

Activity 4.25 Juggle (Social Enterprise)

Module: 4. Planning Social Action

Duration: 60 minutes

Social Development Themes: Social Enterprise

Summary:

A basic role play game where participants experience running a social enterprise.

‘Juggle’ refers to the key challenge of the social entrepreneur – balancing social and commercial goals, and practicing self-care rather than self-sacrifice.

Learning Outcomes:

Understand the key principles of social enterprise

Preparations and Materials:

Facilitators will need to ensure they have the scenario questions ready, and that they are appropriate for the group. Facilitators should tailor these as necessary.

Approach

1. Introduce the activity by telling the group that they are going to create an experience of running a social enterprise.
2. Roles: Within each group, ask group members to select their roles in the social enterprise:
 - Sales or Business Development
 - Entrepreneur and ideas person
 - Manager: quality, administration or financial management
3. Give each group 10 minutes to discuss and select their roles.
4. Once the groups have chosen roles and an enterprise name, the main activity can begin.
5. The facilitator now hosts a series of situations/questions. Tell the group you will present them with situations for their social enterprise, and

the groups need to consider how they would respond to each situation.

6. Group members can be encouraged to think about their role, and ‘act’ the way they believe someone in their role would act. For example:
7. Participants can experiment with the characters and the descriptions above are just examples.
8. For each of the different situations ask groups to show what they think by standing on one side of the room or the other. Facilitators should change which side the different options are to keep the group moving and to keep energy levels up
9. Present the situations (see table below): each situation can be looked at/discussed independently, or facilitators can get the group to think about each situation and how it relates to the decision they made for the situation before.
10. Use as many situations as time allows. Give the group 2 minutes per situation to talk over their group response before they move.
11. Review each decision once the group moves and ask one member from each group – in character – to explain their group’s decision.
12. Once all situations are complete, invite the groups to review any learning points as a full group.

Debrief:

Useful debrief questions can be:

- Was it easy to agree as a group?
- What worked well? What was difficult?
- What was influencing your group’s decision making?
- How did you find balancing economic with social/environmental/cultural influences?

Global toolkit 2019

- How did you find balancing economic factors against achieving your main social/environmental/cultural impact?
- What is it making you think about as a social enterprise leader? What challenges did it reveal?
- How important were values and mission?
- What was the most difficult decision you had to make as a group? Which took the most discussion? Why?
- Did you use dialogue in your decision-making? How important was dialogue in helping you group keep going?

Theme	Options
A - Deciding the social enterprise	<ol style="list-style-type: none"> 1. Ask the community through research or a meeting what they think 2. Decide quickly and start testing your social enterprise product
B – Testing a social enterprise solution –	<ol style="list-style-type: none"> 1. Try to get investment by promising large returns to get your social enterprise started quickly 2. Apply for grants and start slowly and carefully
C - Making the product	<ol style="list-style-type: none"> 1. Get materials locally and support the local community by paying a higher price 2. Get materials from other disadvantaged communities and pay a lower price
D – Getting materials	<ol style="list-style-type: none"> 1. Choose high price environmentally friendly 2. Choose more affordable but bad for the environment
E - Selling the product	<ol style="list-style-type: none"> 1. Sell your product by getting a high profit commercial contract which doesn't really support your social objective 2. Sell your product by getting a contract which supports your social objective but does not make a high profit
F – Testing how ready you are	<ol style="list-style-type: none"> 1. Get a large contract even though you don't have enough staff to manage it 2. Get a smaller contract that you can manage even though it is not cost effective / does not have a good financial outcome

G - Opportunity to work in partnership	<ol style="list-style-type: none"> 1. Spend time creating partnerships which will represent the community 2. Focus on selling your product and making a profit / making sure the enterprise will work
H – Growing	<ol style="list-style-type: none"> 1. Get a grant to support your staff developing and managing your business 2. Takeover an existing local business to expand, although you don't have enough staff to properly manage it, it might make the enterprise more sustainable