

1. What is social entrepreneurship?

Definition

Social entrepreneurship is a business approach whose main goal is not to maximize profit, but to solve social or environmental problems. Such a business combines elements of traditional business (production, services, employment, sales) with a clearly defined social mission.

Key principles of social entrepreneurship

1. Primary goal – social or environmental benefit

- A social enterprise is created to address a specific problem in society or the environment.
- Typical areas: employment of disadvantaged people, environmental protection, community support, education, care for the elderly, recycling, fair trade.

2. Profit is not the main goal

- Unlike traditional businesses, where the goal is to maximize profit, social enterprises use profit as a means to achieve a social mission.
- This means that the money earned is usually reinvested in the development of the business, the improvement of working conditions, or projects that support the target group.

3. Example – integration enterprises

- They employ people who have limited access to the labor market (e.g., people with disabilities, the long-term unemployed, people who have served prison sentences).
- The aim is to give them job opportunities, provide support, and help them reintegrate into society.
- Specific forms: sheltered workshops, cafés and bistros employing people with disabilities, clothing or organic waste recycling companies.

Other specific examples of social enterprises in practice

- Rekola – shared bikes, supporting sustainable transport and ecology.
- Protected employment workshops – production of ceramics, candles, or textiles employing people with disabilities.
- Social bistro – cafés and restaurants where homeless people or young people from children's homes work.
- Recycling enterprises – collection and processing of used items (e.g. electrical appliances, clothing), combining ecological goals with the employment of disadvantaged people.

Social vs. Traditional Entrepreneurship

1. Business Goal

Traditional Business

- The main goal is profit maximization.
- Profit is distributed among shareholders or owners.
- Social or environmental benefits are secondary (unless they happen to align with the business).

Social Enterprise

- The main goal is a positive social or environmental impact.
- The enterprise addresses issues like unemployment, inclusion of disadvantaged people, environmental protection, recycling, or education.
- Profit is only a means to achieve this mission.

2. Management and Organization

Traditional Business

- Usually has a hierarchical structure – clearly defined leadership, decisions come from the top down.
- Main power rests with shareholders, who decide on strategy and profit distribution.

Social Enterprise

- Often has democratic or participatory management – employees, customers, or the local community are often involved in decision-making.
- Strengthens principles of collaboration, transparency, and shared responsibility.

3. Profit and Its Use

Traditional Business

- Profit is paid out to owners or shareholders as dividends.
- The goal is continuous growth of the company's value.

Social Enterprise

- Profit is reinvested into the business or used to support social goals.
- For example: higher wages for disadvantaged employees, new projects for environmental protection, educational programs.

Practical Examples of the Differences

- Traditional Business: A large car manufacturer aims to sell as many cars as possible to increase profits. Environmental concerns are addressed mainly due to regulations and public image.
- Social Enterprise: A workshop employing people with physical disabilities that produces furniture from recycled wood. Their goal is to provide employment for these people and protect the environment.

Who is a Social Entrepreneur?

A social entrepreneur combines business with addressing social or environmental problems. Their primary focus is not profit, but creating a positive impact on society.

Characteristics:

- Strong vision and empathy – has a clear goal and can understand the needs of others.
- Change-oriented – driven by social impact, not personal wealth.
- Innovative – seeks new solutions, linking sustainable business with a social mission.

Legal Framework of Social Entrepreneurship in the Czech Republic

Social enterprises in the Czech Republic can operate under several legal forms. Each has its specifics and suits different types of activities:

Association (Spolek)

- A non-profit organization that can carry out business activities as a supplementary activity.
- Suitable for smaller, community-oriented projects where member participation is important.

Cooperative (Družstvo)

- A form based on the collaboration of multiple people.
- Applies democratic principles (each member has one vote).
- Well-suited for community projects where people create value together and share the results.

Limited Liability Company (s.r.o.)

- A classic business form that can be adapted for social entrepreneurship.
- The social mission must be clearly defined in the articles of association or partnership agreement.
- Allows professional business operations with limited liability for the partners.

Legal Framework in the Czech Republic – Sole Proprietorship (OSVČ)

A sole proprietorship (OSVČ) is one of the simplest forms of business organization in the Czech Republic. It is especially suitable for individuals who want to start a business without complex legal procedures.

Key Characteristics:

- The entrepreneur acts independently and is personally liable for all obligations with their entire property.
- Can operate as a main business activity or as a side activity (e.g., alongside employment, studies, or receiving parental allowance).
- Maintains tax records or uses flat-rate expenses.

Taxes and Contributions:

- Income Tax: calculated from the tax base (income minus expenses).
- Social and Health Insurance: mandatory contributions, amount depends on profit.
- For side activities, contributions are often lower.

Advantages of a Sole Proprietorship (OSVČ):

- Easy to establish with low administrative costs.
- Flexible and simple decision-making.
- Possibility to use flat-rate expenses (e.g., 60% for most activities).

Disadvantages of a Sole Proprietorship (OSVČ):

- Unlimited liability with personal assets.
- Limited growth potential compared to legal entities.
- Lower pension and social security coverage.

Criteria for Social Enterprise Status

To obtain the status of a social enterprise, a business must meet certain conditions. These ensure that the enterprise truly combines business activity with a social mission.

Social Benefit

- The primary goal is to address a social problem (e.g., employing disadvantaged people, environmental protection, community support).
- Profit is not the main motivation, but a means to achieve positive change.

Use of Profit

- A significant portion of profit (at least 50%) is reinvested into the development of the enterprise and its social mission.
- This ensures long-term sustainability and growth of the social impact.

Democratic Management

- Employees and members of the organization have the opportunity to participate in decision-making.
- This principle promotes shared responsibility, transparency, and equality within the enterprise.

How to Finance a Social Enterprise

Social enterprises often combine multiple funding sources to ensure long-term stability.

Main Sources:

- Grants and Subsidies
 - Often come from European Union programs (e.g., European Social Fund – ESF) or national/regional funds.
 - Suitable for starting activities or developing new projects.
- Revenue from Own Activities
 - A key source that ensures the enterprise's self-sufficiency.
 - Can include sales of products, services, or program offerings.
- Microloans
 - Small, purpose-specific loans provided by banks, foundations, or development institutions.
 - Useful for starting the business or financing smaller investments.
- Crowdfunding
 - Financing from the general public via online platforms.
 - Helps connect the enterprise with the community and gain support from people who share its values.

Types of Social Enterprises

Social enterprises differ based on their focus and the problems they aim to address.

Integration Enterprises

- Focus on employing people with physical, social, or other disadvantages.
- Help these individuals gain work experience, confidence, and social inclusion.
- Examples: social cafés, protected workshops, laundries.

Environmental Enterprises

- Aim at environmental protection and sustainability.
- Use principles of recycling, upcycling, or eco-friendly management.
- Examples: recycling workshops, repair centers, eco-farms.

Community Enterprises

- Provide services to the local community
- Often operate on principles of cooperation and mutual aid.
- Examples: community gardens, small local shops, neighborhood activity centers.

Conclusion and Action Plan

Social entrepreneurship represents a bridge between the non-profit and for-profit sectors – bringing business thinking and tools to areas where the main goal is social benefit.

Key Points to Remember:

- Social entrepreneurship = business with impact.
- It's not just about profit, but about addressing social problems.

How to Start:

1. Identify a social problem that personally motivates you.
2. Connect it with what you enjoy and what you are good at.
3. Create a simple business plan that outlines a path to sustainability.
4. Seek support and inspiration from the social enterprise community – networking, mentoring, sharing experiences.

Practical Action Plan:

1. Define the area where you want to make a difference (e.g., employment, environment, community).
2. Write down your idea in the form of a concrete project.
3. Research available funding sources (grants, subsidies, crowdfunding, own revenue).
4. Test your idea on a small scale.
5. Gradually develop the enterprise, keeping its social impact in focus.

2. Vision, Mission, Values, and Goals

1. Vision

A vision is a picture of the future – the direction you want to go. It represents the ideal state you aim to reach in 5–10 years.

- Personal vision answers the question: “Where do I want to be?”
- It helps maintain motivation and focus on what truly matters.
- Often long-term, inspiring, and not immediately measurable.

Example: “I want to live a fulfilling life, combining professional success with personal growth and family well-being.”

2. Mission

A mission expresses why we do what we do. Unlike a vision, it focuses on the present – describing the purpose and meaning of our actions.

- Personal mission answers the question: “Why am I doing this?”
- Helps find meaning and direction in daily work.

Example: “My mission is to support others in education and personal development so they can fully realize their potential.”

3. Values

Values are internal beliefs and principles that guide our decisions and behavior.

- They answer the question: “What is important to me?”
- Serve as a compass to maintain integrity and authenticity.

Example values: honesty, family, personal growth, freedom, collaboration.

4. Translating Vision, Mission, and Values into Action

- Vision and mission inspire, but to make them reality, they need practical implementation.
- Set priorities – choose the areas to focus on (e.g., career, health, relationships).
- Define goals – what exactly do you want to achieve in 1–3 years?
- Break goals into smaller tasks – manageable steps that can be achieved gradually.
- Use the SMART method – goals should be Specific, Measurable, Achievable, Relevant, and Time-bound.
- Regularly evaluate – track progress and adjust the path if needed.

Examples of Vision and Mission

Personal Vision

“I want to live in an environment where my work helps others.”

- This shows that a personal vision does on career, but also on the life environment one wants to create.
- Highlights the value of helping others and the desire for meaningful work.

Translating this vision into concrete steps:

- Choose a job or business in education, healthcare, or social services.
- Actively participate in volunteer work.
- Develop skills that contribute to improving the lives of others.

Corporate Mission

“Our mission is to make travel easier by providing affordable and safe flights.”

- This example shows how a company’s mission can be formulated simply yet clearly.
- Emphasizes the purpose of the business – making travel easier – and the way it achieves this (affordable and safe flights).

A good mission:

- Is understandable for both customers and employees.
- Shows how the company contributes to society.
- Provides a foundation for decision-making and strategic direction.

Vision Board

Definition:

A vision board is a visual tool that helps clearly formulate and envision your own goals and dreams.

1. Purpose of a Vision Board

- Serves as visual motivation – seeing your goals makes it easier to focus on them.
- Helps anchor your vision in reality – turns abstract ideas into concrete images and words.
- Supports long-term motivation – reminds you why you’re working toward your goals.

2. How a Vision Board Works

- The brain responds strongly to images – visual representation can activate emotions and motivation.
- Regularly reviewing your vision board increases the likelihood of taking steps toward achieving your goals.
- Acts as a psychological anchor – whenever you feel lost, it brings you back to what matters most.

3. How to Create a Vision Board

- Choose the areas of life to focus on (e.g., career, health, family, personal growth, travel).
- Find images, symbols, words, or quotes that represent these goals.
- Arrange the images on a board, paper, or digital collage.
- Add your own slogans and affirmations that support you.
- Place the vision board somewhere you will see it regularly.

4. Practical Tips

- A vision board doesn't have to be an "artwork" – symbolism matters more than aesthetic perfection.
- Update it whenever your goals change.
- Use it actively – look at it, visualize achieving your goals, and share it with supportive people.

Setting Goals and Planning Steps

Proper goal setting is a key step toward success. If goals are too general or vague, they often remain just wishes. The SMART method helps turn dreams and plans into concrete, achievable steps.

SMART Method

S – Specific (konkrétní)

- The goal must be clearly defined and precisely described.
- Answers the questions: What do I want to achieve? Where? How?

Example: "I want to improve my physical fitness by starting to run regularly."

M – Measurable (měřitelný)

- The goal must be expressed with numbers, indicators, or other metrics.
- Measurement allows tracking progress.

Example: "I will run 3 times a week for at least 30 minutes."

A – Achievable (dosažitelný)

- The goal must be realistic, suitable to your abilities and available resources.
- Unrealistic goals often lead to disappointment and loss of motivation.

Example: "I will start with shorter routes (2–3 km) and gradually increase distance."

R – Relevant (smysluplný, užitečný)

- The goal should have personal significance and align with your broader vision or mission.
- Helps answer the question: Why is this goal important to me?

Example: “Running will improve my health, boost my energy, and help me manage stress better.”

T – Time-bound (časově ohraničený)

- Every goal must have a clearly defined deadline.
- A deadline creates commitment and helps maintain momentum.

Example: “Within 3 months, I want to run 5 km without stopping.”

Advantages of the SMART Method

- Clear orientation and overview of what needs to be done.
- Greater motivation through the ability to track progress.
- Realistic planning with a lower risk of failure.
- Possibility for regular evaluation and adjustment of goals.

Peer Sharing

Definition:

Peer sharing is the mutual exchange of experiences and knowledge among people at a similar level, where they learn from and inspire each other.

1. Essence of Peer Sharing

- Takes place among people with similar experiences, positions, or goals.
- It is not a teacher–student relationship, but an equal exchange.
- Supports natural learning through discussion, sharing practical examples, and feedback.

2. Benefits of Peer Sharing

- Mutual inspiration: participants gain new ideas and perspectives.
- Skill development: learning in a practical way, based on real experiences.
- Motivation support: sharing successes and failures strengthens a sense of belonging.
- Relationship and collaboration building: creates contacts and networks that may be useful in the future.

3. Forms of Peer Sharing

- Discussion groups: participants address exchange opinions.
- Workshops: joint activities focused on problem-solving or skill training.
- Peer mentoring: more experienced participants share practical tips with less experienced ones.
- Online platforms: exchanging experiences via forums, chats, or shared documents.

4. Practical Example

- A group of students prepares for an exam, each bringing their own notes and study tips. Together, they clarify doubts and create a better overall understanding of the material.
- In a work team, employees share best practices for problem-solving, learning from each other and improving work efficiency.

3. Business Models

1. What is a Business Model?

A business model is a fundamental concept that describes:

- How a company creates value (what it offers to customers).
- How it delivers value (the way it provides the service or product).
- How it captures value (how it generates revenue).

A business model is not the same as a business plan.

- A business plan is a detailed document containing all financial projections.
- A business model is rather an overarching framework that illustrates the key components of a company's operation.

2. Why is a business model important?

- It helps companies clearly define their operations and strategy.
- It facilitates reflection on the purpose of the business and its competitive advantage.
- It serves as a tool for innovation and testing new ideas.
- Visualization is often achieved through the Business Model Canvas, which summarizes all elements on a single page.

3. The Most Common Business Models

3.1 Subscription Model

- The customer pays regularly (monthly or annually) for access to a product or service.
- Advantage: stable and predictable revenue.
- Examples: Netflix, Adobe Creative Cloud, Dáme jídlo Plus.

3.2 Freemium Model

- The basic version of the product is free, while advanced features are paid.
- Advantage: rapid acquisition of a large user base.
- Examples: Spotify, Dropbox, mobile games.

3.3 E-commerce Model

- Sale of products or services online.
- Variants:
 - B2C (Business-to-Consumer) – e.g., Alza, Amazon.
 - B2B (Business-to-Business) – sales between companies.
 - C2C (Consumer-to-Consumer) – e.g., Vinted, Aukro.

3.4 Marketplace Model

- The platform connects buyers and sellers and charges a commission on transactions.
- Examples: Airbnb, Etsy.

3.5 Ad-Supported Model

- Content is free; revenue is generated from advertising.
- Examples: Facebook, Instagram, Google, news portals.

3.6 Sharing Economy Model (Sharing Economy)

- Users share resources (cars, accommodation, tools).
- The company facilitates connections and charges a commission.

- Examples: Uber, Airbnb.

3.7 Direct-to-Consumer (Direct-to-Consumer, D2C)

- The company sells directly to the end customer without intermediaries.
- Advantage: control over brand, pricing, and customer relationships.
- Examples: small e-shops with clothing, cosmetics, food.

4. Business Model Canvas – 9 elements

1. Customer Segments

Who are our customers?

Segmentation according to needs and behavior (e.g., young people, companies, seniors).

2. Value Proposition

What problem are we solving? What need are we satisfying?

It may be about price, speed, design, comfort, sustainability.

Example: a vegan café offers a unique taste, a healthier alternative, and fair trade.

3. Channels

How does the value reach customers?

Distribution, sales, and communication channels.

Example: café (physical branch), social media, Wolt.

4. Customer Relationships

How do we build and maintain relationships?

Example: personal service, loyalty program, community on social media.

5. Revenue Streams

How do we make money?

Example: one-time sales, subscriptions, license fees.

6. Key Resources

What do we need in order to operate?

Physical, human, financial, intellectual resources.

7. Key Activities

What activities must we do?

Example: production, marketing, logistics.

8. Key Partners

Who helps us develop the business?

Example: suppliers, distribution partners, investors.

9. Cost Structure

What costs are associated with operating?

Fixed (rent, salaries) and variable (materials, energy).

5. Summary

A business model is the fundamental building block of every enterprise. It helps to understand how a company operates and where value is created.

There are many different models – from subscription to the sharing economy.

The Business Model Canvas is a practical tool to summarize all elements on a single page.

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4. Business Plan

1. Introduction to the Business Plan

A business plan is a document that systematically describes a business idea, objectives, and strategies for achieving them. It serves as an internal guide for entrepreneurs as well as a means of communication with investors, banks, or partners. A business plan enables the entrepreneur to clarify the direction of the business, identify possible risks and weaknesses, and assess the viability of the project.

For aspiring entrepreneurs, the business plan is a fundamental tool for planning and organizing a business. A well-structured document provides a clear overview of the business idea, goals, strategies, and financial assumptions, which are essential for a successful start.

2. Structure of the Business Plan

2.1. Executive Summary

The Executive Summary is the opening section of the business plan that summarizes the essence of the entire document. It includes a brief description of the business idea, main products or services, target market, business strategy, and expected outcomes. This part should be as clear and understandable as possible, usually no longer than one page.

2.2. Company Description

The company description includes the form of business, legal status, mission, vision, core values, and business objectives. It provides an overview of what the company represents, its fundamental principles, and strategic direction. This section should clearly show what differentiates the business from its competitors.

2.3. Market Analysis

The market analysis includes the identification of target customers, market size, current trends, and customer needs. It also focuses on competitors, their strengths and weaknesses, and identifies opportunities and threats for the business itself. Market analysis is crucial for understanding the environment in which the company operates and for developing an appropriate strategy.

2.4. Marketing and Sales Strategy

The marketing and sales strategy describes the ways of reaching customers, pricing policy, distribution channels, and communication strategies. It also covers product or service presentation, brand building, and the selection of suitable marketing tools. This section defines how the business plans to acquire customers and achieve sales goals.

2.5. Organizational Structure

The organizational structure includes the division of roles and responsibilities within the company. It describes who is responsible for specific activities and what the key positions are. A clear organizational structure facilitates business management and activity coordination, especially in the early stages of the business.

2.6. Operations Plan

The operations plan provides a detailed description of the company's daily activities, logistics, key processes, and cooperation with suppliers. It includes information on the required equipment, premises, technologies, and procedures that ensure the smooth running of the business.

2.7. Financial Plan

The financial plan includes initial capital, planned expenses, expected revenues, break-even point, and cash flow. It also provides a profit forecast and an estimate of financial needs for the first year of business. The financial plan is essential for evaluating the viability of the business project and for securing investors or bank financing.

2.8. Risks and Plan B

Every business is associated with a certain level of risk. Risks can be internal, such as poor organization, insufficient team experience, or cash flow problems, and external, such as market changes, competition, regulatory restrictions, or economic fluctuations.

Identifying risks is a part of planning. The entrepreneur should assess the likelihood of each risk occurring and its potential impact on the business. Methods such as SWOT analysis or creating a risk list with priorities based on severity are often used.

Every business plan should also include a Plan B, a strategy in case the main plan fails or unexpected complications arise. Plan B may include, for example:

- alternative sources of financing,
- changing the target market or marketing strategy,
- adjusting the product portfolio,
- temporarily reducing costs or changing the operating model.

The entrepreneur should regularly update risks and the Plan B, as market conditions and the company's internal situation may change. Plan B provides a safety net, reduces stress in case of failure, and enables a quick response to unexpected situations.

3. Practical Steps for Creating a Business Plan

1. Market and Competition Analysis: mapping the environment, identifying target customers and competing companies.
2. Defining the Business Idea: a clear and concise description of the offered products or services.
3. Setting Goals and Strategies: defining short-term and long-term goals and the ways to achieve them.
4. Marketing and Sales Strategy: determining methods for reaching customers, promotion, and sales.

5. Organizational and Operations Plan: defining the organizational structure, processes, facilities, and key business processes.
6. Financial Plan: estimating costs, revenues, profits, and cash flow for the initial business period.
7. Review and Plan Adjustment: checking the consistency, clarity, and completeness of the entire document.

5. Business Plan

1. Introduction to a Business Plan

A business plan is a document that systematically describes a business idea, its goals, and the strategies to achieve them. It serves both as an internal guide for the entrepreneur and as a tool to communicate with investors, banks, or partners.

A business plan helps the entrepreneur clarify the direction of the business, identify potential risks and weaknesses, and assess the viability of the project.

For starting entrepreneurs, a business plan is a fundamental tool for planning and organizing the business. A well-structured document provides a clear overview of the business idea, goals, strategies, and financial assumptions, which are essential for a successful business launch.

2. Structure of a Business Plan

2.1. Executive Summary

The Executive Summary is the introductory part of the business plan that summarizes the essence of the entire document. It includes a brief description of the business idea, main products or services, target market, business strategy, and expected outcomes. This section should be clear and concise, usually limited to one page.

2.2. Company Description

The company description covers the business form, legal status, mission, vision, core values, and objectives of the enterprise. It provides an overview of what the company stands for, its guiding principles, and strategic direction. This section should clearly highlight what differentiates the business from competitors.

2.3. Market Analysis

The market analysis identifies target customers, market size, current trends, and customer needs. It also focuses on competitors, their strengths and weaknesses, and identifies opportunities and threats for the business. Market analysis is crucial for understanding the environment in which the business operates and for developing an appropriate strategy.

2.4. Marketing and Sales Strategy

The marketing and sales strategy describes how the business will reach customers, including pricing, distribution channels, and communication strategies. It also addresses product or service presentation, brand building, and the choice of marketing tools. This section defines how the business plans to acquire customers and achieve sales goals.

2.5. Organizational Structure

The organizational structure outlines the division of roles and responsibilities within the business. It describes who is responsible for specific tasks and highlights key positions. A

clear structure facilitates business management especially in the initial phases of the venture.

2.6. Operational Plan

The operational plan details the daily activities of the business, logistics, key processes, and collaboration with suppliers. It includes information on required equipment, facilities, technologies, and procedures that ensure smooth business operations.

2.7. Financial Plan

The financial plan covers initial capital, projected costs, expected revenues, break-even point, and cash flow. It also provides a profit forecast and estimates financial needs for the first year of operation. The financial plan is essential for assessing the viability of the business idea and for securing investors or bank financing.

2.8. Risks and Plan B

Every business carries a certain level of risk. Risks can be internal, such as poor organization, insufficient team experience, or cash flow problems, and external, like market changes, competition, legal restrictions, or economic fluctuations.

Identifying risks is part of planning. The entrepreneur should assess the likelihood of each risk and its potential impact on the business. Tools often used include SWOT analysis or a prioritized risk list based on severity.

A business plan should also include a Plan B, a strategy for when the main plan fails or unexpected complications arise. Plan B may include:

- Alternative sources of financing
- Changes in target market or marketing strategy
- Adjustments to the product portfolio
- Temporary cost reduction or operational model changes

Entrepreneurs should regularly update risks and Plan B, as market conditions and internal business situations can change. Plan B provides a safety net, reduces stress in case of setbacks, and enables quick responses to unexpected events.

3. Practical Steps for Creating a Business Plan

1. Market and Competitor Analysis: Map the environment, identify target customers, and analyze competing companies.
2. Define the Business Idea: Provide a clear and concise description of the products or services offered.
3. Set Goals and Strategies: Define short-term and long-term objectives and how to achieve them.

4. Marketing and Sales Strategy: Determine target customers, promotion, and sales.
5. Organizational and Operational Plan: Specify roles, responsibilities, and key business processes.
6. Financial Plan: Estimate costs, revenues, profit, and cash flow for the initial business period.
7. Review and Adjust the Plan: Check the consistency, clarity, and completeness of the entire document.

6. Market Research

1. Introduction to Market Research

Market research is a systematic process of gathering, analyzing, and interpreting information about the market, customers, competitors, and the overall business environment. It is a fundamental tool for entrepreneurs, as it helps them better understand the environment in which they operate, identify opportunities, and reduce risks associated with business.

The main goal of market research is to obtain information that helps entrepreneurs make informed decisions about their business strategy. This information includes understanding the needs and preferences of target customers, identifying market trends and changes, analyzing competitors, estimating market size and potential, and providing a basis for developing a marketing strategy.

Market research is essential not only for new businesses but also for existing companies that want to expand, adjust their product or service offerings, or adapt to market changes.

2. Types of Market Research

2.1. Primary Research

Primary research involves collecting new data directly from target customers or other relevant entities. This type provides the most up-to-date information and allows the entrepreneur to obtain specific answers related to their business idea. Common methods include:

- Surveys and questionnaires
- Interviews with customers or experts
- Focus groups (group discussions to test a product or service)
- Product testing on a sample market

Primary research is more time-consuming and costly than secondary research but delivers valuable and specific insights.

2.2. Secondary Research

Secondary research uses existing data available from various sources, such as statistics, professional studies, market reports, public databases, or websites. It is efficient because it quickly provides an overview of the market, competition, and general trends. Insights from secondary research can support more in-depth primary research and help entrepreneurs orient themselves when planning strategy.

3. Steps in Market Research

1. Define the Research Goal – The entrepreneur first determines what the research aims to achieve, such as verifying product demand, identifying main competitors, understanding customer preferences, or assessing the market's economic potential.

2. Identify the Target Group – Clearly specify the target group, including customer characteristics like age, gender, income, interests, or location. A precise target group ensures relevant and usable information.
3. Choose Data Collection Method – Decide whether to use primary research, secondary research, or a combination of both. The method should align with the research goal and available resources.
4. Data Collection – Gather information through surveys, interviews, market observation, or analysis of existing statistics and professional sources.
5. Data Analysis – Process, organize, and analyze the collected data to identify key insights, customer behavior patterns, potential opportunities, and threats affecting the business.
6. Interpretation of Results – The research results must be interpreted to provide concrete recommendations for the business strategy. This interpretation may lead to adjustments in the product or service offering, changes in marketing activities, or adaptations to the pricing strategy.
7. Presentation and Use of Data – The final step involves using the research findings to develop the business plan, marketing strategy, and strategic decision-making. Presenting the results facilitates communication with colleagues, investors, or banks.

7. Marketing and Communication

1. Introduction

A social enterprise is a specific form of business that combines economic activity with a clearly defined social or environmental mission. It's not just about selling products or services, but also contributing to society—such as creating jobs for disadvantaged groups, protecting the environment, or supporting local communities.

Marketing is particularly important for social enterprises. It not only helps promote the product or service itself but also communicates the enterprise's values and societal impact. Effective marketing builds trust with customers, partners, and the broader community, becoming a key factor for long-term sustainability and growth.

Example: A café employing people with disabilities may appear like a regular business at first glance. Thoughtful communication, however, shows that buying a coffee supports meaningful work for people who might otherwise struggle to find employment.

2. Main Marketing Goals for Social Enterprises

Marketing for social enterprises typically aims to:

- Increase visibility – ensure customers know about the enterprise and understand its mission.
- Build trust – customers often buy not just the product, but the story and values behind it.
- Ensure sustainability and growth – systematic marketing supports long-term business viability.
- Communicate impact – show that purchases or support have a meaningful and measurable benefit.

Example: Selling eco-friendly cleaning products – marketing highlights that, besides a clean home, the customer contributes to environmental protection, as the packaging is reusable and the substances biodegradable.

3. Specifics of Marketing for Social Enterprises

Marketing for social enterprises differs from traditional commercial marketing primarily because it is value-oriented. It doesn't just sell the “what” (product or service) but also the “why” (reason, mission, impact).

A powerful tool is storytelling—sharing stories of the people the enterprise helps or the journey of a product from raw material to finished item. Visual communication—photos, infographics, or short videos—also plays a key role in conveying emotion effectively.

Example: An organization collecting old clothing of a specific family it helped, accompanied by photos, and post it on social media. This shows customers that their donation has a real impact.

4. Target Audience and Segmentation

Every business needs to know exactly who it is selling to. For social enterprises, the target audience extends beyond customers to include partners, donors, and supporters. Segmentation involves dividing the audience by age, interests, values, or purchasing motivations.

Customers of social enterprises often value ethical practices, local production, or environmental responsibility.

Example: An eco-store selling fair-trade products might target younger families (ages 25–40) interested in a healthy lifestyle and committed to supporting sustainability.

5. Communication Channels

The success of a social enterprise depends not only on the quality of its products or services but also on how effectively it communicates with customers, partners, and the community. Marketing communication should be thoughtful, consistent, and combine both online and offline channels.

Online Channels

The online environment offers broad opportunities to reach customers, build trust, and regularly communicate the enterprise's values.

- Website – the basic “business card” that should be clear, modern, and easy to navigate. It should include not only products or services but also the enterprise's story, values, and social impact.
- Social Media (Facebook, Instagram, LinkedIn, TikTok) – ideal for regularly sharing stories, behind-the-scenes content, photos, and videos. Each platform has a different audience: Instagram for visuals and younger users, LinkedIn for partners and collaborations, Facebook for community engagement.
- Newsletters and Blogs – provide space for deeper communication and building customer relationships. Newsletters can include tips, news, stories of people the enterprise supports, or invitations to events.
- Video Content – short videos or reels showcasing authentic stories of employees, customers, or the production process.

Offline Channels

Even in the digital age, personal contact remains a key element of marketing for social enterprises.

- Workshops and Educational Events – co the enterprise’s values. Participants can try the production process themselves, meet employees, and gain a personal experience.
- Community Events – participating in local festivals, markets, or charity events strengthens community ties and supports local engagement.
- Media Collaboration – articles in local newspapers, radio or TV interviews help build credibility and reach a wider audience.
- Printed Materials – flyers, posters, or catalogs complement online communication and provide tangible interaction with the brand.

Example: A social enterprise making bags from recycled materials invites customers to a workshop where they can sew their own bag. Photos and videos from the workshop are shared on Instagram. Customers receive a newsletter featuring the new collection and an invitation to the next event. This offline experience is seamlessly connected to online communication, strengthening customer loyalty.

6. Branding and Brand Building

Branding is more than just a nice logo – it’s the overall impression and identity of the social enterprise. A well-defined brand clearly communicates the mission, values, and uniqueness.

Key elements of a social enterprise brand:

- Mission and Values – the customer should understand the purpose and social impact of the enterprise at first contact.
- Logo and Visual Identity – colors, fonts, and graphics should reflect the mission. For example, an environmentally focused business often uses green, natural motifs, and simple visuals.
- Communication Tone – the style of expression suited to the target audience. It can be friendly and approachable (e.g., a socially-conscious café) or professional and expert (e.g., a consulting organization).
- Unique Story – what makes the enterprise irreplaceable. The story should be closely tied to the mission and regularly reinforced.

Importance of Branding

A strong brand helps distinguish a business from its competitors, remain memorable to customers, and evoke positive emotions. For social enterprises, branding is even more crucial because, beyond the product or service, it represents social or environmental impact.

Example: A social enterprise that plants a tree for every product sold designs a logo featuring a tree and uses the slogan “You Buy – We Plant.” Each customer immediately associates their purchase with a concrete positive impact through the brand.

Steps to Create a Marketing Strategy

A successful marketing strategy for a social ent

l steps:

1. Market and Target Audience Analysis – Identify who the customers are and what they expect.
2. Define Mission and Values – Clearly communicate why the enterprise exists.
3. Set Goals – For example, increase awareness, boost sales, or attract new partners.
4. Choose Channels – Decide whether to focus on online, offline, or a combination of both.
5. Develop a Content Plan – Prepare posts, articles, and campaigns.
6. Storytelling and Impact Visualization – Showcase concrete results (e.g., number of employed people or trees planted).
7. Measure and Evaluate – Monitor whether the strategy works (social media reach, sales, feedback).

Example: A social enterprise selling fair trade teas plans three Instagram posts per week (photos from tea plantations, stories of farmers), publishes a monthly newsletter with discounts, and twice a year releases a report on social impact.

8. Pitching and Presentation

Pitching is a short and persuasive presentation of your business, product, or service. For social enterprises, it is important to highlight not only the economic goal but also the social or environmental impact.

Purpose of the pitch:

- To gain investments, partners, or customers.
- To present the values and mission of the enterprise.
- To build credibility and stand out from the competition.

Key principle: Product quality alone is not enough – the story, mission, and tangible impact matter.

Example: A café employing people with disabilities can, during a short presentation, show not only the quality of its coffee but also the concrete impact, e.g., the number of people employed and positive changes in their lives.

1. 2. Key Elements of a Successful Pitch

A pitch should be structured to cover all essential information while remaining concise, clear, and emotionally impactful.

2. Introduction and Capturing Attention

Begin with a question, statistic, short story, or striking fact.

Purpose: to quickly grab the listener's attention and spark interest in your business.

3. The Problem You Solve

Describe the specific problem your business addresses.

The problem should be relevant and easy to understand.

4. Solution and Value Proposition

Present your product or service and show how it solves the problem.

Highlight what makes your solution unique and better than existing alternatives.

5. Social or Environmental Impact

Clearly explain the benefits for the community or the environment.

Support your claim with numbers, statistics, or short customer stories.

6. Market and Target Audience

Demonstrate that you understand your customers and potential market.

Clearly define your target group and its characteristics.

7. Business Model and Sustainability

Explain how the business generates revenue and ensures long-term viability.

This is especially important for investor stability.

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8. Call to Action

End with a clear invitation or request for the next step. At the end, clearly state what you want from your audience – an investment, partnership, collaboration, or support.

Pitch Example:

“Every year, millions of plastic bags are thrown away. We produce bags made from recycled materials and employ disadvantaged people. Over the past year, we have hired 10 people and produced 5,000 bags. An investment will allow us to expand production and increase our impact on the community.”

3. Presentation Structure (Pitch Deck)

A pitch deck is a visual support for your pitch that helps the audience quickly understand your business, its value, and impact. A well-prepared pitch deck increases clarity, aids memory, and boosts persuasiveness.

Slide 1: Introduction – Business Name, Logo, Short Hook

- The name should be clear, memorable, and reflect the business values.
- Logo and visual style should align with your branding.
- Hook (short fact, question, or story) to grab attention.

Example: “Did you know that millions of plastic bags are thrown away every year? We produce recycled bags and employ disadvantaged people.”

Slide 2: Problem – Current Challenge

- Clearly and concisely describe the problem you are solving.
- Show that the problem is relevant and urgent.
- Use numbers or a short story to make it concrete.

Example: “In our community, 30% of people are unemployed, especially young people and those with disabilities.”

Slide 3: Solution – Product/Service and Its Unique Value

- Present what you offer and how it solves the problem.
- Highlight what makes your solution unique compared to competitors.
- Focus on benefits for both customers and the community.

Example: “Our bags are made from recycled materials, and each purchase provides employment for people with disabilities.”

Slide 4: Impact – Specific Social or Environmental Benefit

- Showing impact is crucial for social entrepreneurs
- Present concrete results: number of people employed, amount of material recycled, number of communities supported by the project.
- Visualize impact using a chart or images.
Example: “Over the past year, we have employed 10 people and produced 5,000 recycled bags. Each bag helps reduce plastic waste.”

Slide 5: Market and Customers – Market Size, Target Audience, Knowledge of Competitors

- Define your target audience – age, interests, motivations, purchasing behavior.
- Show market size and growth potential.
- Describe the competitive landscape and your business advantages.
Example: “Our target market is people aged 25–40 who prefer sustainable products. Local competitors do not offer the combination of recycled materials and social impact.”

Slide 6: Business Model – Revenue, Sustainability, Scalability

- Explain how the business generates revenue.
- Demonstrate that the business is sustainable in the long term and has growth potential.
- Include key partners, distribution channels, and profitability strategies.
Example: “We sell bags online and at local markets. Revenue covers material costs and wages. We plan to expand production to other cities.”

Slide 7: Team – Who’s Behind the Business, Experience, Roles

- Highlight key team members and their competencies.
- Include experience relevant to social entrepreneurship and business management.
- The team should appear competent and trustworthy.
Example: “The founder has experience in sustainable design, the production manager has 5 years of experience in social projects and coordinates employees with disabilities.”

Slide 8: Call to Action

- At the end, clearly state what you want from your audience.
- This could be an investment, partnership, collaboration, or support.
- It’s recommended to close the pitch positively with an inspiring call.
Example: “Join us and help create more job opportunities. Your investment will allow us to employ 20 more people and produce 10,000 bags.”

4. Tips for a Successful Pitch

1. Be concise: Ideal pitch length is 3–5 minutes – longer presentations lose attention.
2. Visual support: Images, charts, photos, and short videos increase clarity and impact.

3. Storytelling: People remember stories more than statistics. Authentic client examples or impact stories are more powerful than statistics.
4. Prepare answers to questions: Investors or partners will ask about details, funding, market, and impact. Have facts and concrete numbers ready.
5. Practice aloud: Check timing, fluency, and persuasiveness.

Example of a social enterprise pitch (fair trade tea):

“Our teas support farmers in Africa. Selling our tea provides fair wages and educational programs for farmers’ families. Over the past year, we supported 50 families and sold 10,000 tea packages. Your investment will allow us to expand distribution and increase our impact.”