agenda</p>	<p><b>Day 1</b></p> <ul style="list-style-type: none"> <li>• 9:00 - 9:45 Introduction of trainers and beneficiaries, and training presentations + energizer</li> <li>• 9:45 - 10:30 The concept of entrepreneurship and the</li> </ul>

	<p>entrepreneurial process (I part)</p> <ul style="list-style-type: none"> <li>• 10:30 – 10:45 Coffee break</li> <li>• 10:45 – 11:30 The concept of entrepreneurship and the entrepreneurial process (II part)</li> <li>• 11:30 – 12:15 Business idea and business opportunity (I part include group session)</li> <li>• 12:15-12:30 – Coffee break</li> <li>• 12:30 – 14:00 - Business idea and business opportunity (II part include group session)</li> <li>• 14:00 – 15:00 – Lunch break</li> <li>• 15:00- 16:45 Business idea and business opportunity (III part include group session)</li> <li>• 16:45 – 18:15 Social enterprise management</li> <li>• 18:15 - Questions and answers; End of day</li> </ul> <p><b>Day 2</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Review previous day + energizer</li> <li>• 9:15 –10:00 Management skills</li> <li>• 10:00 – 10:45 Legal aspect of social entrepreneurship</li> <li>• 10:45 – 11:00 Coffee break</li> <li>• 11:00 – 11:45 Tax aspect (treatment)of social entrepreneurship</li> <li>• 11:45 – 12:45 Lunch break</li> <li>• 12:45 – 13:00 – Energizer</li> <li>• 13:00 – 16:00 Financing of social enterprise (include coffee break and group session)</li> <li>• 16:00 – 16:15 Break</li> <li>• 16:15 – 17:00 Case studies – ideas for social entrepreneurship in communities</li> <li>• 17:00 - Questions and answers; End of day</li> </ul>
Methodology	Learning by doing, small working groups, Discussion; Presentation; Brainstorming; Case study

## TRAINING 2: BUSINESS PLANNING

Title of training	<u>Business planning</u>
Training description	<i>Introducing the participants with elements and terminology of the business plan, and transferring knowledge and skills of efficient writing of the business plan, based on relevant data with the use of successfully implemented business plans.</i>
Trainer	<i>It is necessary that trainers have experiences in writing and implementing business plans, as well as mentoring new business ventures.</i>
Duration	<i>24 school hours</i>
The goal of the training	The general goal of the training is to transfer the knowledge and skills of writing an effective business plan. Attendees will learn techniques for generating ideas, researching customer needs, and implementing a business idea into an efficient and profitable business venture, and learn the basics of effective financial management. After the training, each participant should have a written business plan.
Learning outcomes	<p><b>Training Unit 1: Definition and basics of business planning</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Apply settings and process of business planning,</li> <li>• Define terminology of the business plan,</li> <li>• Define and apply the mission, vision and goals of the business venture (using practical exercises).</li> </ul> <p><b>Training Unit 2: Market research and competition</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Apply feasibility of a business venture (using practical exercises)</li> <li>• Apply different methods of market research (using practical exercises)</li> <li>• Apply different methods of competition analysis</li> <li>• Define the market in which the (social) company will operate</li> <li>• Assess the market effects of the business opportunity</li> <li>• Calculate and explain internal and external factors that have an impact on the company (using practical exercises)</li> </ul> <p><b>Training Unit 3: Production and sales planning</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p>



	<ul style="list-style-type: none"> <li>• Define the basic product / service and variations</li> <li>• Recognize phase in product life cycle</li> <li>• Plan production and sales in accordance with market demand</li> <li>• Estimate production and sales in the medium term(using practical exercises)</li> <li>• Define the technological aspect of production(using practical exercises)</li> <li>• Terminate production and sales(using practical exercises)</li> <li>• Segment the market according to target groups(using practical exercises)</li> </ul> <p><b>Training Unit 4: Legal aspect of business planning</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Apply basic legal forms of organizing companies - Ltd, crafts, Association / Fondation (+practical exercise)</li> <li>• Apply administrative steps in registering a company</li> </ul> <p><b>Training Unit 5: Financial framework of a social enterprise</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Recognize the sources of financing and the possibility of obtaining initial funds, with special emphasis on social enterprises</li> <li>• Apply tools of financial management(using practical exercises)</li> <li>• Define the financial goals of the company from the aspect of social entrepreneurship</li> <li>• Calculate cash flows(using practical exercises)</li> <li>• Measure and calculate basic financial statements (Balance Sheet, Income statement, Cash flow)(using practical exercises)</li> <li>• Calculate the Break Event Point (using practical exercises)</li> </ul> <p><b>Training Unit 6: Creating a business plan</b></p> <p><i>Learning outcomes: beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Make an effective business plan</li> <li>• Present a practical example of a business plan</li> </ul>
Content	<p><b>REMARK:</b></p> <p>This training should be adapted to the level of knowledge of the beneficiaries, as well as the business ideas they develop, and all topics can be explained as much as possible through practical examples of already done business plans and started businesses</p>

(similar to beneficiaries businesses)

The training starts with an energizer and it aims to motivate and build team relation between participants.

### Training Unit 1: **Definition and basics of business planning**

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Explain the importance and content of the business plan to the beneficiaries
- Present the business plan form (the trainer should bring a proposal of the business plan form to the training)
- Explain parts of the business plan to the beneficiaries
- Clarification of unknown terms, elimination of doubts and solving the problems of the participants
- Divide the team into small groups and ask them to work together to create an enterprise idea.
- Presenting group work, questions and answers round

### Training Unit 2: **Market research and competition**

*Duration: 6 school hours (4,5 hours)*

*Content: List the content*

- Do a feasibility analysis of the business venture through the exercise, including the following elements: Desirability of the product / service in the market; Industry attractiveness and target market, Organizational and legal feasibility, Financial feasibility for ideas such as crafts, hair salons, souvenir making
- Based on the ideas of beneficiaries, clarify direct and indirect competition, as well as substitutes for products / services
- Present ways of primary and secondary market research. Assign beneficiaries the task of doing some form of primary (mystery shopper) and secondary market research (statistics). This section needs to be presented in a simple way so that all beneficiaries understand that they can explore the market on their own.
- Develop a SWOT matrix based on market research and practical examples
- Divide the team into small groups and ask them to work together to create a SWOT.
- *create a marketing plan of business plan*
- *develop marketing for a new company;*
- *define the target market and do market segmentation for all ideas;*
- Presenting group work, questions and answers round

### **Training Unit 3: Production and sales planning**

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Define a procurement plan for the necessary equipment
- Define optimal production capacities (based on ideas)
- Define sales plans in accordance with capacities
- Explain the preparation of cost calculations (it is very important to explain to beneficiaries this part of the calculation of cost calculations, on simple examples - hair salon, souvenir production, agriculture, etc.)
- Explain pricing strategies
- Define a product / service production plan for all businesses

### **Training Unit 4: Legal aspect of business planning**

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Explain the legal forms of registration, registration steps, as well as advantages and disadvantages, having in mind the legal framework of the countries from which the beneficiaries come
- Suggest to beneficiaries the best form of registration for their proposed business ideas
- Explain possible requirements related to education and registration of a certain legal form,, having in mind the legal framework of the countries from which the beneficiaries come

### **Training Unit 5: Financial framework of a social enterprise**

*Duration: 8 school hours (6 hours)*

*Content: List the content*

- Create an investment plan based on the ideas of the participants
- Explain the concepts of financial statements (balance sheet and income statement, and their elements), through a practical and illustrative example
- the trainee will present and make an initial balance sheet based on the assessment of the value of the investment for the participants
- Based on the sales plan and production costs, project cash flows and income statement
- Clarify direct and indirect costs

	<ul style="list-style-type: none"> <li>• Clarify the calculation of salaries for certain legal forms of business</li> <li>• bearing in mind the legal framework of the countries from which the beneficiaries come to clarify the costs of fiscal and parafiscal levies, and possible benefits</li> <li>• through a practical example (bakery, hairdresser), explain the concept and method of determining the breakeven point</li> <li>• create simple financial reports based on ideas such as hair salon, agricultural craft, making souvenirs</li> <li>• together with the beneficiaries, to analyse the essential parts of the preparation of the financial report</li> </ul> <p><b>Training Unit 6: Creating a business plan</b></p> <p><i>Duration: 4 school hours (3 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Provide beneficiaries with an electronic form of the business plan that they will fill in, in accordance with the passed material (beneficiaries do parts of the business plan as a task)</li> <li>• After each processed part, and before moving on to the next unit, solve the unknown elements</li> <li>• At the end of the training beneficiaries should have a business plan (leave beneficiaries up to 14 days to create a business plan. During the development the trainer should be available for mentoring)</li> </ul>
<p>Agenda</p>	<p><b>Day 1</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Introduction of trainers and beneficiaries, and training presentations + energizer</li> <li>• 9:15 – 10:45 Definition and basics of business planning</li> <li>• 10:45 – 11:00 Coffee break</li> <li>• 11:00 – 12.30 Market research and competition (I part presentation)</li> <li>• 12:30 – 13:30 – Lunch break</li> <li>• 13:30 – 15:00 Market research and competition (II part presentation, group session, practical expedient)</li> <li>• 15:00 – 15:15 - Coffee break</li> <li>• 15:15 – 16:45 Market research and competition (III part presentation, group session, practical expedient)</li> <li>• 16:45 - Questions and answers; End of day</li> </ul> <p><b>Day 2</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Review previous day + energizer</li> <li>• 9:15 – 10:45 Production and sales planning</li> <li>• 10:45 – 11:00 Coffee break</li> </ul>

	<ul style="list-style-type: none"> <li>• 11:00 – 12:30 Legal aspect of business planning</li> <li>• 12:30 – 13:30 Lunch break</li> <li>• 13:30 – 13:45 – Energizer</li> <li>• 13:45 – 16:45 Financial framework of a social enterprise (I part; include coffee break and group session)</li> <li>• 16:45 - Questions and answers; End of day</li> </ul> <p><b>Day 3</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Review previous day + energizer</li> <li>• 9:15- 11:15 Financial framework of a social enterprise (II part, practical expedient)</li> <li>• 11:15 – 11:45 Coffee break</li> <li>• 11:45 – 12:00 Energizer</li> <li>• 12:00 – 13:00 Financial framework of a social enterprise (III part, practical expedient)</li> <li>• 13:00 – 14:00 Lunch break</li> <li>• 14:00 – 14:15 – Energizer</li> <li>• 14:15 – 17:15 Creating a business plan (include coffee break; practical expedient, individual and group session)</li> </ul>
Methodology	Learning by doing, small working groups, Discussion; Presentation; Brainstorming; Case study

## TRAINING 3: MARKETING AND PROMOTION OF THE BUSINESS

Title of training	<u>Marketing and promotion of the business</u>
Training description	<i>Introducing the participants to the marketing concept, and transferring knowledge and skills of marketing planning, promotion and e-marketing, with practical exercises in the field of marketing, sales and promotion.</i>
Trainer	<i>It is necessary that trainers have experience in developing a marketing concept for new and social enterprises.</i>
Duration	<i>20 school hours</i>
The goal of the training	The general goal of the training is to develop competences in the field of marketing for social enterprises, the importance of digital marketing, and sales tools.
Learning outcomes	<p style="text-align: center;"><i>For each training unit, write its name and measurable learning outcomes</i></p> <p><b>Training Unit 1: Introductory part</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Define basic terms from marketing</li> <li>• Determine customer value(using practical exercises)</li> <li>• Apply customer relationship management(using practical exercises)</li> </ul> <p><b>Training Unit 2: Creating a marketing plan</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Adduce benefits for customers and customer needs;</li> <li>• Recognize of customer habits</li> <li>• Solve the problem in creative way</li> <li>• Analysis of the current situation, projecting the future state of sales</li> <li>• Write a plan of market flow (using practical exercises)</li> <li>• Write a presentation plan(using practical exercises)</li> <li>• Write a distribution plan(using practical exercises)</li> <li>• Assess of market participation(using practical exercises)</li> </ul> <p><b>Training Unit 3: Promotion and sales</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p>

	<ul style="list-style-type: none"> <li>• Define basic sales concepts</li> <li>• Recognize and apply specifics of selling social enterprises</li> <li>• Define benefits for the customer(using practical exercises)</li> <li>• Develop sales management process</li> <li>• Apply sales steps(using practical exercises)</li> <li>• Recognize specifics of domestic and foreign market</li> <li>• Adduce examples of good marketing(using practical exercises)</li> <li>• Create a good marketing offer for their products/services</li> </ul> <p><b>Training Unit 4: E -marketing</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Create a plan of company appearance on social media(using practical exercises).</li> <li>• Create social media campaigns (using practical exercises)</li> <li>• Apply internet application of social media(using practical exercises)</li> <li>• Write and apply plan for the integration of various digital marketing instruments (using practical exercises)</li> </ul>
Content	<p>The training starts with an energizer and it aims to motivate and build team relation between participants.</p> <p><b>Training Unit 1: Introductory part</b></p> <p><i>Duration: 2 school hours (1,5 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Present the basic marketing settings of a social enterprise</li> <li>• Defining benefits for the customer. Present through examples how to define the basic and additional benefits for the customer.</li> <li>• Do the exercise: for each business idea, define the benefits that customers have from the product / service</li> </ul> <p><b>Training Unit 2: Creating a marketing plan</b></p> <p><i>Duration: 8 school hours (6 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Present the form and explain to the beneficiaries the essential elements of the marketing plan</li> <li>• Do the exercises: product / service description, market segmentation, determining market share and defining the target market. Explain to beneficiaries, through the exercise “Product Description” that it is important to emphasize the</li> </ul>

BENEFITS of the product / service. Do the “Market Segmentation” exercise. Through the exercise, define key customers, their habits, frequency of purchases and their needs

- Based on the ideas of beneficiaries, define a sales and promotion plan
- Homework: completing the marketing plan

### Training Unit 3: **Promotion and sales**

*Duration: 2 school hours (1,5 hours)*

*Content: List the content*

- Based on the previously made marketing plan, define key customers and sales channels (with the specifics of a social enterprise)
- Present the steps of direct sales
- Do the exercise "building customer relationships". All beneficiaries should define and develop a plan for building relationships with customers (with the specifics of a social enterprise). It is necessary to include all elements of good sales (sales plan, negotiations, examples of good practice, specifics of sales in a social enterprise). They should use elements from the marketing plan for this exercise. It is important that beneficiaries know how to define who they are contacting, what benefit the product / service is giving to the potential customer / customers. The exercise should be conducted in two parts. In the first part, beneficiaries, with the help of a trainer, define the necessary elements of promotion and sales, and in the second part, they present their offer to other users. After the exercise, it is necessary to provide suggestions for sales improvement and promotion.

### Training Unit 4: **E -marketing**

*Duration: 8 school hours (6 hours)*

*Content: List the content*

- Importance of e marketing
- Importance of social networks
- Timeliness
- Timeframe in social media
- Newsletter (Do practical work: create a newsletter)
- Social media examples



	<ul style="list-style-type: none"> <li>• Elements of adds</li> <li>• Good messages</li> </ul>
Agenda	<p><b>Day 1</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Introduction of trainers and beneficiaries, and training presentations + energizer</li> <li>• 9:15 – 10:45 Introductory part</li> <li>• 10:45 – 11:00 Coffee break</li> <li>• 11:00 – 13:00 Creating a marketing plan (I part)</li> <li>• 13:00 – 14:00 Lunch break</li> <li>• 14:00 – 16:00 Creating a marketing plan (II part)</li> <li>• 16:00 Questions and answers; End of day</li> </ul> <p><b>Day 2</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Review previous day + energizer</li> <li>• 9:15 – 11:15 Creating a marketing plan (III part)</li> <li>• 11:15– 11:30 Coffee break</li> <li>• 11:30 – 13:00 Promotion and sales</li> <li>• 13:00 – 14:00 Lunch break</li> <li>• 14:00 – 14:15 Energizer</li> <li>• 14:15 – 16:15 E – marketing (I part)</li> <li>• 16:15 - Questions and answers; End of day</li> </ul> <p><b>Day 3</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Review previous day + energizer</li> <li>• 9:15 – 11:15 E – marketing (II part)</li> <li>• 11:15 – 11:30 - Coffee break</li> <li>• 11:30 – 13:30 E – marketing (III part)</li> <li>• 13:30 - Questions and answers; End of day</li> <li>• 14:00 - Lunch</li> </ul>
Methodology	Learning by doing, small working groups, Discussion; Presentation; Brainstorming; Case study

## TRAINING 4: SUSTAINABILITY

Title of training	<u>Sustainability</u>
Training description	<i>Defining the basic settings of sustainability of social enterprises, as well as creating a sustainability strategy and plan</i>
Trainer	<i>It is necessary that trainers have experience in strategic planning.</i>
Duration	<i>18 school hours</i>
The goal of the training	The general goal of the training is to transfer knowledge and experience in the field of financial, operational and legal sustainability of social enterprises. Provide technical support to trainees in order to develop a plan for social sustainability methods, measures and opportunities, and the presentation of good practices.
Learning outcomes	<p><b>Training Unit 1: Assumptions of social enterprise sustainability</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Recognize entrepreneurial context</li> <li>• Recognize and measure of socio – economic context</li> <li>• Adduce, write, develop and apply elements of sustainability (financial, commercial, institutional, policy-based sustainability, environmental)</li> <li>• Apply and calculate social aspects of sustainability (social responsibility and environmental protection)</li> </ul> <p><b>Training Unit 2: Identification of possible sustainability factors and opportunities to receive support and grants</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Develop capacities of human resources (using practical exercises)</li> <li>• Supply and demand analysis</li> <li>• Recognize “market pockets”(using practical exercises)</li> <li>• Present plan for the use of products / services</li> <li>• Create market performance plan (domestic and foreign)(using practical exercises)</li> <li>• Analysis of available and projections of future sources of funding(using practical exercises)</li> </ul> <p><b>Training Unit 3: Strategic sustainability planning</b></p> <p><i>Learning outcomes: Beneficiaries will be able to:</i></p> <ul style="list-style-type: none"> <li>• Define strategic goals, expected results and ways meeting</li> </ul>

	<p>strategic goals</p> <ul style="list-style-type: none"> <li>• Create priorities and measures for implementing strategic goals(using practical exercises)</li> <li>• Identify of financial resources</li> <li>• Develop plans of support(using practical exercises)</li> <li>• Develop, define and write action plan(using practical exercises)</li> </ul>
Content	<p>The training starts with an energizer and it aims to motivate and build team relation between participants.</p> <p><b>Training Unit 1: Assumptions of social enterprise sustainability</b></p> <p><i>Duration: 4 school hours (3 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Present the importance of improving human resources skills in the field of fundraising</li> <li>• Based on the SWOT analysis, identify internal strengths and weaknesses, and make suggestions to improve sustainability</li> <li>• Based on the marketing plan, define a marketing offer that will be focused on identifying products / services in the market</li> </ul> <p><b>Training Unit 2: Identification of possible sustainability factors</b></p> <p><i>Duration: 8 school hours (6 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Introduce possible donors to finance business plans, such as employment bureaus, government agencies, foundations, private donors, etc.</li> <li>• Suggest connecting the work and activities of a non-governmental organization with a social enterprise for the purpose of brand development and sustainability of a social enterprise</li> <li>• Define "market pockets", and an offer that is attractive to individual customers</li> </ul> <p><b>Training Unit 3: Strategic sustainability planning</b></p> <p><i>Duration: 6 school hours (4,5 hours)</i></p> <p><i>Content: List the content</i></p> <ul style="list-style-type: none"> <li>• Based on the previous teaching units, do an exercise and develop a simple term action plan for action and appearance on the market in the context of the sustainability of the social enterprise(using practical exercises)</li> </ul>

<p>Agenda</p>	<p><b>Day 1</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Introduction of trainers and beneficiaries, and training presentations + energizer</li> <li>• 9:15 – 11:15 Assumptions of social enterprise sustainability (I part)</li> <li>• 11:15 – 11:30 Coffee break</li> <li>• 11:30 – 12:30 Assumptions of social enterprise sustainability (II part)</li> <li>• 12:30 – 13:45 Identification of possible sustainability factors (I part include coffee break and group session)</li> <li>• 13:45 – 14:45 Lunch break</li> <li>• 14:45 – 15:00 Energizer</li> <li>• 15:00 – 17:00 Identification of possible sustainability factors (II part include coffee break and group session)</li> <li>• 17:00 - Questions and answers; End of day</li> </ul> <p><b>Day 2</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 9:15 Review previous day + energizer</li> <li>• 9:15 – 10:45 Identification of possible sustainability factors (II part include coffee break and group session)</li> <li>• 10:45 – 11:00 Coffee break</li> <li>• 11:00 – 12:00 Identification of possible sustainability factors (III part include coffee break and group session)</li> <li>• 12:00 – 13:00 Lunch break</li> <li>• 13:00 – 14:30 Strategic sustainability planning (I part; include group session)</li> <li>• 14:30 – 14:45 Coffee break</li> <li>• 14:45 – 16:15 - Strategic sustainability planning (II part; include group session)</li> <li>• 16:15 – 16:30 - Coffee break</li> <li>• 16:30 – 18:00 Strategic sustainability planning (II part; include group session)</li> <li>• 18:00 - Questions and answers; End of day</li> </ul>
<p>Methodology</p>	<p>Learning by doing, small working groups, Discussion; Presentation; Brainstorming; Case study</p>