

Project name: \_\_\_\_\_ Your name: \_\_\_\_\_

## ENTREPRENEURSHIP & INNOVATION – Course Workbook



### INTRODUCTION

Sustainability is a long-term balance that is neither harmful to others nor depletes resources. It ensures the well-being of current and future generations. Sustainability does not just happen. It needs to be sought out, pursued, embraced and shared. It takes time, energy, commitment and tenacity but is achievable.

We live in a globalized, capitalist world thrown out of balance through aggressive development which depletes resources, lives and well-being. It is not sustainable. Even social enterprises may not be sustainable. Enterprises are rife with missing mechanisms and guidelines for growth, management, energy use, regeneration and engagement.

The Sustainability Lens counters this.

Working with existing (or start-up) enterprises, it can be used as thoroughly or lightly as one wants. Think of it as a giant magnifying glass. Depending on how it's held - from further away things are amplified in a more general way, from up close, smaller things become visible and tiny details can be carefully examined. It is up to you how you want to hold and focus your Lens but at whatever distance, you will see new ways to build a sustainable future now with the decisions and resources we currently share.

Our world is full of problems. This workbook will help you to find a problem solution and make it sustainable. Enjoy the journey!

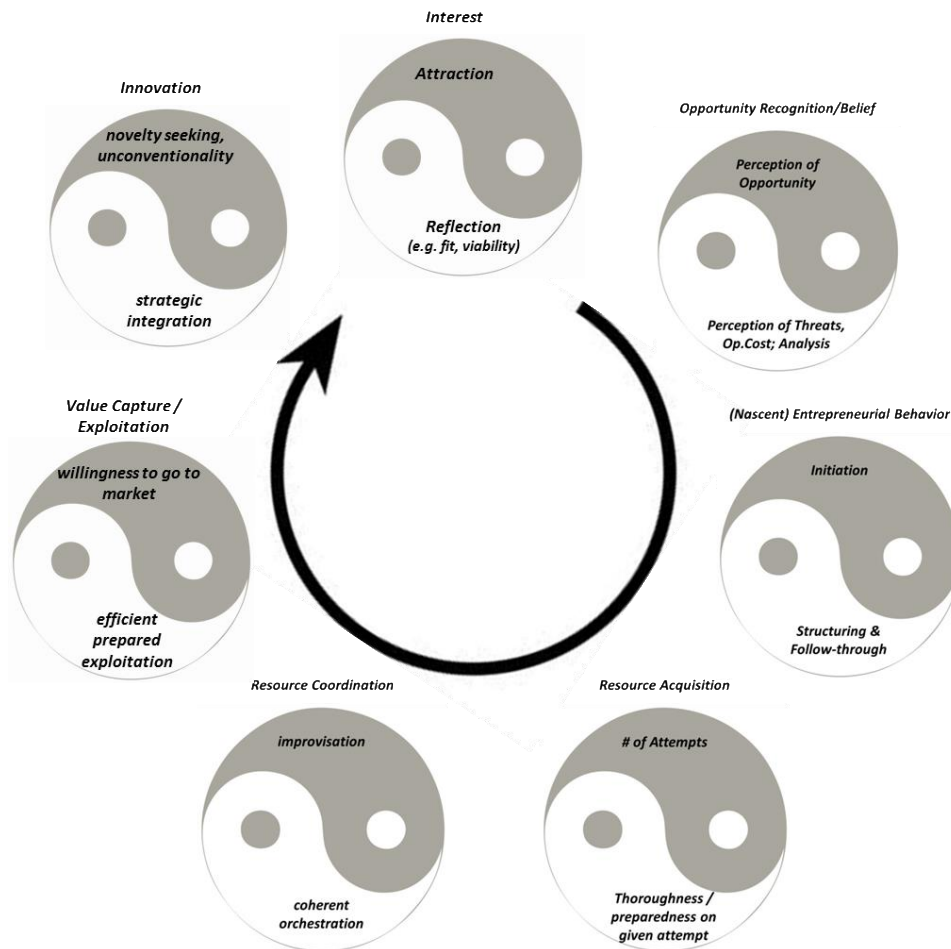
## Introduction

### The 7 Stages of Entrepreneurship

Entrepreneurship involves different skills and actions which change over time. In early stages, actions are more creative and exploratory while in later stages, especially after a business is up and running, many of the actions needed become more structured, predictable and routine (e.g. bookkeeping). Entrepreneurship is a roller coaster – requiring different skills at different times.

Self-awareness, determination and teamwork is key for building a successful enterprise. Knowing your strengths and weaknesses can help you to strategize where you will need partners and support in your entrepreneurship journey.

The following shows the 7 stages of Entrepreneurship development and highlights the negative/positive challenges of skills needed – particularly from an ADHD Learning Differences perspective. Assess where your strengths and weaknesses lie in each of the 7 stages.



Lerner, Hunt & Verhuel. 2017.

Working Paper: Dueling Banjos: Harmony and Discord between ADHD and Entrepreneurship. Research Gate.

Skill	Weak 1	2	Regular 3	4	Strong 5
<b>1. Interest</b>					
Natural curiosity					
“Can do” attitude					
Problem solver, sees “big picture”					
Business experience					
Creative - “thinks outside the box”					
<b>2. Opportunity Identification</b>					
Able to make decisions					
Patient					
Practical minded					
Research oriented					
Detailed, analytical					
<b>3. Nascent Entrepreneurial Behavior</b>					
Action-oriented					
Convincing communicator – “seller”					
Team builder – includes others					
Organized – keeps track of things					
Planner – looks ahead, timeline, goals					
Prioritizes & organizes different activities					
Finds & evaluates relevant info.					
<b>4. Resource Acquisition</b>					
Visionary – sees opportunity					
Clear communicator, negotiator					
Administrative - arranges actions					
Enjoys #s, budgets & spreadsheets					
Reliable – follows through					
<b>5. Resource Coordination</b>					
Creates policy and procedures					
Sets and enforces standards					
Creative problem solver					
Good at improvising when necessary					
Prepared – has a “plan B”					
<b>6. Value Capture - Exploitation</b>					
Comfortable with uncertainty					
Innovative & Intuitive					
Prepared, calculating					
Efficient					
Able the “stay the course”					
<b>7. Innovation &amp; Renewal</b>					
Willing to change					
Cautious					
Structured					
Strategic					
Visionary – seeks opportunities					

## Overall

Skill	Weak 1	2	Regular 3	4	Strong 5
Prioritizes & organizes different activities					
Finds & evaluates relevant info.					

## SWOT

Review your assessment. Find out your Myers Briggs score. Think about yourself as an Entrepreneur. What are your **Strengths** and **Weaknesses** (list at least 5)?

Strengths	Weaknesses
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

Entrepreneurship is all about teamwork. What are the **Opportunities** and **Threats** you bring to a team (list at least 3)? What can you contribute to make the team better for others? What do you need to be successful?

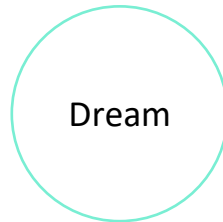
Opportunities	Threats
1.	1.
2.	2.
3.	3.

## Part I: BUILD THE SOLUTION, Dream - Define – Do

### The 3Ds

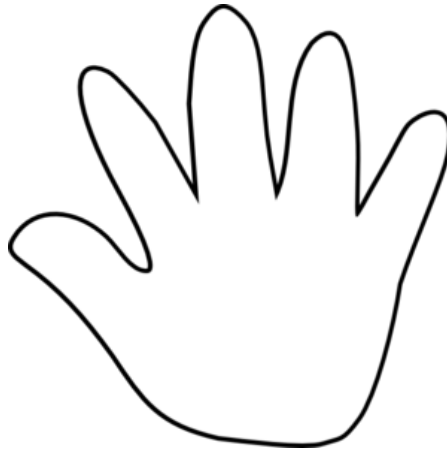
#### DREAM

1. Think of where your **passion** is. What do you find yourself doing or thinking about when time seems to stand still? What do you know a lot about or want to learn more about? What skills do you have? Draw your dream here. Map out the parts of it that you realize in your everyday life. Turn it into a mindmap.



## DEFINE

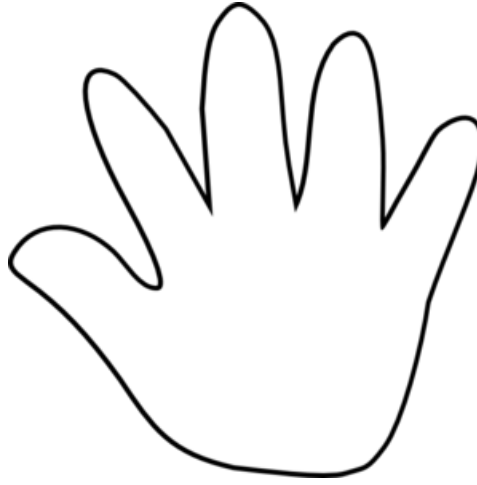
1. Decide what your **problem** is. Who it effects. Why it is a problem and What has caused it not to be solved yet. Ask: Who? What? When? Where? Why? How?



Who is effected?	
What is happening?	
When is this needed or happening (timeline, urgency)	
Where will (or does) this happen?	
Why is this important?	
Why does the problem exist?	
5-whys....	
How did this become a problem?	
How big is it?	

Note: What more do you need to know? What are you uncertain about? You might need to do some **research** to better understand the problem.

2. Define what your **solution** is. Who does it target? What will it do? When will it happen? Where it will take place? Why is this the right solution (why not?)  
 Ask: Who? What? When? Where? Why? How?



Who is targeted?	
What will it do?	
What do you need (resources, skills, partners)?	
When will this happen (timeline, urgency)	
Where will this happen?	
Why is this the "right" solution?	
5-whys....	
How will you know when you have become successful?	
How will you start?	

- Define your **Data**. Research – How do you know for sure? Ask! Collect and do bottom-up research/forecasting. Numbers are everything for the entrepreneur. Find numbers for the following. Use industry reports and consumer data. Check that you are using reputable sources. Note these sources.

Item	Number #	Item	Number \$
Market size (people)		Market size \$ value	
Average # owned		Average cost per item \$	
Market size over time (growth) %		Average amount spent per person \$	

- Define how you are **understood**. Ask 30 people what they want and think about your idea. Really! Ask your target audience (10 people), friends and family (10 people), non-audience people (5 people), experts (5 people). Keep track of what they say. What do they like and not like about your idea. What other ideas do they have? Use another sheet of paper if you need to.

Name	+	-	Other Ideas
Target Audience			
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			



Name	+	-	Other Ideas
Family/friends  1. 2. 3. 4. 5. 6. 7. 8. 9. 10.			
Non-audience  1. 2. 3. 4. 5.			
Experts  1. 2. 3. 4. 5.			

5. Define your **competition**. Name 3 competitors.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

6. Research your 3 competitors and perform a **SWOT analysis** for each of them. How are you better than them, or not? What are their advantages? What are yours?

Competitor 1:

<b>Strengths</b> (of competitor)	<b>Weaknesses</b> (of competitor)
<b>Opportunities</b> (the competitor has)	<b>Threats</b> (to the competitor – from markets, technology, etc.)

Competitor 2:

<b>Strengths</b> (of competitor)	<b>Weaknesses</b> (of competitor)
<b>Opportunities</b> (the competitor has)	<b>Threats</b> (to the competitor – from markets, technology, etc.)

Competitor 3:

<b>Strengths</b> (of competitor)	<b>Weaknesses</b> (of competitor)
<b>Opportunities</b> (the competitor has)	<b>Threats</b> (to the competitor – from markets, technology, etc.)

7. Define your **difference**. Use the **Blue Ocean Strategy** to find your blue waters – places where the competition does not exist. Find 6-8 competing factors to compare.

High \_\_\_\_\_










Low

price							
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Competing factors

**Comments:**

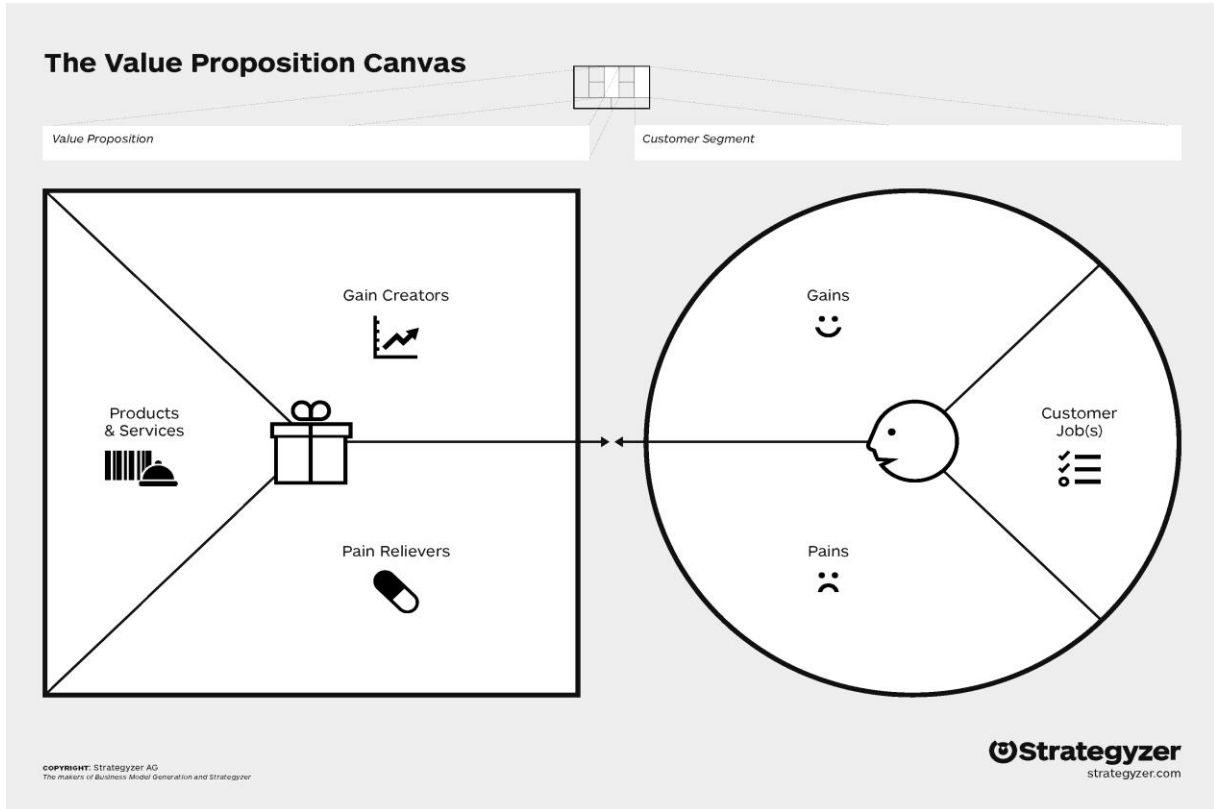
8. Define your **strategy** – how will your enterprise work? Use the **Business Model Canvas**.

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		

...And design thinking notes!



9. **Know your customer.** Do you have more than one customer? Is there a primary and secondary customer? Do they understand you in different ways? Zoom in on your customer to understand your business from their perspective. Use the Value Proposition Canvas.



How your customer feels their needs	How your product/service addresses this
<p><b>Gains</b> - WIIFM – What In It For Me? Why bother?</p>	<p><b>Gain Creators</b> - What the customer gets (that they need)</p>
<p><b>Pains</b> – problems, annoyances, challenges</p>	<p><b>Pain reliever</b> – What you fix</p>

## IDENTIFYING YOUR TARGET AUDIENCE – THE AVATAR

Create your “avatar” - here’s how: <http://www.makingitanywhere.com/avatars/>

### STEP 1: YOUR AVATAR’S DEMOGRAPHIC

- Where does he/she live?
- What’s his/her name?
- What does he/she look like? (Height, weight, hair, clothing, shoes, etc.)
- How old is he/she?
- What does he/she do for a living?
- What does he/she do for fun?
- What are his/her political views?
- Where does he/she go on vacation?
- What kind of personality does he/she have? (Fiery, friendly, uptight, panicky, reserved, shy, etc.)

### STEP 2: YOUR AVATAR’S NEEDS / PROBLEMS

- What’s her/his biggest desire? (E.g. you’re a nutritionist and her/his biggest desire is to lose weight healthily.)
- What’s her/his biggest problem? (E.g. she/he has a family of five to feed and a very busy job – there’s little time for healthy meals.)
- How can you help her/him right now? (E.g. you could give her/him a free meal plan for a week, so that she/he knows you really know your stuff and can help more in the future.)

### STEP 3: WHERE TO FIND YOUR AVATAR

- What websites/blogs does he/she read?
- What forums does he/she visit?
- What pages does he/she “like” on Facebook?
- What’s he/she Googling for information on?
- Does he/she listen to podcasts/watch YouTube videos? (If so, on what?)
- What events does he/she attend?
- Is it easy to find his/her contact information – and will he/her find it acceptable to be called/emailed?

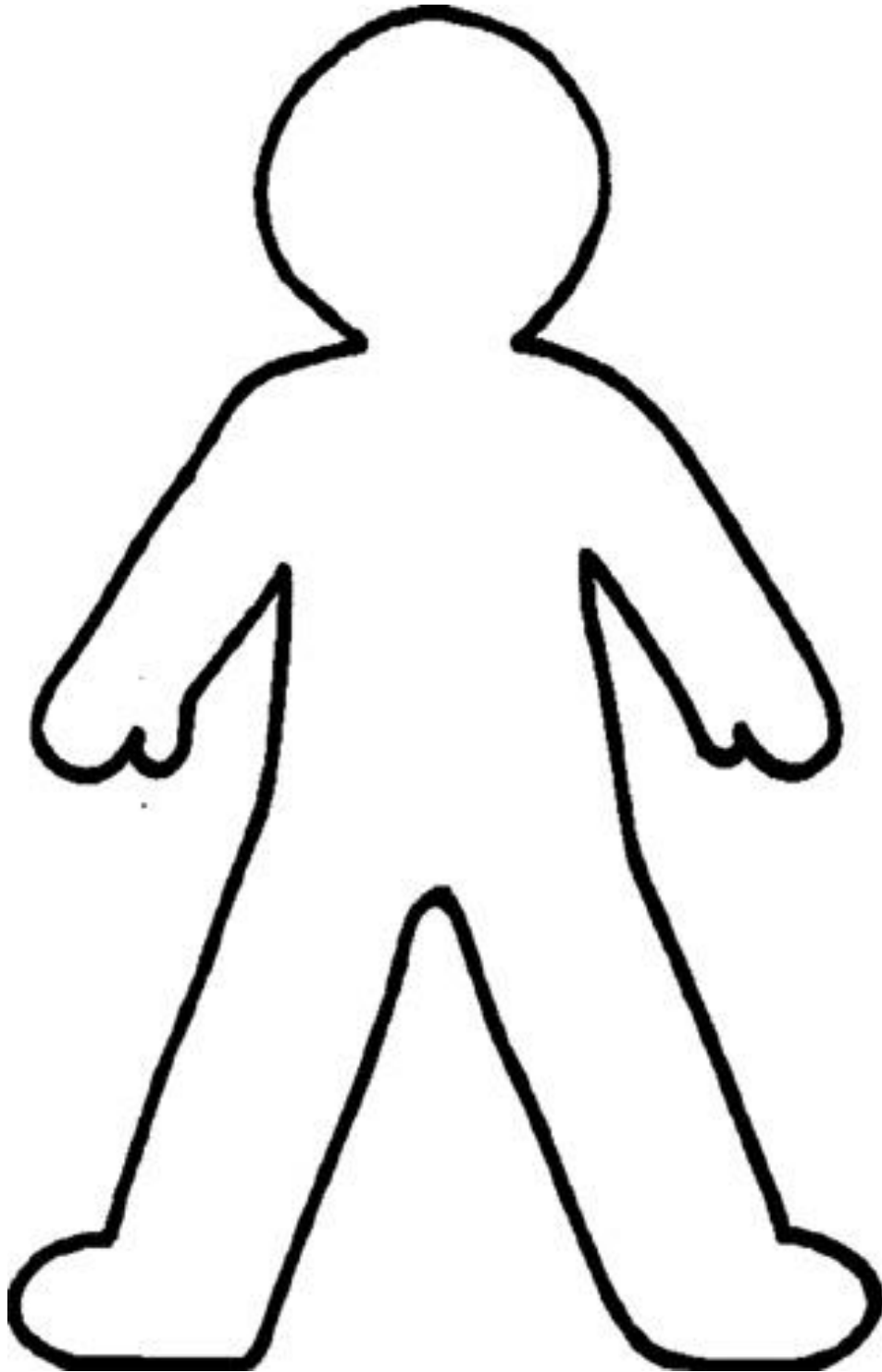
### STEP 4: VISUAL

- Create a visual image of your avatar.
- What does he/she look like? You can use a magazine, photos, drawings, etc












**My Customer Avatar**

Name: \_\_\_\_\_





**10. Double check.** Double check your BMC. Does anything need adjustment?

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		

How about your **Blue Ocean**? Any changes there?

High \_\_\_\_\_

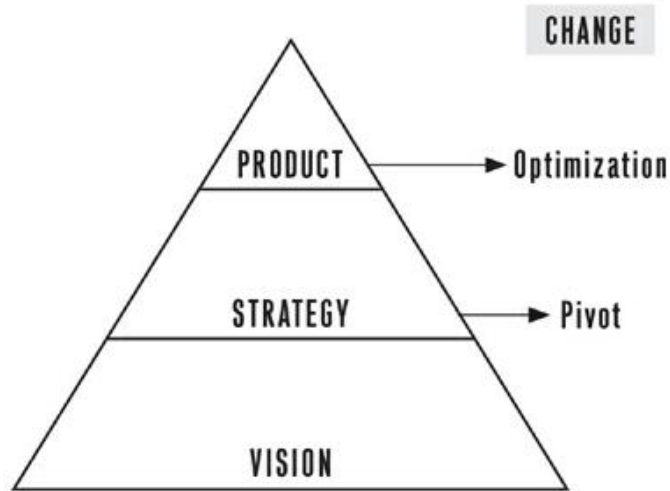
Low \_\_\_\_\_

price							
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Competing factors

**DO**

1. Get out there and get going. **Try it out!** Launch a pilot, make a prototype, test the concept. Now is the time to try it out and see what happens. Is what you expected? Why or why not? Not to worry – you can always pivot! But your vision stays the same.



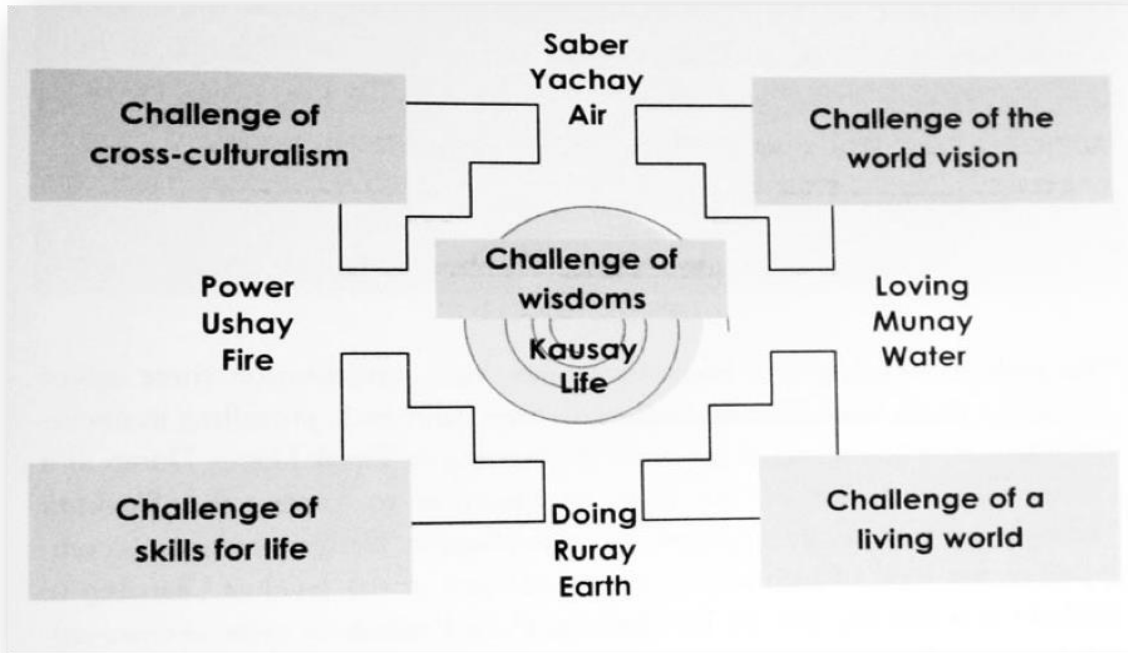
(Source: Lean Startup)

2. **Draw** your Vision. It is 5 years in the future. Your enterprise is successful and you are moving ahead as planned. What does this look like? What are you doing? Draw a typical day...

## PART II – CREATIVITY AND POSSIBILITY

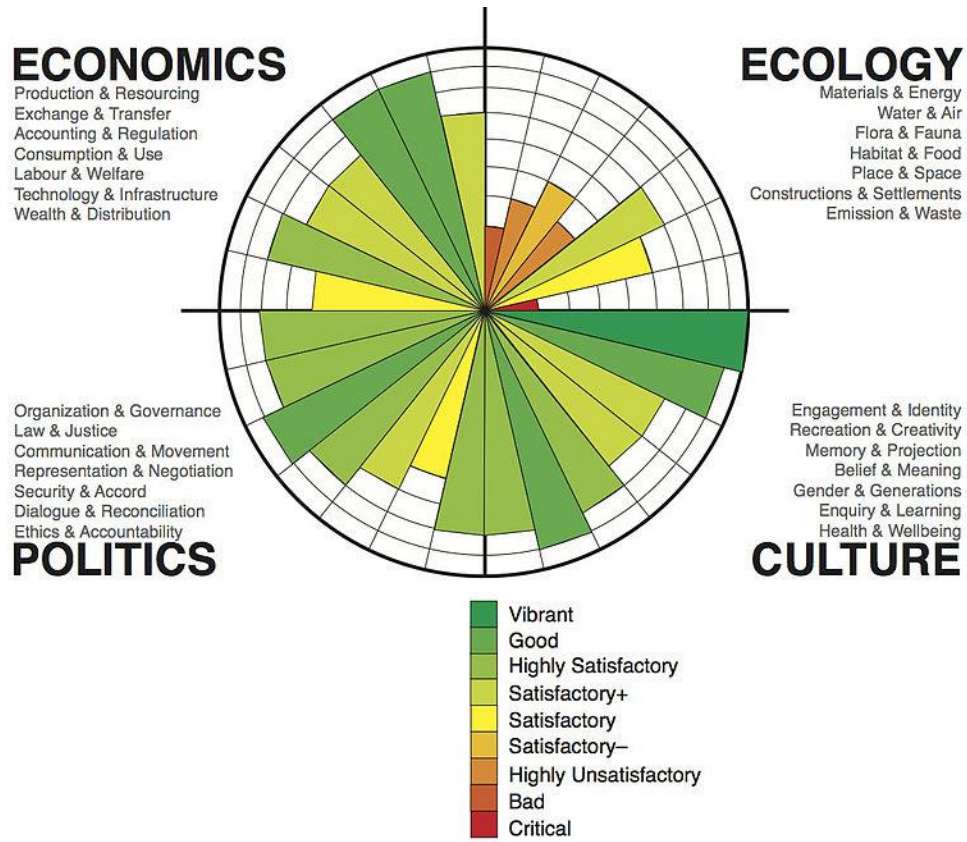
### The concepts behind the Sustainability Lens

1. **Suma Qamana** (living well) is based on the Andean Cross constellation and is all about ancient ways of living in balance. Where is Suma Qamana in your enterprise?



Yachay – Knowing	Munay - Loving
Ruray – Doing	Ushay – Reflection

2. **Circles of Sustainability** creates a common language and way in which to recognize and understand sustainability in our own worlds. Where and how is your enterprise helping to grow sustainability in your community (or not)?



## CIRCLES OF SUSTAINABILITY

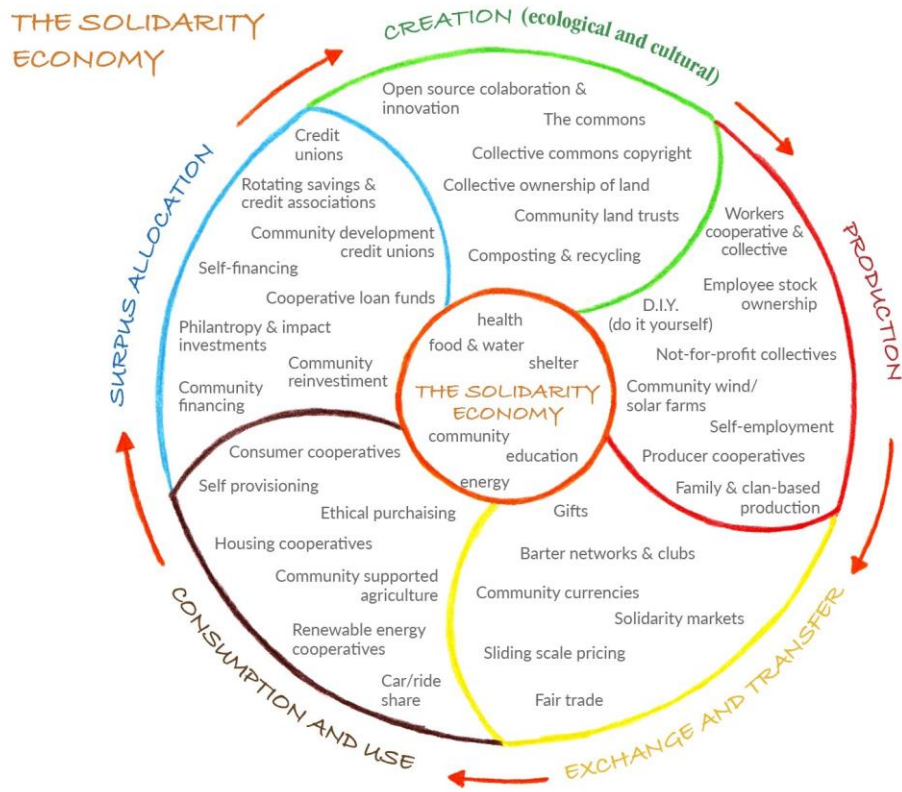
<b>Ecology</b>	<b>Economics</b>
<b>Politics (social)</b>	<b>Culture</b>

3. **Permaculture** – is all about working in abundance, with multiple systems (redundancy), and partners (community). Think Mother Nature. How can your business use the concepts of permaculture in its operations?



Part	What it means in your enterprise	How it's used in a permaculture way
Roots		
Trunk		
Leaves		
Flowers		
Fruit		
Compost (fallen leaves)		

4. **Solidarity Economy** – Is about working together (policy) to get economic needs met using multiple types of exchange and ownership in labor, goods, and property. Where and how can you use the solidarity economy to boost your enterprise?



Source: Designing Regenerative Cultures, 2014 - www.danlechristianwahl.com; Graphics: www.flaviagargulo.com

Creation	Production	Exchange & Transfer	Consumption & Use	Surplus

## Part III: USE THE LENS, Focus – Find – Fix – Fun

### The 4 Fs

#### FOCUS

1. **State your Problem or Issue.** The Sustainability Lens magnifies issues so they can be understood deeply. Identify a specific thing you wish to examine. (ie. I want to be sure my \_\_\_\_\_ supply sourcing is as sustainable as possible).

Problem Statement:

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#### FIND

1. **Identify** where your Problem or Issue is on the Business Model Canvas. Try to focus on just 1-2 areas at a time. (ie. Key Resources, Key Partners).

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

2. **Explain** what exactly is being examined. This can be done with sticky notes, drawings, or bullet points. (ie. Key Resources: Fresh local food year-round. Key Partners: farmers, fisherman, herders, USDA, state extension agents, co-op)

<b>BMC category 1</b>
<b>Explanation</b>

<b>BMC category 2</b>
<b>Explanation</b>



3. **Apply** the Sustainability Lens to your BMC block.

The Sustainability Lens has 4 quadrants: Resources, Health, Policy and Exchange. Look carefully at the items in your block from the focus of **each** quadrant.

**Complete one quadrant at a time.**

**RESOURCES**  
*Where things come from*

Supply Chain Management:

- Trace inputs down to the very soil they **originate** from.
- Recognize all **hands** that touch it.
- Recognize **community** impacted.
- Recognize **energy** used.

Note: Requires full transparency from suppliers.

**HEALTH**  
*Human engagement and community*

Participatory Democracy:

- Build a **collaborative** community
- **Democratically** engage stakeholders (customer, contractor, and employee) in decision making, risk taking, and strategy wherever possible.
- Seek ways to **collectively** build opportunities, inclusion and celebration.

**POLICY**  
*Set the example. Be the change.*

Engagement:

- Actively model and advocate for greater sustainability through internal business **policies** and standards.
- Extend these standards externally requiring **suppliers** to follow them.
- Invite **customers** to embrace them.
- Encourage **community** involvement.

**EXCHANGE**  
*Accessibility and distribution*

Accessibility:

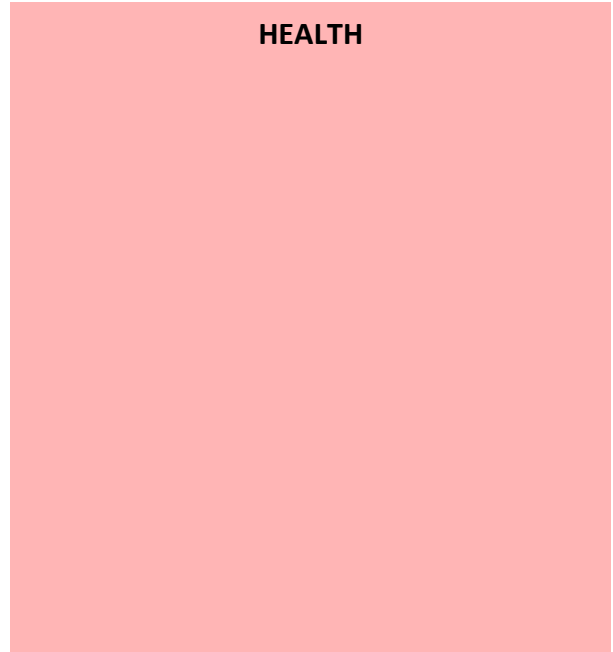
- **Diversify** methods of exchange through barter, volunteerism, cooperatives, profit sharing, local currencies, time trades and/or closed loop lending.
- **Slow** down.
- Find a pace that positively aligns with available **resources** and labor. Participate in dialogue and be open to different ideas.



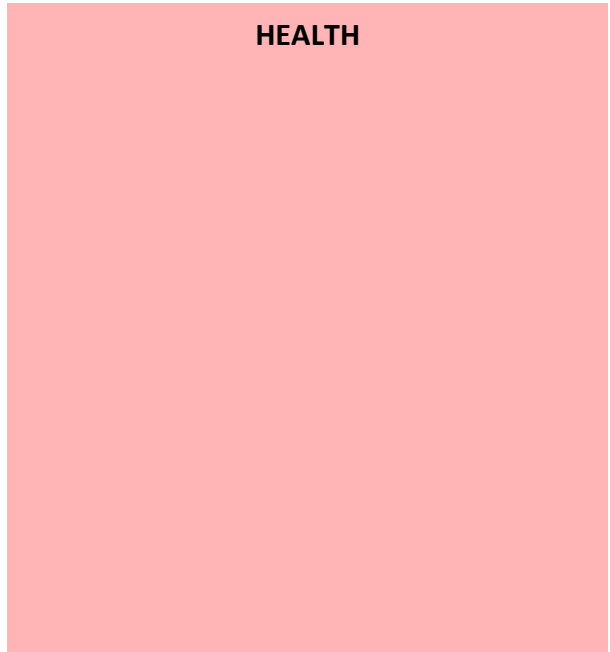
“As the Lens is moved over different parts of the Business Model Canvas, you start to see new ways to work with it.” – T. Stenn

4. **Map the view** from your Sustainability Lens. Write down what happens as you look at your Problem or Issue from each quadrant. The Sustainability Lens turns problems into solutions – what are the solutions you see emerging? Questions? Opportunities?

**BMC Category 1 \_\_\_\_\_ Map**



**BMC Category 2 \_\_\_\_\_ Map**



**Notes:**

**5. Take the long view (optional)**

Below is the BMC mapped with the Sustainability Lens held way up high. The four quadrants are now merged into a single idea presented on each block and more generally defined. This view is helpful when first getting to know an organization or when planning a new one.



**The Business Model Canvas and the Sustainability Lens**

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Actively seek mutually beneficial partnerships from many diverse places  <i>Key Resources can be physical, financial, intellectual or human</i>	Build an inclusive, democratic, empowered workforce with flexible scheduling open forums and a healthy work environment.	Be the example by building advocacy and community around the work you do: creating new ways to address social needs.	Empower others to get involved with products and people in a personal, meaningful way.	Creatively empower and engage current and potential customers to act as ambassadors and advocates for sustainability practices developed by the enterprise.
	<b>Key Resources</b>  Seek new, creative ways to source local, ethically made materials while also seeking opportunities to help grow others' social enterprises.		<b>Channels</b>  The most environmentally friendly ways of delivering and packaging goods.	
<b>Cost Structure</b>  Diversify financials by acquiring and disbursing materials and goods beyond the use of a singular currency.		<b>Revenue Streams</b>  Create access: Make opportunities for customers to engage in and access product and services.		

## FIX - The 3 E's

1. **Review** your Sustainability Lens Maps in a Gallery Walk. Put your maps on the wall (or hand them out to friends and mentors) with your problem statement and let others critique your thinking. Have them note what you should:
  - **Elevate** – Make happen more (highlight in yellow with a black check)
  - **Eliminate** – Not do anymore (mark with a red check)
  - **Explore** – Look into (mark with a green check).

- Elevate** Things that are working well that you will do more of: replicate, grow  
**Eliminate** Things that are not working well: Hindrances, poor practices, negative impacts.  
**Explore** New ideas or possibilities: partnerships, materials, methods.

2. **Make a plan.** Choose the actions that make the most sense for you to do now and the ones you will do later. Create a **timeline** (when) and **method** (how).

### My Plan

To do Now	When	How (what needed)
To do Later	When	How (what needed)

## FUN with The 3 E's (also known as marketing!)

- 1. Publicize.** Let others know you are taking important steps towards making your organization more sustainable. Look at your BMC Value Proposition (what you do) and Customer Segment (who you do it for) to build new, stronger connections.
  - **ELEVATE:** Share the news! Do your customers know about your amazing sustainable practices? Does the industry? Your producers? The press? Identify where and how items on your Map appeal to your different customer bases. Let them know about it. Be inclusive. Work with stakeholders to share the story together.
  - **ELIMINATE:** Be proactive. Share the story of how you changed - what you are no longer doing and why. Let others know the hard work you are putting into build sustainability. Be the inspiration.
  - **EXPLORE:** Create a 3-way win. Go back to your plan. Don't get overwhelmed. Figure out how you will actually do these things. Remember to be inclusive – sustainability is all about working together. Consult your stakeholders for solutions. See how win-win-win solutions can be created with them. You are not alone.

Here's an example of a 3-way win



### CASE STUDY: The 3-Way Win & Dean's Beans Coffee Roasters

Dean's Beans is a small, private Massachusetts coffee company that buys coffee from communities they have formed close personal relationships with. Dean noticed:

1. The healthier the plants and soils were in the communities, the better the coffee was.
2. Healthy plants and soils came from coffee farmers having enough time and money to invest into improvements.
3. His coffee customers were interested in helping coffee farmers do well so they could get better coffee.

All were related – the environment, the producers, and his customers. So Dean's Beans created a **3-way win**:

In some coffee regions, water buffaloes helped improve coffee soils by eating weeds and providing nutritious manure (for the soil) but were expensive to buy. So Dean helped his customers make loans to coffee farmers at 0% interest rates to buy water buffaloes. The farmers produced more and better coffee – earning more for their work and paying back the loans. Dean's customers got their investment back plus more awesome coffee!

In addition, the farmer could now breed and sell water buffalo and also eat them – creating more nutrition and income for the family. As family health improved, so did the customer experience – both from the heart (helping out), the mouth (better product!) and pocket (payback on investment). In addition, the enterprise is strengthened by these relationships and have a unique Value Proposition (story) which can be used to bring in more market share (business). A 3-way win!

**Map your 3-way win**

Stakeholder	Contribution	Gain
1.		
2.		
3.		

2. **Revisit the Blue Ocean Strategy.** Now Map yourself out against your competition again. How has that changed (from Part I)?

High \_\_\_\_\_

Low

price							
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Competing factors



3. **Make a Pitch** – it's time to get some recognition for your hard work. Let the world know – grow your market, find partners and investment. Write a 90 second **elevator pitch** to share with the world. What is your new mission, vision and offering? Create a 10-slide **Pitch Deck** (powerpoint presentation) to accompany your pitch.

**Plan:** Where are your local pitch competitions? What are the deadlines? How will you get involved?

### **My Pitch!**

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### **My Pitch Plan:**

Congratulations on a job well done!

### **REFERENCES**

A more detailed explanation of the development and elements of the Sustainability Lens is found in the book, *Social Entrepreneurship as Sustainable Development*, by Tamara Stenn.