ENTREPRENEURIAL TOOLS

TRAINING TOOLS TO DEVELOP AND EVALUATE ENTREPRENEURIAL READINESS

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1.1. THE SCAMPER TECHNIQUE

THE SCAMPER TECHNIQUE HELPS AN INDIVIDUAL TO DISCOVER NEW PERSPECTIVES THEREBY CREATING NEW IDEAS (EBERLE, 1996). THE NEW IDEAS WILL BE A VARIATION / INNOVATION OF PREVIOUS THINKING.

SCAMPER IS AN ACRONYM:

S - Substitute
C - Combine
A - Adapt
M - Magnify (alternatively 'modify')
P - Put to Other Uses
E - Eliminate (alternatively 'minify')
R - Rearrange (alternatively 'reverse')

1.2 SIX THINKING HATS

The concept of Six Thinking Hats (de Bono, 1985) allows ideas to expose gradually, each time bringing to the forefront what we want to concentrate on, thus arriving at a solution.

- The colors are applied one by one until a finished image is obtained

-The advantage is that in this way the participants in the discussion can be "excluded" from their usual mental reflexes and try to look at the issue under discussion from different angles.

- This technique allows for overcoming the attitude of opposition and creates conditions for constructiveness and creativity.

ROLES OF DIFFERENT HATS:

- **white hat**: presents the facts and information about the situation and the problem. This is objective knowledge, more description than explanation.

- **red hat:** represents the emotional sensations of the problem or situation. It is a subjective experience, feelings, and intuition

- **golden hat:** produces new ideas, suggestions, and solutions. It is a symbol of open and creative thinking.

ROLES OF DIFFERENT HATS:

- **yellow hat:** it collects the positive aspects of the solution, advantages, or future benefits. It also presents the positive motivation of the chosen solution.

- **black hat:** it collects all the negative aspects of the correct resolution or solution. Threats, inconveniences, or bad consequences are described.

- **blue hat:** it is the control over the whole process. It offers consecutive steps during the meeting and afterward. This hat allows participants to modify the process and focus the methods in the right direction.

1.3 CREATIVE THINKING AND IT

Oflow

Oflow is one of the many applications designed to help generate the best ideas. It makes use of over 150 different messages and tips to help the mind get inspired and working. Oflow can help set up daily reminders of creativity, keep notes and work out good ideas.

Steller

Steller is an application which allows us to create image based pictures for online sharing. Users have the ability to create different stories by utilizing photos, videos and images (Perez, 2014).This application is part of the social media and is very special in its creative format.

The Brainstormer

This is a unique and beautifully designed application. It provides online tools for writing randomly generated ideas and projects of all kinds. It consists of three different wheels (plot, subject, and setting/style) where the user tries to create a scenario according to the given results in each category after a random spin. With an enormous variety of combinations, this tool manages to stimulate creative thinking and the production of new ideas.

Others:

Lateral thinking
Mind Mapping
Random Word Generation
Picture Association
Change Perspective
Get Up and Go Out"
Random Input
Reversal
Methods of Analysis
Negative brainstorming
Storyboarding
Metaphorical thinking
Brain shifter

1.4 Useful creative thinking tips

1. READ, LISTEN OR VIEW THE CREATIONS OF CREATIVE PEOPLE.

2.BRAINSTORM REGULARLY, WHETHER YOU DO IT ALONE OR IN GROUP SETTINGS.

3. ALWAYS CARRY A NOTEBOOK AND A PEN IN CASE A GREAT IDEA POPS INTO YOUR HEAD.

4. IF YOU'RE STUCK ON A PROBLEM, OPEN UP A DICTIONARY AND SELECT A RANDOM WORD AND THEN RANDOMLY COMBINE WORDS IN ORDER TO HELP YOUR MIND MOVE INTO NEW UNEXPLORED DIRECTIONS.

5. MAKE SURE YOU DEFINE YOUR PROBLEM SINCE THIS WILL MAKE IT MUCH EASIER TO COME UP WITH IDEAS AND SOLUTIONS.

1.4 Useful creative thinking tips

6. TAKE A WALK OR A SHOWER.

7. IF YOU ARE LOOKING FOR RELAXATION, CONSIDER TAKING A WALK, LISTENING TO RELAXING MUSIC OR OBSERVING NATURAL BEAUTY (E.G., OCEAN, SEA, MOUNTAIN OR TREES) WHILE CONTEMPLATING. IF YOU WANT TO ACTIVATE YOUR CREATIVE THINKING CONSIDER READING BOOKS, SOLVING PUZZLES AND ENGAGING IN CREATIVE ACTIVITIES THAT STIMULATE YOUR MIND. CREATE YOUR OWN ENTERTAINMENT.

8. DO SOMETHING NEW EVERY DAY THAT YOU HAVE NOT DONE YET (E.G. EAT NEW FOOD, DRESS DIFFERENTLY, DRIVE A DIFFERENT ROUTE TO WORK, TAKE A DIFFERENT MODE OF TRANSPORTATION, AND INTRODUCE YOURSELF TO A STRANGER).

9. READ, READ, READ.

10. EXERCISE YOUR BRAIN BY DOODLING, WRITING, SOLVING PUZZLES, DEBATING OR DOING ANYTHING THAT ALLOWS YOU TO FORM NEW MENTAL CONNECTIONS.

1.5. CREATIVE THINKING ACTIVITIES

In qualitative methods, the researchers are often direct participants in the experiments themselves, while in quantitative terms they are always side observers. In the quantitative study, the intervention of the researcher can harm the objectivity of the results, while in qualitative terms it is precisely the desired effect! Therefore, qualitative research is always subjective, unlike the quantitative ones where no subjective factor should exist. Quantitative research experiments are strictly standardized (in order for results to be comparable), while on the contrary - in qualitative such, often standardization is virtually absent.

QUALITATIVE METHODS:

- Explore specific properties of a representative sample of the surveyed objects;
- Detect hidden, internal dependencies between the objects surveyed;
- Reveal causative links for the phenomena studied;
- Define the parameters for applying subsequent quantitative methods of investigation.

QUANTITATIVE METHODS

- Fix the common, repetitive properties of the objects surveyed;
- Classify general facts about the objects surveyed;
- Compare already fixed facts about the objects surveyed;
- Analyze, synthesize and summarize results that are considered valid for all surveyed objects.

Looking at the characteristics, we can conclude that qualitative research has much more pronounced heuristics and faster reflection, and therefore more effective research. A great part of the qualitative methods renders positive results precisely on the basis of non-standard approaches to solving the assigned tasks.

DOCUMENT ANALYSIS

= analyzing information

TRADITIONAL (CLASSIC, QUALITY) METHOD:

At its core lies the mechanism of insight into the content and meaning of the text. Traditional document analysis aims to record facts, events, phenomena, and implies the use of various mental operations to interpret documented data from a specific, chosen by the researcher point of view.

DOCUMENT ANALYSIS

= analyzing information

FORMULATED (QUANTITATIVE) METHOD - CONTENT ANALYSIS:

Its essence lies in finding such signs and features of the document which reflect the essential aspects of its content. This method is applied:

- when a high degree of accuracy is required; in the presence of extensive and unsystematic material;
- when the textual material cannot be processed without summary assessment.

Creative incentives are methods based on three basic principles:

- Improvement of the creative skills of the staff by optimizing organizational processes
- Creation of a suitable environment for the exchange of ideas
- Presenting concrete ideas for innovation(Heerwagen, 1998).

IN PURSUANCE OF THESE PRINCIPLES, THE NEXT STEPS ARE FOLLOWED:

Step 1. Upgrading of individual skills, potential, motivation and experience.
Every person has different knowledge and experience. Based on our personal experience and knowledge, we get to know the world around us in a different way. The view is strictly individual and unique for everyone. If we perceive the views of different people, then we can form a truly unique gallery of ideas.

Step 2. Increase of self-esteem and confidence in the team.
The high level of confidence and self-esteem in the workplace is at the heart of creativity. The individuals who have high auto-evaluation are not shy to express their own opinions and ideas. In this sense, high self-esteem leads to the generation of new ideas.

Step 3. Increase of motivation at work /provision of services .
Motivated and supported employees or clients have more potential to build on their existing knowledge and to offer innovative solutions and ideas.

IN PURSUANCE OF THESE PRINCIPLES, THE NEXT STEPS ARE FOLLOWED:

Step 4. Activation of personal emotions and own motivation.
The creative thinking person differs from the ordinary person inbeing fully involved in what he/ she does.

Step 5. Encouraging of teamwork and the exchange of ideas
Generating and developing innovative ideas and solutions is much easier and more applicable in a well-organized team. This is due to the presence of multiple viewpoints and perspectives.

Step 6. Making use of the benefits of the physical environment and resources.
The upgrading of collective creativity is possible only when the necessary knowledge and information base is available to allmembers of the team.

Step 7. Preparation of a specific topic and creation of the opportunity to generate new ideas.
In this step, it is possible to develop an innovative idea which to become an actual product, process, technology, market method, etc.

IN PURSUANCE OF THESE PRINCIPLES, THE NEXT STEPS ARE FOLLOWED:

Step 8. Generating ideas by using the brainstorming method.
A good approach is to run the so-called sessions for generating ideas using the brainstorming method. It is also desirable to apply new methods and approaches in conducting group activities.

Step 9.Time for rest and relaxation
When solving a problem, it is important to look at different points of view. Rest and relaxation are extremely important for both individual and group sessions.

Step 10. Generating an innovative idea and make it real
The choice and pursuit of an idea from the many ideas generated is an essential part of the creative process. The chosen idea must be evaluated and proposed for implementation in the organization

1.6. SELF-ASSESSMENT

WRITE 6 QUESTIONS OF YOUR CHOICE.

CHOOSE FROM:

- TRUE/FALSE

N.B: ALWAYS MAKE SURE TO MARK THE CORRECT ANSWER IN YELLOW

EXAMPLE

QUESTION 1

THE SCAMPER TECHNIQUE HELPS IN GENERATING IDEAS FOR NEW PRODUCTS OR SERVICES BY ENCOURAGING THINKING ABOUT HOW THE EXISTING ONES COULD BE IMPROVED

A) TRUE

B) FALSE

1.7. ENTREPRENEURIAL THINKING TOOLS

MOTIVATION

“Entrepreneurial thinking is just part of what makes entrepreneurs entrepreneurial.”

BASKERVILLE PETER ΣΤΟ FORBES

Are there any tools that can be applicable to social entrepreneurs to become more entrepreneurial?

Name of Activity: Entrepreneurial thinking definition and meaning

Activity for understanding / study

Text, links, graphs,

1.7. ENTREPRENEURIAL THINKING TOOLS

KRUEGER (2007)

" entrepreneurial thinking is about attitude and beliefs; it is about having an entrepreneurial expert mindset. It focuses in deep beliefs that foster behaviour positively related to entrepreneurial outcome. "

Enterpeeneurial thinking enables people in recognizing opportunities in the market place, take advantage of innovations or shifts in technology, and find the way and time to capitalize on them.

1.7. ENTREPRENEURIAL THINKING TOOLS

FLEISCHMANN (2015)

entrepreunerial thinking is characterised by hopeful, melioristic, holistic-connective, social and ethical, utopian, heyristic and dialectical thinking; is action and team oriented; enables leadership; forces against alienation;enables connective problem solving.

Entrepreunerial thinking is a skill that can be learned and can be applied to all kind of businesses, including social enterprises. There are some major factors that could foster entrepreneurial thinking (Dewald, 2014) such as:

- Culture: thinking out of the box and, accepting risk, tolerance to new ideas
- Engangement of all in creative thinking
- Ability to take action at small scale

1.8. Monitoring and controlling tools

Motivation

Once a social enterprise is up, it is running and delivers its products or services, has to prove the value it provides and the impact of its activities. This kind of proof will inspire people inside the organization, and convince stakeholders and possible funders or investors. Tools coming from the quality management field and tools specially developed or adapted in the social enterprise field are of great significance since they control the whole process and estimate whether the objectives and the performance standards and goals of a social entity are met (Project Management Body of Knowledge, 2013).

Various tools and techniques can be employed at the above mentioned phases of quality assurance process such as:

Planning ***Performing*** ***Controlling***

Cost benefit analysis
Cost of quality
Brainstorming
Force field analysis
Nominal group technique
Cause and effects diagrams
Flowcharts
Check sheets
Pareto diagrams
Histograms
Scatter diagrams
Design of experiments

Affinity diagrams
Process decision program charts
Interrelationship diagraphs
Tree diagrams
Prioritization matrices
Activity network diagrams
Matrix diagrams
Cause and effects diagrams
Flowcharts
Check sheets
Pareto diagrams
Histograms
Control Charts
Scatter diagrams
Benchmarking
Design of experiments
Statistical sampling

Record keeping is also very essential for quality assurance purposes supporting tracing and providing evidence of conformity. Therefore, organizations implementing quality assurance procedures must provide efficient and accurate record-keeping, readily identifiable and retrievable.

1.9. TOOLS SOCIAL ENTREPRENEUR SHOULD KNOW

The measurement of social enterprises' performance is based on the achievement of a double or even triple "bottom line", combining social and environmental aims with trading in the market (Dart, 2004). Organizations of the third sector such as social enterprises are increasingly required to have formal standards and measures of their performance (Millar & Hall, 2012).They have to demonstrate their social, economic, and environmental values for the following reasons (The Canadian Social Enterprise Guide, 2010):

- To confirm that they are on the right track
- To adjust and improve their planning
- To improve their day to day operations
- To build and gain support from the external environment
- To contribute to the field of social entrepreneurship
- To be prepared for changing demands

To serve this purpose a range of performance measurement methodologies and tools have been introduced and utilized by social enterprises. The most known of them are the following **(Florman & Klinger-Vidra, 2016; So et al, 2015):**

- General assessment methodologies and tools
- Name Areas of focus
- Social return on investment (SROI)
- Social Rating
- Social and ethical financial
- Social impact assessment (SIA)
- G4 Guidelines Economic, social and environmental
- Human impact + (HIP) Scorecard
- Human, social environmental, economic
- Principles for responsible investment (PRI) Environmental, social and corporate governance GIIRS/B Rating System
- Impact Reporting and Investment Standards (IRIS) Metrics

- Specific assessment methodologies and tools
- Name Areas of focus
- Social value metrics   Economic, social and environmental
- Leadership in energy and environmental design (LEED) certification   Environment
- Balanced Scorecard   Financial, customer, business process, learning, and growth
- Trucost
- Accelerator / Compass investment sustainability assessment   Economic, social and environmental
- Dalberg approach
- Ecological Footprint
- Progress out of poverty index (PPI)
- Development Outcome Tracking System (DOTS)

HOW CAN A PERFORMANCE MEASURING SYSTEM OF A SOCIAL ENTERPRISE BE DEVELOPED?

In order to develop a measuring system, a set of fundamental issues should be met (The Canadian Social Enterprise Guide, 2010) such as:

- Deside what should be measured
- Develop a tracking system that can be used for gathering information
- Use the gathered information for decision making and demonstrating the value and performance to stakeholders

1.10. REPORTING IMPACT AND PERFORMANCE METHODS AND TOOLS

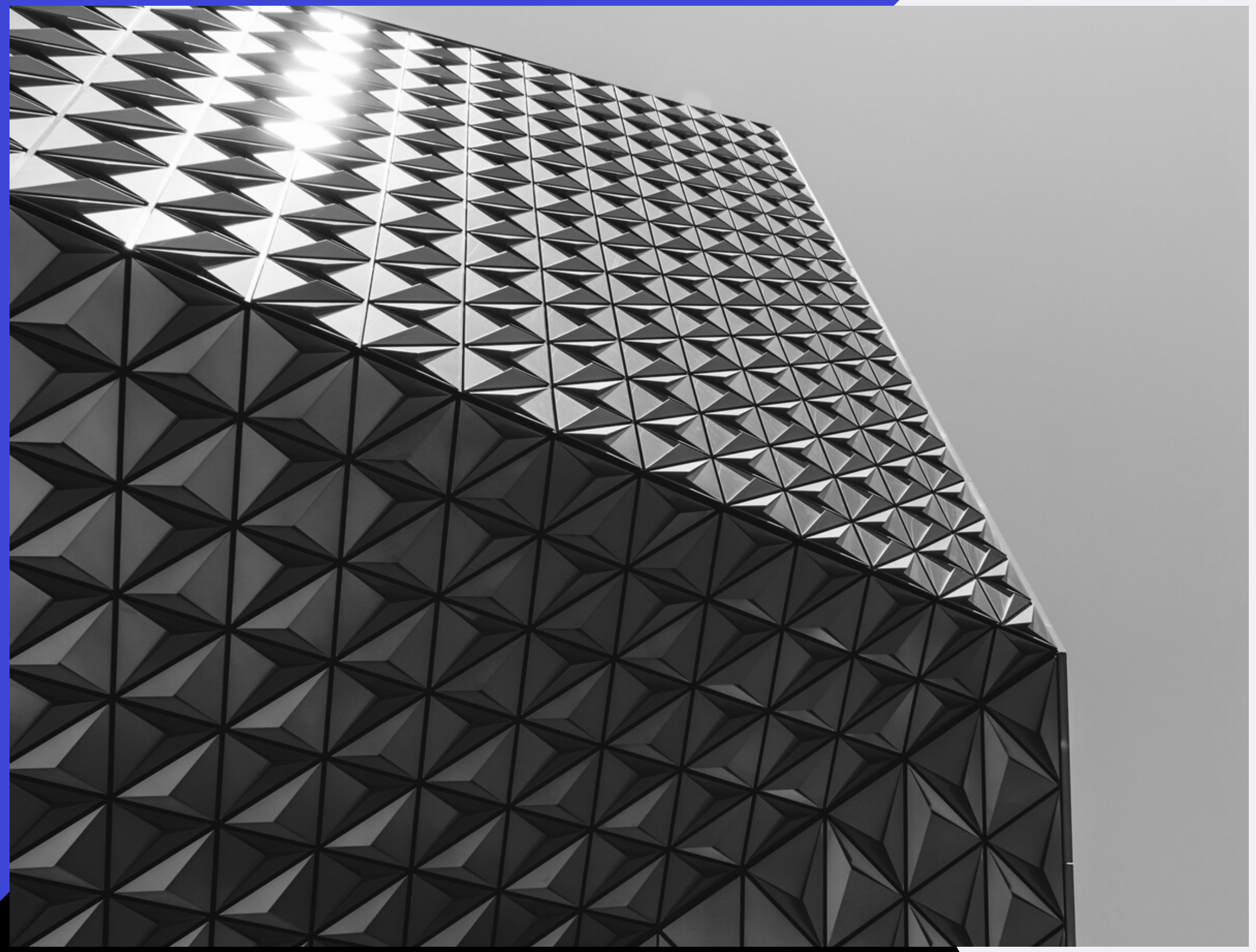
Reporting impact and performance is a crucial procedure when it comes to show the value of a social entreprise. Business advisors should be able to choose and suggest among a variety of tools and methods to report performance and impact that correspond to a number of different contexts such as type of social entity, particular needs etc.

Attention should be given, on one hand, on how the findings of a social entity's impact and performance assessment should be reported and communicated to different stakeholders. On the other hand, reasons that impose the reporting and communication procedure must be listed, such as making improvements, checking the consistency of the social entity's delivered products and/ or services, find out deviations etc.

There are a number of different extensive reports that business advisors can use to present the performance and impact of organizations.
The most commonly used are:

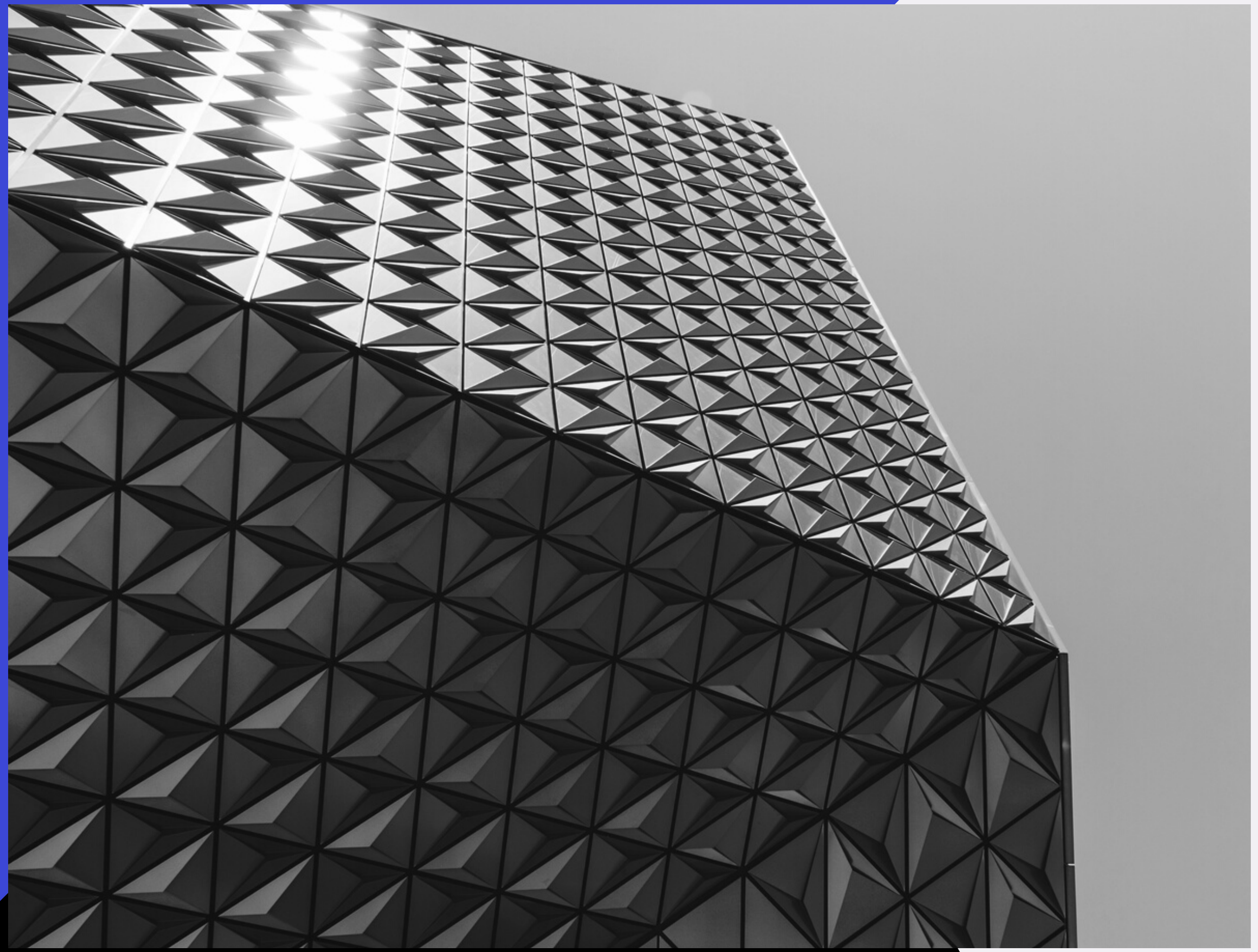
- Periodic reports (monthly, annual)
- Routine management reports
- Compliance reports
- Committee or board reports
- Performance reports

In the case of social enterprises social metrics reports, benchmarking reports, impact reports and reports that enhance internal and external communications of their value and results achieved areneeded (The Canadian Social Enterprise Guide, 2010)



When reporting the performance or the impact of social enterprises the requirements of supervising authorities (i.e. Ministry of Labor and Social Security, Secretariat of Social Economy), should also be taken into consideration.

In the case of Greece...
It should be mentioned that reporting Impact and Performance prerequisites from business advisors to possess key knowledge and skills. More specifically, Business advisors should be familiarized with working with large data sets and turning them into well-structured and understandable information that is suitable for the preparation of reports and references. Basic data and information analyzes are done through self-service Business Intelligence tools. These tools allow the transformation of unstructured data into detailed reports and reviews and the development of detailed interactive visualizations.



To achieve this, business advisors should:

know basic statistical analysis;

be able to work with large arrays of data;

know different ways of collecting, transforming, clearing, analyzing, and shaping data;

be able to create predefined datasheets and rules for their automatic update, geographic positioning of data;

be able to work with open data.

THE FOLLOWING TIPS COULD BE USEFUL IN PREPARING AND WRITING REPORTS:

1**. Confirm What the Client Wants.** This initial step is very important. We need to see what the social enterprise is expecting. It is important to think specifically about the end result (usually the final report). What issues should be addressed? What direction/guidance is expected to deliver? What exactly will it contain? How to present the results obtained?

2**. Determine What Type of Report Is Required.** There are various types of business reports. Some of them have common characteristics while others may be completely different. From the outset, it should be determined what type of final report is to be prepared.

3. **Conduct the Initial Research.** The initial step is to find out what kind of report is required in the given time. –Then next step is to proceed with the design of the research. The development of questionnaires, as well as, the interview of key stakeholders consists of basic components of this procedure. It is suggested to collect and verify information from various sources. This raises the credibility of the results reflected in the report.

4. **Write the Table of Contents First.** In order to develop a successful business report, it is necessary before writing the actual report, to prepare its detailed content. This leads to consistency in the process of drafting the report.

5. **Do Any Additional Research.** Once the content of the report has been elaborated in detail, there may be a need for further investigation. If you decide that further investigation and gathering of additional information are required, then, it should be done before writing the report. In this way, you avoid interrupting the writing process in order to gather new or more data.

6**. Create the main frame of the report.** You first need to create a skeleton report. This means that before writing any of the texts, enter all the content you've already developed in MS Word title by title, including the subheadings as well. At this stage, the document is essentially a consistent series of titles and subtitles with a blank space between them. Then MS-Word automatically generates a Table of Content. You are then ready to fill in the blank spaces the relevant texts and sub-items in the body of the text document.

7. **Write the Report By Filling In The Blanks.** Once the report frame is in place, as described in the previous step, the writing of the actual report is almost like filling the preforms. Just start over and run sequentially through headlines and subtitles one by one until you reach the end. All preparation must be a relatively clear process.

8. **Creating charts and presentations.** In the report, you can include many different types of graphs for data and graphics. These include core graphs, line graphs, core charts, scatter charts, stock charts, surface charts, donut charts, bubble charts, and radar charts.

YOU CAN MAKE CHARTS IN POWERPOINT OR EXCEL. IF YOU HAVE A LOT OF CHART DATA, CREATE YOUR CHART IN THE EXCEL FORM AND THEN COPY IT INTO YOUR PRESENTATION. THIS IS ALSO THE BEST WAY IF YOUR DATA CHANGES REGULARLY AND YOU WANT YOUR CHART TO ALWAYS REFLECT THE LATEST CHANGES. IN THIS CASE, WHEN YOU COPY THE CHART, SAVE IT TO THE ORIGINAL EXCEL FILE.

Creating effective presentations is an important skill that business advisors should also develop. Power Point has become one of the most popular tools for creating effective presentations (Harrington,2010).

1. CREATE A TEMPLATE THAT DOES NOT CONTAIN DISTRACTING ITEMS.

The aim is to achieve simplicity and legibility. Avoid scattering elements that can take note of important issues.

2. MAKE SURE YOUR TEMPLATE ENCOURAGES ATTENTION AND GOOD PERCEPTION CHOOSE COLOR COMBINATIONS THAT MAKE IT EASY FOR YOUR AUDIENCE TO READ AND GRAB YOUR SLIDES. IF YOUR AUDIENCE IS UNABLE TO READ AND PERCEIVE YOUR SLIDES, THEN YOUR MESSAGE IS COMPROMISED.

3. SELECT THE APPROPRIATE FONT CHOOSE A FONT THAT IS EASY TO READ. SELECT STANDARD FONTS AND LIMIT THEM DOWN TO TWO.

4. INCLUDE HIGH QUALITY PHOTOS, IMAGES OR DIAGRAMS THAT ENHANCE YOUR ORAL MESSAGE. RESEARCH SHOWS THAT COMMUNICATION IS ENHANCED WHEN AN ORAL MESSAGE IS COMBINED WITH A POWERFUL SCREEN IMAGE.

5. USE PHRASES OR ABBREVIATED SENTENCES INSTEAD OF COMPLETE SENTENCES. PERHAPS, WITH THE EXCEPTION OF SHORT DIRECT QUOTES, HAVE WHOLE SENTENCES IN YOUR ORAL PRESENTATION.

6. USE BULLET POINTS SPARINGLY. THE MOST EFFECTIVE SLIDES ARE OFTEN THOSE WITH THE LEAST TEXT

7. ELIMINATE THE USE OF HEADINGS OR TITLES UNLESS THEY COMMUNICATE THE MAIN MESSAGE. HEADINGS SHOULD NOT BE USED TO INTRODUCE OR IDENTIFY THE TOPIC OF THE SLIDE, THOUGH THEY MAY BE USEFUL TO CALL ATTENTION TO THE MAIN FINDING IN A CHART OR GRAPH.

8. USE ANIMATION, SLIDE TRANSITIONS, AUDIO, AND VIDEO SPARINGLY.
AND IF USED, DO SO ONLY TO REINFORCE A KEY CONCEPT

9. HIGHLIGHT THE MOST IMPORTANT INFORMATION IN TABLES AND GRAPHS. IF NEEDED, USE BUILDS TO PRESENT DATA.
THERE ARE MANY RESOURCES ABOUT HOW TO CREATE EFFECTIVE TABLES AND GRAPHS.

10. BE PASSIONATE ABOUT YOUR TOPIC. REGARDLESS OF HOW WELL DESIGNED YOUR SLIDES ARE, THE SUCCESS OF FAILURE OF YOUR PRESENTATION WILL HINGE ON HOW EFFECTIVE YOU ENGAGE YOUR AUDIENCE.

The stages of communication

Organizations when communicating their achievements should keep in mind the basic principles of business communication:

- **EFFICIENCY AND SPEED:** IT IS IMPORTANT TO RESPOND AS SOON AS POSSIBLE
- **TRUTH AND VALIDITY:** ALL INFORMATION SUBMITTED MUST BE VALID, DOCUMENTED, AND BASED ON FACTS.
- **RELIABILITY AND CONFIDENTIALITY:** CONTINUOUS AND SECURE OPERATION OF THE CORRESPONDENCE IS PRESUMED
- **CONCISENESS AND CLARITY** IMPLY THAT IT SHOULD CONCISELY AND CLEARLY, PRECISELY, AND UNEQUIVOCALLY POINTED OUT IN A LETTER/E-MAIL WHAT ONE WANTS, DECIDES, ETC.

Organizations can use internal and external communication not only to communicate the achievements of their consultancy work but also to urge other people to follow the same principles when communicating their achievements to their clients respectively.

Internal communication is information exchange within the organization and it can be established via various channels: personal contact, telephone, e-mail, intranet (the website accessible only by employees), staff meetings, and online tools for information exchange (Google Calendar, and Google Drive).

In **external communication**, the information exchange goes both within the organization and outside of it. Every organization communicates with the outside world on a daily basis. External communication can be formal and informal. Regardless of how it is established – via a letter, e-mail, web, telephone, or some other way – efficient external communication is the first step in creating the appropriate image. Carefully created letters, reports, presentations, or web pages, send the outside world an important message about the work and quality of the business advisor.

To reach a larger audience, organizations can effectively use communication through traditional media (radio, television, newspapers, etc.) as well as new ways of communicating (text messages, the Internet, blogs, social networks).

In internal and external communication, organizations can effectively use two types of communication:

Internal & external communication

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