SIEMENS | Stiftung

SAMforSE – A Self-Assessment Manual for Social Entrepreneurs

Or: How can you know if your company or organization is doing well and what works?

Edited by Siemens Stiftung

Contents

Part 1:
The Self-Assessment Manual

SAMforSE – A Self-Assessment Manual for Social Entrepreneurs
Or: How can you know if your company or organization is doing well and what works?

These are familiar questions asked by many forward-thinking social entrepreneurs. Though the question is quite simple, the answer is often complex and influenced by many factors.

The buzz is steadily increasing about tools that measure the impact of social enterprises and standardized metrics for assessing social, economic, and environmental impact. However, there are currently no easily applicable tools for social entrepreneurs to measure their businesses in this way.

SAMforSE is a tool specifically developed for the needs of social entrepreneurs. It is geared toward the ecosystem and business model of social enterprises. It has been developed for social entrepreneurs looking for quick insights about, among other things, their organization's value creation and social performance. It is a diagnostic tool for your own enterprise.

The tool is designed to help identify your strengths and successes but also to highlight areas where there is room for improvement when it comes to sustaining success over time.

The tool focuses on insights and planning rather than relying on some general strategies that your enterprise is growing or scaling in the right direction, or achieving impact by improving the lives of customers.

Please note: outstanding results in several areas of evaluation do not guarantee that your organization will be an automatic success. SAMforSE is the first step in a complex evaluation process and provides an early glimpse into the development of your business.

By applying SAMforSE, we are confident you will gain deeper insights and concrete recommendations for your business. We also offer additional practical support for your business upon completion of SAMforSE:

– Information where you can find professional business coaching and support
– Links to tutorials and webinars about social entrepreneurship business models
– Opportunities to apply for a personal coaching program conducted by a business development service provider, or for business development workshops organized by Siemens Stiftung. The costs of a coach or a workshop will be covered by Siemens Stiftung with no additional charge.

Or, for further background information read the new study "A Background Paper on the Performance and Impact of Social Enterprises" with interesting case studies written by Prof. Wolfgang Hein and Prof. Robert Kappel.
(see: www.empowering-people-network.org; www.SAMforSE.org)

How to use SAMforSE

1. The self-assessment manual consists of some introductory remarks, eleven questionnaires from different evaluation areas for assessing your business and organization, an overall assessment, and an appendix with practical advice for additional support.

   The evaluation areas for your self-assessment are: Mission & Vision, Financial Resources, Organization, Marketing & Sales, Value Chain Integration & Networking, Innovation, Scaling, Risk Management, Ethics & Accountability, Social and Environmental Impact, and Impact Assessment.

2. To start, please have a look at the introductory notes.

3. Next, make an honest assessment of your business or organization based on the prompts in each evaluation area. Base your assessment on how each prompt applies to your business or organization: is this a "strong" area, an area that you are "tracking," or an area that "needs improvement"?

   Your data are safe. Please read the chapter "Terms & Conditions" and "Data Protection".

   Remember: the tool works best if you give honest input.

4. For each prompt, give three points for a "strong" response, two points for a "tracking" response, and one point for a "needs improvement" response. Record the points for each prompt in the "score" column on the right side of the grid.

5. At the end of each questionnaire, add the results of all your answers and put your final number in the corresponding spot on the ranking scale.

6. After completing all the individual questionnaires, add up all your results in the final, overall grid. Are you satisfied with your results, or is there some room for improvement? If you see some areas you'd like to work on, please have a look at the section Help & Support on the website "www.SAMforSE.org", which contains information about additional support and opportunities to apply for a personal coaching program or a business development workshop.

Mission & Vision

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Motivation	We intended to find solutions to social and/or environmental issues that have not been (sufficiently) addressed by any other public, private, or non-profit organization so far.	We wanted to do something good and had some ideas to implement this in a social enterprise.	We started the business to earn a living and to work toward a social purpose.	
Mission statement	We articulate an enduring purpose and core values for our project in a mission statement that is compelling and easy to understand ("We help waste-pickers become entrepreneurs").	We have communicated our goals and values on various occasions to our clients.	We try to do our job in a convincing way.	
Vision	We have a clear vision of what we want to achieve within the next 5-10 years with smart (specific, measurable, realistic, and timely) goals that define success. We regularly track our social and/or environmental achievements against these goals and key performance indicators (KPIs).	We have some ideas of what we want to achieve within the next 5-10 years. Evaluations are certainly useful and important, but take too much time and money if you want to do them regularly and systematically.	We have never really taken into consideration a systematic evaluation of our work.	
Market insights	We carry out thorough market analyses and identify the root causes of the social and/or environmental shortcomings on which our strategic plan is focusing.	We realize that many people suffer from certain market dynamics (junk food or unhealthy products), but have no clear idea how to develop a viable (business) solution to these challenges.	We primarily see the need for survival in the market and from time to time we try to combine economic opportunities with social impact.	
Response to public sector failures	We analyze the reasons for the shortcomings or non-existence of state regulations or supporting activities and try to cooperate with like-minded public departments.	We are aware that public regulation is important for social and environmental progress, but our access to public institutions is limited.	We basically hope that state institutions do not interfere with our project.	
Cooperation	We are engaged in strategic partnerships with other social entrepreneurs and NGOs to maximize the social and environmental reach and relevance of our project.	We collaborate with a few close partners and networks, but our primary mission is to advance our own enterprise.	We are concentrating on our own project, as networking takes time without bringing noticeable advantages.	

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Business model: Vision of linking social and economic goals	We have translated our vision into an economically viable business model in response to the social and/or environmental issues that we address, allowing us to generate a stable source of income without having to compromise on our mission.	We try to find a way that allows us to address social and/or environmental as well as economic concerns, but we have some doubts about the optimal solution.	We do our best to pursue our social and/or environmental goals, but this is not always possible if our project is to survive economically.	

Total

Ranking scale: Insert your overall score.

7 8 9 10	11 12	13 14 15	16 17	18 19 20 21
☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐
Needs improvement (bottom 5%)	**Tracking minus** (next 20%)	**Tracking** (middle 50%)	**Tracking plus** (next 20%)	**Outstanding** (top 5%)

The percentage indicates where you would rank within a representative peer group.

Financial Resources

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Financing model	We largely finance our enterprise operations through revenues from sales and business financing (microfinance, debt, equity or hybrid capital) and receive only very limited support by grants and donations or family and friends capital. We have a stable income from our own sales.	We finance our activities through a mix of revenues, business financing and grants or donations. We have a rather limited income from our sales.	We finance our enterprise operations through grants, donations or CSR funding and only partly through revenues from sales. We have not accessed any business financing yet.	
Financial dependency	We don't depend on external funding support. We fully finance our operations through our sales. In order to grow or upgrade our operations we might source external funding support for specific scale-up activities.	We receive financial support from an array of organizations. Our funding sources are rather diversified and we limited the influence of our funding sources.	We depend on financial contributions from a small number of organizations. Our enterprise operations depend on grants/donations or CSR funding from large corporations.	
Microfinance	Our organization does not use credit from micro-finance institutions as a source of income. Instead, start-up capital was provided by the owners and supporters of our social business.	We use our own money as startup capital, but also use small bank credit and some micro-credit.	We start with small amounts of family money and use micro-finance institutions for the company's expansion.	
Growth of enterprise	Our growth is based on two factors: surplus (profits) achieved through our own social business operations and (affordable) credit from third-party providers such as social impact investors, foundations, or banks.	We limit our step-by-step expansion by using sales and bank credits.	We benefit from contributions of charity organizations and donor money.	
Finance and business culture	The success of our enterprise depends on a clear and reliable business culture. Therefore, we also cooperate with finance institutions that follow the same social ideas. We limit our financial activities to those banks, charity organizations, and other donors that are in line with these social goals. This constitutes our basic thinking for sustainable financial development.	Our culture includes market orientation and social activities. This means that we are open to finance from banks, NGOs, international organizations, and also from social actors.	We are forced to survive, and therefore is does not matter where the money for expansion of our business comes from.	

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Financial Dependency	We do not count on CSR funding, but from time to time we use money from large businesses if their contributions are in line with our business philosophy and the upgrading of our activities. In this case, CSR funding can be a source for growth and social impact. We are also cautious with donations from large foundations.	We try to limit the influence of big enterprises because we fear too much intervention and dependence. Only if cooperating with them might help the expansion of our enterprise without interfering with our business ethics are we willing to engage with them.	We cooperate with large corporations because we get access to large amounts of money.	

Total

Ranking scale: Insert your overall score.

6	7	8	9	10	11	12	13	14	15	16	17	18
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			**Tracking minus** (next 20%)		**Tracking** (middle 50%)			**Tracking plus** (next 20%)		**Outstanding** (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Organization

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Personal leadership	Our company has good leadership and managerial skills, charisma, and decision power. Achieving the mission of our social enterprise has priority.	Our organization is quite well-organized and we try to lead our employees with purpose. However, we have not (yet) defined joint-organizational values and management standards for our enterprise.	Our employees are interested in the mission of our enterprise, but we have no aligned understanding of our values and social enterprise concept.	
Legal form	We know all legal options available to us (including the pros and cons) and have found the appropriate legal form for our social enterprise.	We have chosen a legal form without considering the pros and cons of any other legal options available to social enterprises.	So far we have paid little attention to legal forms as such.	
Talent	We attract and retain the right talent by means of coaching and mentoring. We always seek employees who are aware of social problems.	We train our employees on the job and teach them about social problems as we go along.	New employees are hired by chance and we do not require any competence concerning social business topics.	
Operational set-up[1]	We have a developed internal organization, competent staff, and good human resource policies. We offer of a sustainable income and use planning methods and management strategies for sustainable business development focused on social purposes. We foster a holistic perspective on the entire value chain of our business.	We have a team that keeps the organization running but considers social enterprise-related issues as potentially additional costs. The business units do not have a holistic perspective on the entire value chain.	Our enterprise does not pay much attention to operational and organizational aspects; our team does not focus on social enterprise issues and does not sufficiently regard itself as dependent on the entire value chain.	

1 This could include human resources management; operational units; relationship between administration, development, production, and sales.
2 Comprising both mindsets and behaviors

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Capability building[2]	We regularly engage in discussions and learning activities related to the social and/or environmental concerns that we deal with. In addition, we are actively building our employees' capabilities through training and coaching programs.	We engage in discussions and activities related to the social and/or environmental concerns that we deal with, while our employees build their capabilities on the job.	Our employees have limited knowledge about the social and/or environmental concerns that we are confronted with. We also have no particular training or coaching program to build their capabilities.	

Total

Ranking scale: Insert your overall score.

5	6	7	8	9	10	11	12	13	14	15
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			Tracking minus (next 20%)	Tracking (middle 50%)			Tracking plus (next 20%)	Outstanding (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Marketing & Sales

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Customer segments	We know exactly who our customers are and have a strong understanding of their specific challenges and needs. In order to better satisfy these needs, we have grouped our customers into distinct segments with common needs, behaviors, and certain attributes. We foster mutual understanding.	We have good contact to our customers, and in some cases this has been established over the long-term. These long-term contacts and contracts mean we know how to deal with their demands. We adapt our marketing strategies to changing demands.	We have no clear understanding of who our customers are. We are not sure about their specific needs.	
Value proposition	We have a bundle of products and/or services in place that create value for our customers or different customer segments, as they solve their specific social and/or environmental problems and satisfy their needs as customers. We actively cooperate and exchange ideas on how to better adapt to the needs of our clients.	We have specific concepts for how to create value for our customers. We offer our products/services to our customers.	We do not have specific concepts for how to deal with the demands of our customers.	
Channels	In order to deliver our value proposition, we are in regular contact with our customers (or target beneficiaries) through various communication, distribution, and sales channels. We have developed the right mix of direct and indirect channels based on deep market/customer insights.	We are in steady contact with our customers and communicate regularly. We have developed communication, distribution, and sales channels.	We react to the demands of our customers and use well-established channels of distribution and sales. We do not communicate on a regular basis.	
Customer relationship	We try to educate customers on our social products and service offerings in the larger society. We also proactively leverage partnerships and long-term relationships (e.g., with government, non-profits, customers, academics) to overcome purchasing barriers. We respond to customer needs and identify and develop solutions to capture social trends.	We engage in educational events targeted at customers or the greater society on an ad hoc basis, but we do not take advantage of partnerships to support the marketing and sales of our product and/or service offerings.	We do not engage in customer education and do not consider external partnerships as a way to support the sales and marketing of our product and/or service offerings.	

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Promotion of social or ecological attributes	For marketing and sales purposes, we proactively identify and communicate the "social" or "ecological" attributes of our products and/or service offerings.	We market a number of relevant products and/or service offerings based on social/ ecological attributes.	Though we are operating a social enterprise, we do not use "social" or "ecological" attributes for marketing.	
Branding	In order capture the benefits of the market and to position ourselves in that market, we created a strong brand for our organization as well as our product and service offerings that is recognized and valued by our customers.	We started to think about our positioning in the market and brand names for our products and/or service offerings.	We have no idea what exactly branding is about and how we could position ourselves in the market.	

Total

Ranking scale: Insert your overall score.

6	7	8	9	10	11	12	13	14	15	16	17	18
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			**Tracking minus** (next 20%)		**Tracking** (middle 50%)			**Tracking plus** (next 20%)		**Outstanding** (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Value Chain Integration and Networking

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Reasons for Integration in global or regional value chains	By integrating into a global or regional value chain we can get access to markets, ideas, knowledge, technology, managerial and organizational competence from the outside, and can benefit by cooperating with other value chain partners. Through value chain integration we can raise our competitiveness in the local market, and better solve social and/or environmental problems which could not be tackled by us alone or without international cooperation.	We use the value chains and networks in order to participate in broadening the scope of our activities.	We started thinking about value chain integration, but have so far done no concrete activities.	
Vertical integration and position in the value chain	We focus our activities on strengthening our role in the value chain and try to be the key player that governs the value chain in support of our operations to foster social impact: inclusive growth (e.g., jobs for the disadvantaged and/or a healthy environment).	We focus on our value chain to learn and see whether our enterprise can benefit.	We tried to better integrate our operations, but do not have any influence on value chain governance.	
Local chains	We are a key player in our local value chain. We set business and social standards; we organize and govern the chain from production to consumption (market place), the quality of products and/or services, and the environmental and social norms. We also try to expand our marketing activities beyond local markets by collaborations with, for example, supermarket chains in the region.	We started to expand our activities along the value chain by organizing the forward linkages (buying parts, collecting parts) and cooperating with partners that adapt to our social and environmental standards.	We collaborate with other stakeholders in our value chain, but without trying to set any social and/or environmental standards or norms.	

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Horizontal chains	We are in regular contact with research institutions and/or universities that engage in research that is relevant to our mission and (social) business activities. We exchange views with researchers and are willing to invest in research that makes a difference and/or keeps us ahead of our competitors. We use cooperation with research in order to identify new products, brand names, etc. and to stay on top in a competitive market.	From time to time we take advantage of the expertise from universities and research institutions.	We have no contact to any academic experts or research institutions. For us, this is too costly and we believe that we do not benefit from this kind of cooperation.	
Cooperation/ networks	We cooperate with local administrations, local communities and other social entrepreneurs or NGOs to foster social and environmental standards in our sector. We are a driving force for these networks. We use these networks in order to foster local consciousness and local innovation.	We are engaged in some cooperation with local communities and NGOs to get access to market information. We are well connected, but not a key player in any of these networks.	We are not engaged in any particular community or civil society network/ organization.	

Total

Ranking scale: Insert your overall score.

5	6	7	8	9	10	11	12	13	14	15
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			**Tracking minus** (next 20%)	**Tracking** (middle 50%)			**Tracking plus** (next 20%)	**Outstanding** (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Innovation

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Anticipa-tion	We are fully aware of emerging trends and needs in our social business field and aim to incorporate the respective insights into the design and engineering for the next generation products and services.	We consider and integrate emerging trends and needs in our social business field only on an ad-hoc basis (in other words, if the opportunity presents itself, then we take it).	We usually do not consider any trends or needs that are emerging among our customers or the larger society.	
Co-creation	We actively involve external partners to better achieve our business vision and mission (e.g., product development, replication, scaling).	We engage in one-off discussions with potential partners (such as when they approach us), but do not actively pursue partnerships.	So far, we have not perceived any particular value from partnerships with other organizations in the public, social, or private sector.	
Diversifica-tion	We actively try to expand and grow our social business. This might mean diversification of our product or service offerings, geographic expansion (in terms of market reach), and/or new partnerships.	We would be interested in the expansion of our current activities (e.g., through scaling and diversification efforts) if an opportunity came up, but do not actively seek such an opportunity.	We are not really interested in further growth of our activities through geographic expansion or scaling activities, and there is no particular need for scale.	

Total

Ranking scale: Insert your overall score.

3	4	5	6	7	8	9
☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)		Tracking minus (next 20%)	Tracking (middle 50%)	Tracking plus (next 20%)	Outstanding (top 5%)	

The percentage indicates where you would rank within a representative peer group.

Scaling

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Scaling of business activities	Expanding the scale of our business in terms of markets and production capacities locally, nationally, and internationally constitutes an essential part of our business concept.	We have cautiously used scaling opportunities in a few instances, expanding our business at the original location or within the region.	So far, scaling-up our business has not been an option.	
Replication	We have frequently seized opportunities to replicate our activities in other locations as the easiest way of scaling-up.	We have replicated our business model in a few places close to our original location.	We are just concentrating on doing a good job at our original location.	
International expansion	We are expanding our activities into other countries and actively involve local partners through strategic partnerships, such as sub-contracting and franchise systems. We try to raise financing from local sources as well as from cooperation with charities.	We believe that our current organizational set-up works well for us, but we are not sure how to organize international expansion and whether that will be beneficial to our business.	We do not take international expansion into consideration.	
Value creation	We recognize potentials, seize opportunities, and deliver value for customers and society in general through our scaling activities.	Occasionally we recognize opportunities of scaling-up our business, but rarely use this path for delivering additional value.	We neither recognize nor deliver additional value by means of scaling.	

Total

Ranking scale: Insert your overall score.

4	5	6	7	8	9	10	11	12
☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)		**Tracking minus** (next 20%)	**Tracking** (middle 50%)			**Tracking plus** (next 20%)	**Outstanding** (top 5%)	

The percentage indicates where you would rank within a representative peer group.

Risk Management

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Operational risk management	We regularly analyze and identify potential risks that could affect our operations, such as supply chain disruptions, environmental risks, or fluctuations in sales and input prices. We have a comprehensive mitigation plan in place for site and enterprise risks.	We focus on a few major (most-likely) operational risks – with little systematic risk analysis. We have mitigation plans in place only for major risks and update them only when we feel that it might be better.	We do not have any systematical approach in place to analyze, identify, and/or mitigate major operational risks. We manage risk events as they happen on an ad-hoc basis.	
Reputation risk management	We actively consider our stakeholders' expectations toward our organization, and we are prepared to avoid labor and community problems by having (for example) an environmental, safety, and health program and by actively considering their expectations of the organization.	We engage suppliers, employees, and communities in the discussion of operational risk mitigation, but we have no or few targets or action plans in place to manage their expectations.	We rarely engage in stakeholder management (supplier, community, employees), and if so, it is done with limited strategic focus and resources.	
Value preservation	Through operational risk management, we aim to preserve the value of our social enterprise.	We recognize the value of operational risk management, but we are not sure how to pursue a successful risk management strategy.	We think the costs of operational risk management are higher than the potential returns.	

Total

Ranking scale: Insert your overall score.

3	4	5	6	7	8	9
☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)		**Tracking minus** (next 20%)	**Tracking** (middle 50%)	**Tracking plus** (next 20%)	**Outstanding** (top 5%)	

The percentage indicates where you would rank within a representative peer group.

Ethics & Accountability

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Ethics and responsibility	We founded a social enterprise in response to convictions on moral standards regarding proper and improper conduct and their implications on social responsibility. As a social enterprise we focus on clear ethical standards which we regularly discuss in like-minded networks.	Ethical considerations played a role when setting up our business, but we find it difficult to translate them into real activities expressing social responsibility.	At the beginning, ethical considerations have to remain in the background. Our first priority is to make our business economically viable.	
Ethics and employees	We consider our employees as partners who are striving for the same mission; therefore, we respect and address their personal needs (such as fair wages, health services, child-care, etc.).	In terms of working standards, we try to do our best to meet all labor norms in our country. However, due to financial constraints, we cannot meet them all.	The economic viability and/or success of our enterprise has top priority, as this will create additional jobs and ensure the production of valuable products and/or services in the long run. Therefore, deliberate attention to the needs of employees cannot be guaranteed at the beginning.	
Ethics and business partners	Respectful interactions with business partners are essential, and we cooperate only with organizations that present a high level of social responsibility.	We try to work with business partners who share our goals, but sometimes it is difficult to reject support from large sponsors if we depend on their financial contributions.	Sometimes one has to be tough when it comes to business partners, but due to financial constraints, we cannot always afford to be selective.	
Accountability: To whom am I accountable?	What is socially responsible does not depend only on our personal convictions. We feel accountable to the people that we serve as well as the wider community.	We always try to get feedback from our partners, customers and those who we support with our enterprise to make sure we know their needs and meet their expectations.	We are basically accountable to our customers who expect us to produce quality products and/or services for a good price.	

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Ethics and ability to change	If we encounter serious ethical issues, we are ready to adjust our (social) business approach immediately.	Discussions with partners sometimes remind us that we could do even better in terms of social responsibility, but this rarely leads to changes in our operations or overall approach.	We consider changes in our operations or overall approach when confronted with serious economic problems.	

Total

Ranking scale: Insert your overall score.

5	6	7	8	9	10	11	12	13	14	15
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			**Tracking minus** (next 20%)	**Tracking** (middle 50%)			**Tracking plus** (next 20%)	**Outstanding** (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Social and Environmental Impact

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Products and services	We offer products and/or services to low-income or otherwise disadvantaged consumer groups and use our income/revenue primarily to advance our mission. We are committed to the long-term impact of our products and/or service offerings.	We sell products and/or services and hope that they improve the lives of our intended beneficiaries.	We sell products and/or services, but do not know whether or not we reach our intended beneficiaries; nor do we fully understand the impact of our operations.	
Customers	We contribute to human development by giving people an expanded choice: our customers benefit from the market-based solutions that we have created in response to their social and/or environmental concerns.	Our social enterprise serves our customers with products and/or services, but we do not know much about the corresponding impact.	We do not know for sure whether or not we really reach our customers.	
Employment and income	Our social enterprise creates employment and income opportunities for both skilled and unskilled workers. We have built momentum and enthusiasm around the social and/or environmental issues that we aim to address, and our employees benefit from training programs that improve their capabilities.	We have created good working conditions for our employees, but we have not been able to offer important social benefits and training programs.	Employment and income creation have not been among the foremost objectives of our business.	
Community/ society	In addition to the economic value that we produce through our social enterprise, our organization creates social value for the wider community. We contribute to productivity enhancement and overall economic growth – and thus contribute to people's sustainable livelihoods.	We provide products and income opportunities to many people, but do not know a lot about the wider impact that we have on the communities that we serve.	We do not know how our organization affects the wider community.	
Environment	Our social enterprise primarily aims to solve a social issue, but takes environmental issues and consequences seriously and factors them into decision making.	We are aware of the environmental impact of our activities, but we do not fully understand how to improve it.	We are not aware of the environmental impact that our business activities might have.	

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Future impact potential	Our social business activities have continuously expanded and have initiated a deep change in dealing with the social and environmental issues in our society. We have also expanded our activities (to additional regions or countries, for example). We consider ourselves "change makers" with a broad reach and impact.	Our social business activities have shown some proven positive social and/or environmental outcomes, but we have not yet managed to expand our reach and relevance.	We have stabilized our social business, but despite positive outcomes, we are far from any scaling or replication effort.	

Total

Ranking scale: Insert your overall score.

6	7	8	9	10	11	12	13	14	15	16	17	18
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			**Tracking minus** (next 20%)		**Tracking** (middle 50%)			**Tracking plus** (next 20%)		**Outstanding** (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Impact Assessment[1]

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Logic model[2]	We have a clear logic model (or 'theory of change') for how the social and/or environmental value that we aim to accomplish will be created. This logic model informs our organization's impact value chain.	We understand the difference between inputs, outputs, outcomes, and impact, but lack a convincing logic model that explains why we are doing what we are doing or how we should run our social enterprise.	When it comes to impact assessment, we do not yet differentiate between inputs, outputs, outcomes, and impact.	
Strategic goals and target setting	In line with our mission, vision, and strategic priorities, we have defined clear annual targets for both outputs (results that can be measured) and outcomes (changes to the social systems).	We have a mission, vision, and strategic priorities that affect our choice of inputs (what is put into the venture), and activities (the venture's primary activities). However, our strategic priorities do not yet translate into measurable goals or targets.	We always try to do our best and therefore do not limit ourselves with predefined strategic goals or short-term targets.	
Assessment design	We know the broad range of available assessment methods, tools, and resources, as well as their purposes, strengths and weaknesses. Based on this understanding, we have developed/chosen an assessment design that fits best with our assessment objectives and resources.	We are well aware of the broad range of different assessment methods and tools. However, as we do not fully understand their different purposes, strengths, and weaknesses, we have not yet developed/chosen an appropriate assessment design. We therefore do not yet systematically assess the impact of our work.	We have not yet systematically considered appropriate assessment methods and tools that fit with our assessment objectives and resources.	
Metrics and key performance indicators (KPIs)	Despite the fact that social value cannot always be measured in quantitative terms, we have defined a set of metrics that allow for technically sound and useful measurements in line with our own and/or investors' requirements. In line with these metrics, we have created a set of output indicators that can be tracked relatively easy over time.	We know what type of outputs and outcomes we are looking for and understand the importance of metrics for performance management. However, we have not yet managed to define a set of metrics and KPIs that meet our own and/or investors' reporting and assessment requirements (e.g., in terms of practicality or available resources).	The social and/or environmental value (or change) that we aim to accomplish cannot be measured or tracked.	

1 The goal of social/environmental impact assessment is to drive improvements that increase the value of programs to the people they serve. Social impact assessment helps organizations plan better, implement more effectively, and successfully bring initiatives to scale. Assessment also facilitates accountability, supports stakeholder communication, and helps guide the allocation of scarce resources.

2 The key notion of the logic model (the impact value chain) is to differentiate outputs from outcomes and impacts. Outputs are results that a social enterprise can measure or assess directly. Outcomes are the ultimate changes that one is trying to make in the world.

	Strong (3 points)	Tracking (2 points)	Needs improvement (1 point)	Score
Learning-driven approach	We undertake our impact assessments with a spirit of inquiry, not of judgement. Our approach captures critical information at all stages and in real time – comprising both expectation 'failures' and successes. It considers unintended consequences (both positive and negative) and environmental influences that enhance or undermine a program's success.	We are well aware that learning from failures can be as important as generating insights from successes. However, we struggle to understand unintended consequences and incorporate these lessons learned into our strategic planning, decision-making, and operations.	We usually start to assess outcomes when something goes wrong or certain business activities come to an end.	

Total

Ranking scale: Insert your overall score.

5	6	7	8	9	10	11	12	13	14	15
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Needs improvement (bottom 5%)			**Tracking minus** (next 20%)	**Tracking** (middle 50%)			**Tracking plus** (next 20%)	**Outstanding** (top 5%)		

The percentage indicates where you would rank within a representative peer group.

Overall Assessment

Characteristics	1 Needs improvement	2 Tracking minus	3 Tracking	4 Tracking plus	5 Outstanding	Comment
Mission & Vision	☐	☐	☐	☐	☐	
Financial Resources	☐	☐	☐	☐	☐	
Organization	☐	☐	☐	☐	☐	
Marketing & Sales	☐	☐	☐	☐	☐	
Value Chain Integration & Networking	☐	☐	☐	☐	☐	
Innovation	☐	☐	☐	☐	☐	
Scaling	☐	☐	☐	☐	☐	
Risk Management	☐	☐	☐	☐	☐	
Ethics & Accountability	☐	☐	☐	☐	☐	
Social & Environmental Impact	☐	☐	☐	☐	☐	
Impact Assessment	☐	☐	☐	☐	☐	
Overall Assessment						

Part 2:
Help & Support

SAMforSE – Help & Support

If you decide after completing the self-assessment that you need additional support, you are welcome to consider the following options:

– Apply for a voucher valued at 2,000€ for a native personal business development coach. Please note that we are required to ask for some personal information for the application.
(See: www.SAMforSE.org)

– View recommended tutorials that we have compiled on a variety of topics focusing on how to advance your business.
(See: www.SAMforSE.org)

– Refer to our list of institutions that offer webinars on business development.
(See: www.SAMforSE.org)

– We have also compiled a list of on-site organizations and institutions where you can inquire about funding, advice, and support.
(See: www.SAMforSE.org)

– Write an email to Siemens Stiftung and mention you are interested in taking part in one of our "empowering people. Onsite" trainings with professional trainers (given that trainings on topics that fit your individual demand are offered in your region).
(sabine.baumeister@siemens-stiftung.org or beate.grotehans@siemens-stiftung.org
or see www.empowering-people-network.org)

– Read our background paper with interesting case studies and recommendations for self-help, written by Wolfgang Hein and Robert Kappel from the German Institute of Global and Area Studies (GIGA).
(See: www.empowering-people-network.org; www.SAMforSE.org)

SAMforSE Voucher-Program

You can apply for a voucher in this form. For further details, please see the Terms and Conditions.
If you have any questions, just send us an email or fax +49 89 54 04 87 – 4 40.

1. Applicant

Please enter a description of yourself and allow us to publish your name, your country, and your mail address. If available please also insert the URL of your website.

Personal information

Form of address *

Mr. ☐   Ms. ☐

Title ☐

First Name *

Last Name *

Company / Institution *

Founding year of your Company/Start of activities *

Position

Contact information

Street *

Country *

Zip *

City *

Phone

Fax

Email *

Website

Skype

2. Your Social Enterprise

Title of your product or service *

Short description of the product or service *
Background information & Social Impact *

Briefly explain the background of your product/service e.g. what is the problem you are trying to solve? How would you describe the social impact that your product/service can have on people suffering because of this problem?

Description of target groups *

What groups benefit from your product/service? Please differentiate between benefitting target groups such as customers/users or e.g. people being employed

Development stage of product/service *

☐ Ready-to-Implement/Implemented in (pilot) project
☐ Serial Production/frequently used

Please state the country or region where it is used:

3. Your Enterprise

Describe your business model: *

Operative Cost Calculation (preferred in $):

	Revenue	Costs (Material/Human Resources etc.)	Profit
2014			
2015			
2016			

Financial resources *

What are your current sources of income/funds? *
What will/should be your sources of income/funds in the long run? *
Which funding partners/organization do you have access
to for appropriate funding and in which periods of your
business? *

Market and Customers *

Do you
- ☐ sell or
- ☐ donate or
- ☐ sell and donate
your product/service to your target group?

Can your customers afford to buy your product/services?
If not, do you or another partner/institution provide financial
support programs? *

Who are your direct customers or beneficiaries
(e.g. individuals, households, organizations, institutions)? *

How many customers do you have? *

Are there similar products/services available on the market?
If yes, what is the innovative approach of your product/service
that differentiates your product/service? *
Specific requirement *

Please describe what is required for the implementation of
the product or service (machine, land, equipment, materials,
organization, overhead costs etc.) *

4. Team
Describe your team in view of qualification, experience and motivation.

Name

Position

Experience

Qualification

5. Problem – Needs of Improvement
Please describe your main needs of improvement. What are your requirements on a business development service provider? Can you list one or more evaluation areas of SAMforSE where you would like to get help and support? *

Have you ever done a self-assessment or evaluation before?
- [ ] yes
- [ ] no

After finishing SAMforSE do you think that you know more about your strengths and as well about the fields for improvement?
- [ ] yes
- [ ] no

Which tutorial offered in the SAMforSE "Help & Support" section was most helpful for you?

Do you have any experience with business trainings and business coachings?
- [ ] yes
- [ ] no

How did you hear about the "SAMforSE Voucher-Program"?

- [ ] I/we agree with the Terms and Conditions of the "SAMforSE Voucher-Program" as published on the website. *

Please send your application and your overall assessment

By mail to:
Siemens Stiftung
"empowering people.Network"
Kaiserstraße 16
80801 Munich
Germany

By e-mail to:
(And attach the scanned application and overall assessment)
beate.grotehans@siemens-stiftung.org
sabine.baumeister@siemens-stiftung.org

By fax to:
+49 89 54 04 87 4 40

The fields marked with * are mandatory.

Terms & Conditions of the SAMforSE Voucher-Program

Below you can find the Terms & Conditions of the application for a "SAMforSE Voucher".

The "SAMforSE Voucher" is addressed to any social enterprise from any region in the world. One person or one team of the social enterprise is allowed to submit one application.

Submitting social enterprise should fulfill the following criteria

- The **social enterprise** develops products/service which have the potential of social impact for people in developing and emerging countries.

- The **social enterprise** develops services or products which are already successfully implemented to improve basic supply in developing or emerging countries.

- The **social enterprise** has a strong focus on job creation.

- The **social enterprise** follows values such as fairness, social responsibility and self-sustainability.

Your social enterprise should have a focus on technical products and services in the categories Water & Waste Water, Energy, Food & Agriculture, Waste Management, Healthcare, Sheltering, Education and Information & Communication in order to fulfil basic needs of people in developing and emerging countries.

All intellectual properties will remain with the applying social enterprise. Siemens Stiftung assumes no liability for keeping the entries confidential. Consequently, applicants interested in securing their intellectual properties should not submit entry prior to filing patent applications in the countries for which they intend to protect their intellectual property.

Application is possible via the form provided in the SAMforSE brochure or on www.SAMforSE.org. All requested data must be delivered. Submitted applications are considered final. Applications should be submitted in English or Spanish.

The Voucher must be used for a business development service provider who will be recommended by Siemens Stiftung.

Applications can be submitted from **April 15th until June 15th.**

Any recourse to courts of law is excluded.

If you need further information, please contact us directly at empowering-people-network@siemens-stiftung.org

The Siemens Stiftung about data protection

The protection of personal data is an important matter for us. Consequently, we conduct our business activities in compliance with applicable legal provisions on the protection of personal data and data security. The information outlined below will help you understand how we collect data, how we handle such data and to whom we make it available, if required.

General information

1. Personal data

We do not collect any personal data (for example, names, addresses, telephone numbers or email addresses), unless you voluntarily provide us with such data (for example, by registering or taking part in surveys and voting), you have generally agreed on it, or if the corresponding legal provisions on the protection of your data allow the use of such data.

2. Purpose

We use the personal data provided by you to respond to your inquiries or grant you access to specific information or offers.

Furthermore, it may be required

- that we store and process your personal data in order to be able to better address your requirements or to improve our offers; or

- that we (or a third party by our order) use the personal data to inform you about the offers of the Siemens Stiftung or conduct online surveys in order to better comply with the responsibilities and challenges of our users.

Of course, we will process your data only for such purposes if you have given us your consent or if applicable regulations permit such processing. In addition, if you do not wish to provide your personal data for the purposes mentioned above, in particular to improve our offer we will be happy to comply with your request if you have notified us, e.g. by sending an e-mail to info@siemens-stiftung.org.

We will neither sell your personal data to third parties nor market them in any other way.

3. Use for a specific purpose

The Siemens Stiftung will only collect, process and use the personal data provided by you for the purposes which you were explicitly notified about within the scope of this data protection advice, except when the collection, processing or use of such data

- is made for another purpose which is in direct connection with the initial purpose for which the personal data had been collected,

- is required to prepare, negotiate and fulfil the contract concluded with you,

- is required due to legal obligations or official or judicial order,

- is required to constitute or to protect legal claims or to avert claims, or

- is required to avoid misuse or any illegal activity (for example, deliberate attacks on the systems of the Siemens Stiftung) in order to ensure data security.