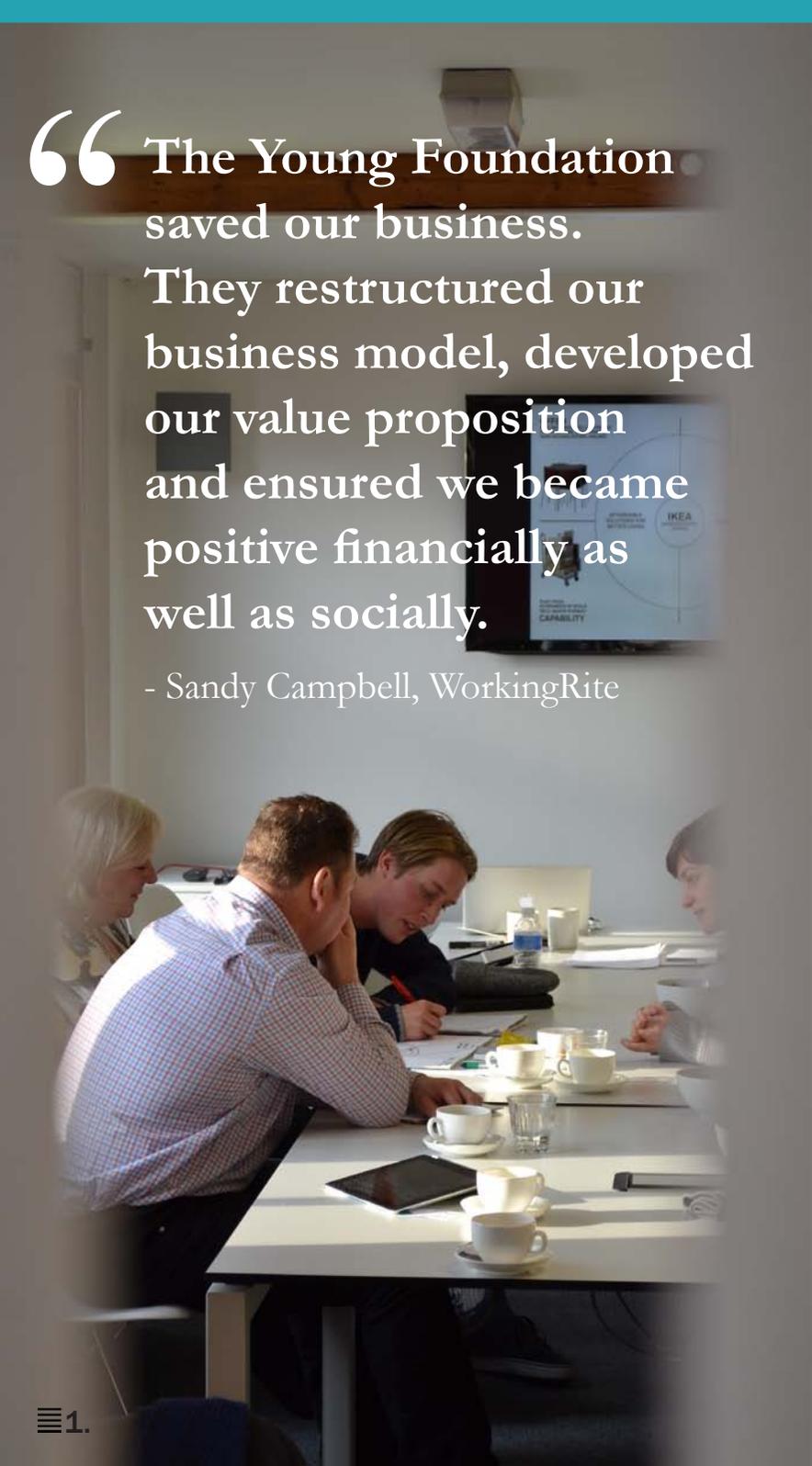




**THE  
ACCELERATOR**

FROM THE YOUNG FOUNDATION

**CURRICULUM GUIDE**



“ The Young Foundation saved our business. They restructured our business model, developed our value proposition and ensured we became positive financially as well as socially.

- Sandy Campbell, WorkingRite

## WHAT IS THE ACCELERATOR?

The Accelerator is a business support programme designed to rapidly accelerate the growth of social ventures.

We recruit ambitious social entrepreneurs who have developed an innovative idea, demonstrated it works and delivered positive social impact.

### OUR PURPOSE:

We help social ventures secure the additional finance they need to grow. This may be through social investment, delivering contracts or grant funding.

To achieve this we focus our resources on delivering business support through:

- 1.** A formal taught curriculum: 12 structured workshops based on the unique ‘Social Business Model Canvas’. These sessions are complemented by two layers of support - one to one mentoring and one to one coaching designed to help an entrepreneur reassess their approach and prepare to scale.
- 2.** A bespoke ‘investment readiness’ service: We help social entrepreneurs, investors, customers and commissioners to understand each other. We build relationships which enable social ventures to access the appropriate sources of finance at the right point in their growth plan.

# WHY IS IT NEEDED?

---



The Young Foundation has had a Ventures Team dedicated to supporting and investing in organisations with a positive social impact since 2005. We have enabled hundreds of front line organisations to improve the lives of people who were previously inadequately served. They have done this in a myriad of innovative ways, from empowering vulnerable young people to take control of their own training, to developing time banking tools that facilitate elderly care.

In 2011, research undertaken by The Young Foundation helped to define the social investment market in the UK. Since then, we have witnessed a rapid expansion in activity as a growing number of organisations have developed their own funds aimed at providing direct financial investment into social ventures.

However, navigating the many options available has, in many ways, become harder for social entrepreneurs. The key drivers of financial markets and the values of the social ventures are not always aligned and this has led to frustration about how restricted the pipeline for investable ventures is. The role of the Accelerator is to upskill social entrepreneurs and help them find common ground with investors, customers and commissioners in order to boost this pipeline.

Our approach is built on a 50 year track-record of social research, innovation and enterprise initiated by Michael Young. We have a legacy of growing social ventures that offer game-changing solutions to social problems, including the Open University, Which? and the School for Social Entrepreneurs. In recent times The Young Foundation has continued to build this impressive portfolio to include ventures such as Studio Schools, WorkingRite, Care4Care and Enabling Enterprise. We are now looking to support the next generation of entrepreneurs.

- Tim Allan, Chair of Trustees, The Young Foundation

“

**Every day we see inspirational examples of social innovation at a local level. But what society needs is large scale solutions capable of addressing the size of the social problems we face. This is where the Accelerator and The Young Foundation help – by picking the right ventures with the potential to scale, developing their social business model and fast tracking their growth by opening the right doors at the right time.**

- Michael Quicke, Chief Executive, CCLA

# ACCELERATOR FOCUS AREAS

## MARKET

- Social ventures are designed to address acute social needs. We focus our support on radical social innovation in Health, Education, Housing and Resilient Communities.
- We understand that a social venture often serves two markets, the beneficiaries of a product or service and a paying customer (typically in the statutory sector) or sponsor (typically in the private sector) who support the wider 'vision of change'.
- This area is focussed on helping the social venture to research, understand and contextualise the user-journey and define its value proposition. We help it to align the product or service with the key strategic outcomes for a public sector commissioner or private sector sponsor.

## FINANCE

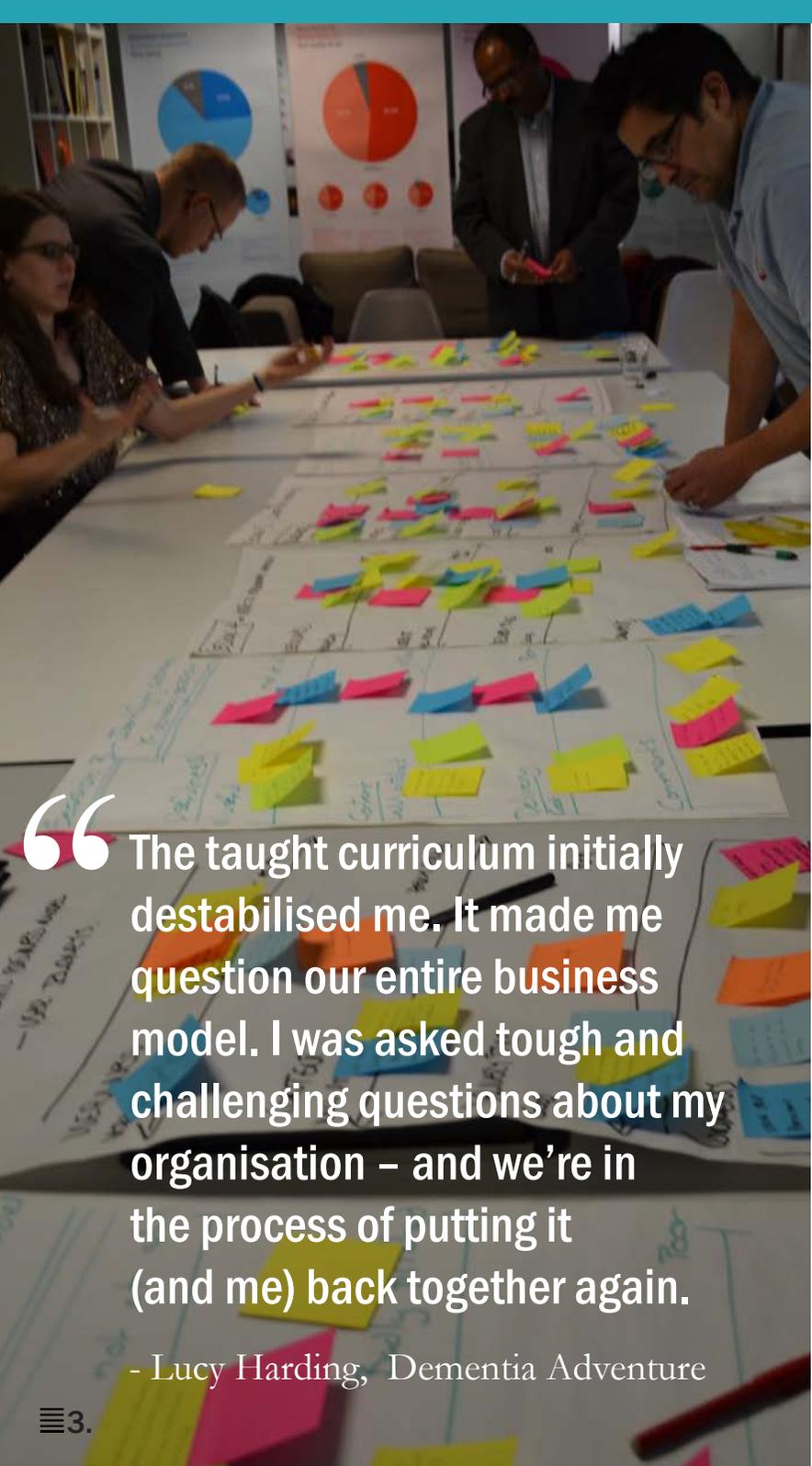
- To grow, all businesses need capital and social ventures are no different. However, the range of opportunities can be baffling, especially in the emerging field of social investment.
- This area focusses on helping each social venture to understand the options available, from donations and grant funding through to contracting, payment by results and traded income.
- We place each entrepreneur alongside an expert policy advisor from the Young Foundation's Applied Innovation team and arrange a series of expert seminars where guest speakers talk through the importance of cash flow, profit and loss and accurate scenario planning.

## SOCIAL VALUE

- We teach each venture how to articulate its vision of change and offer help selecting the most appropriate measurement tools, through which it can ascribe its social impact.
- We then help each social venture to create a bespoke social impact 'story board' showing the difference it is making.
- This is used at the Demo Day where each organisation meets potential investors and industry buyers looking for viable social ventures offering significant social value.

## IMPLEMENTATION

- Efficient and effective delivery requires a great team. In our experience an outstanding team is motivated by a clear and compelling vision of change ahead.
- In this area we help each social venture to revisit their value proposition, (re)define what they do and put the right tools and processes in place to achieve it.
- We support the lead entrepreneur to plan ahead, design a realistic delivery plan and think through how they will recruit the best team to deliver that vision.



“The taught curriculum initially destabilised me. It made me question our entire business model. I was asked tough and challenging questions about my organisation – and we’re in the process of putting it (and me) back together again.

- Lucy Harding, Dementia Adventure

# THE TAUGHT CURRICULUM: THE SOCIAL BUSINESS MODEL CANVAS

TWELVE CORE SESSIONS. FOUR FOCUS AREAS. ONE DEMO DAY.

1. INDUCTION [C001]

2. THE SOCIAL INVESTMENT MARKET [C002]



11. STRATEGIC REVIEW [C003]

12. DEMO DAY [C004]

Created by The Young Foundation. Inspired by The Business Model Canvas ([www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)) 

...esting meditation tips that can help  
when it's all kicking off.

### Physiotherapy & nic

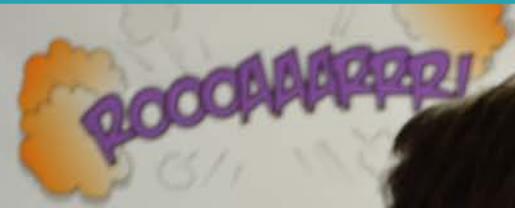
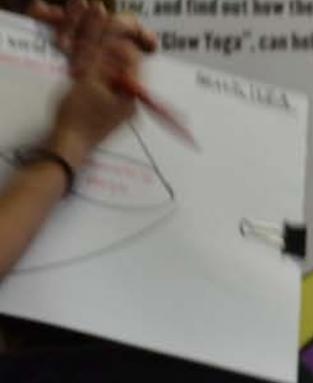
...ction to what they do and make the most  
ic WOW discount.

...of the lurgy this winter -- get the  
...s coming to WD with her needles

...  
...on out the morning's kinks  
...est of the week with David  
...stars (ie: Alisha).

### Studios

...tar, and find out how their  
"Glow Yoga", can help



# ACCELERATOR CORE SESSIONS

## ORIENTATION

### 1. INDUCTION [C001]

#### CONTENT:

This session brings the entrepreneurs together for the first time to meet each other and find out what The Accelerator is all about. It outlines the learning outcomes and expectations for each of the Social Business Model Canvas sessions and explains the progression through each of the four focus areas.

#### LEARNING OUTCOME:

Understand The Young Foundation 'Social Business Model Canvas' framework. Identify, over the course of The Accelerator programme, how applying it to a social venture will enable the organisation to achieve its social and financial objectives. Participants will meet and get to know the other entrepreneurs on the programme in order to facilitate peer learning.

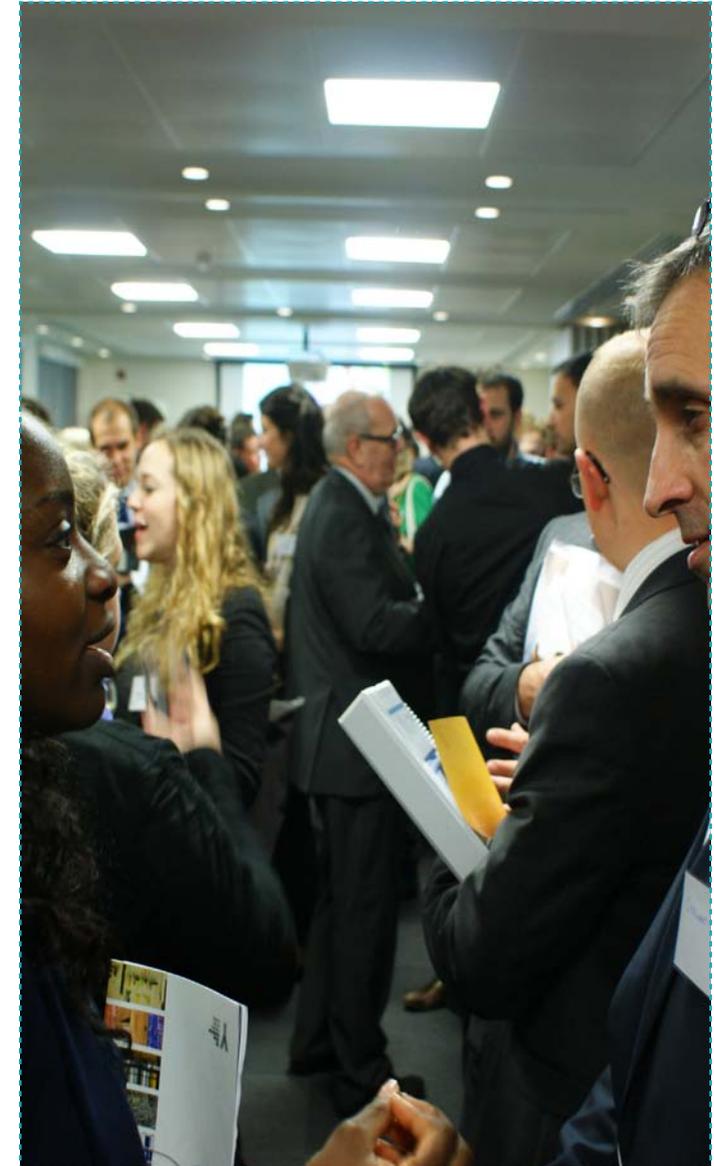
### 2. THE SOCIAL INVESTMENT MARKET [C002]

#### CONTENT:

An overview of the social investment market and the different financial options available to social ventures (from grants to loans and equity). Includes case studies showcasing the different financial paths taken by social ventures and the options likely to be available in the future.

#### LEARNING OUTCOME:

Understand the social finance landscape in the UK and beyond. Identify which types of investment are likely to be most appropriate for each venture. Begin to look at the business plan through the lens of an investor. Understand objectives of the venture and how the venture can demonstrate it will achieve them.



# ACCELERATOR CORE SESSIONS

## THE SOCIAL BUSINESS MODEL CANVAS AS A FRAMEWORK - MARKET

### 3. MEETING SOCIAL NEEDS [SB001]

#### CONTENT:

To provide participants with a nuanced understanding of their end users i.e. the beneficiaries of your service.

Give a broader appreciation of the key stakeholders and 'drivers of change' which influence the growth of a social venture within a fast-changing political, economic, social and technological landscape.

#### LEARNING OUTCOME:

Understand and map the user journey that beneficiaries follow, identify strengths and weaknesses in the offer and articulate, in a compelling way, the social value that the venture brings.

### 4. WINNING NEW WORK [SB002]

#### CONTENT:

This session provides participants with insight into how to 'sell products and services to people who may not directly use them' i.e. public sector commissioners or those buying services or products for a large institution.

Expert advisors with specialist sector understanding in Health and Wellbeing, Youth Employment and Training, and Housing and Communities will provide one to one advice to social ventures on how to build relationships with key people in these areas.

#### LEARNING OUTCOME:

Learn how to tailor the offer to develop a better understanding of potential customers/funders, what they want and how to access them in order to secure new work, commissions or grants.

### 5. MARKET ANALYSIS – YOUR COMPETITORS AND THE MACRO ECONOMIC ENVIRONMENT [SB003]

#### CONTENT:

This session helps participants create a competitor analysis of 'who else plays in your space' and has been designed to enable ventures to talk broadly about why their social venture is different. It will use formal approaches and technical exercises to concisely summarise how participants are unique. In a time of tough competition for grant funding and statutory support it will also help ventures to illustrate competition dynamics in the voluntary and community sector.

#### LEARNING OUTCOME:

Ventures will identify the unique selling point that makes them worth supporting. They will map the possible threats and opportunities in order to inform strategy development over the next one to three years.





# ACCELERATOR CORE SESSIONS

## THE SOCIAL BUSINESS MODEL CANVAS AS A FRAMEWORK: FINANCE

### 6. CREATING A ROBUST FINANCIAL MODEL [SB004]

#### CONTENT:

Financial modelling, forecasting and sensitivity analysis. An in-depth session for each social venture on how to construct a financial model, cash flow and profit and loss, working alongside a trained financial coach. We match industry practitioners to social entrepreneurs to share knowledge and expertise on the process of constructing the key documents required by funders and investors.

#### LEARNING OUTCOME:

Ventures will construct a realistic financial model based on sound assumptions, carry out scenario planning and project future revenue streams.

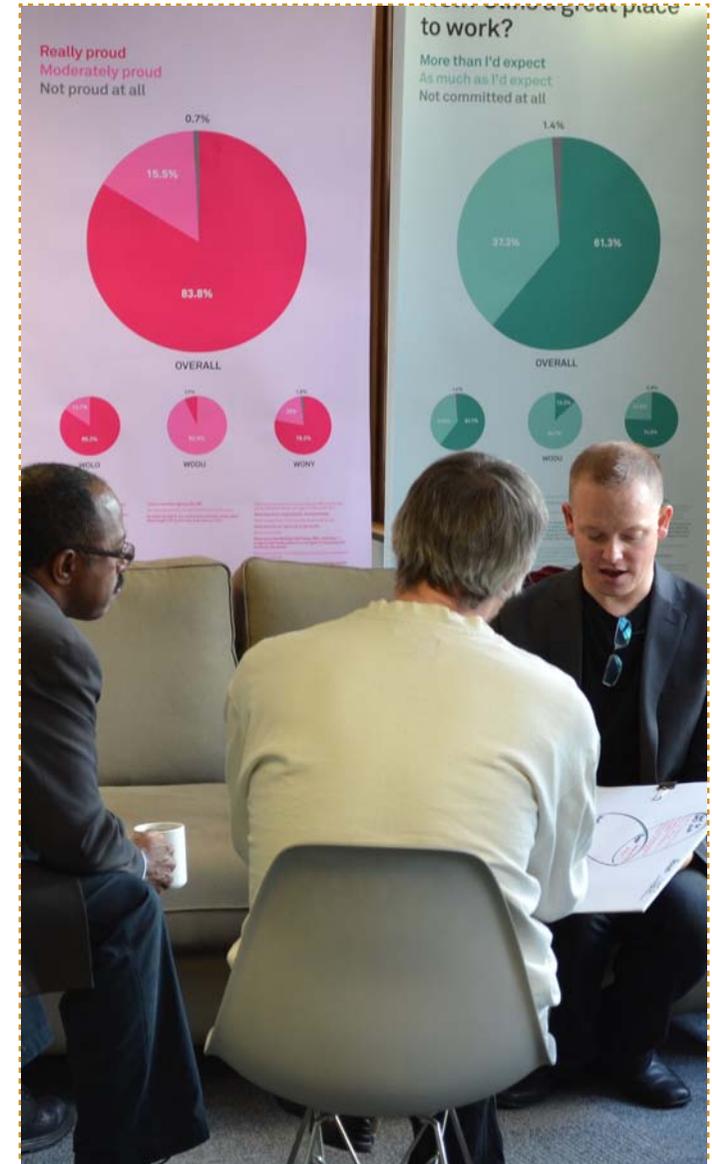
### 7. PRACTICAL FINANCIAL MANAGEMENT [SB005]

#### CONTENT:

Introduction to useful tools and approaches to help management of finance on a day to day basis. Emphasis on cash flow management. Insight into how investors approach due diligence, assess financial need and what constitutes best practice in this area. The session will draw heavily on practical case studies and is designed to give participants real-life examples (good and bad) to help them to develop their own financial model.

#### LEARNING OUTCOME:

Confidently manage and talk about the financial performance of the venture.



# ACCELERATOR CORE SESSIONS

## THE SOCIAL BUSINESS MODEL CANVAS AS A FRAMEWORK: SOCIAL VALUE PROPOSITION

### 8. DEMONSTRATING SOCIAL IMPACT [SB006]

#### CONTENT:

In this session we address the ‘theory of change’ for each social venture. Ventures will examine how to translate action into meaningful impact and how to explain positive difference made through visualisation exercises and theoretical case studies.

#### LEARNING OUTCOME:

Understand what approaches are available and learn how to pick the most appropriate tools for their organisation. Articulate the social impact of the organisation and develop a concise list of social impact measures that can be used to monitor progress.

“**The Young Foundation offered a tailored session which helped us to articulate the social impact we create. We can now describe our unique ‘theory of change’ through a rigorous theoretical framework and talk practically about the positive difference we make.**

- Accelerator participant, 2012







# ACCELERATOR CORE SESSIONS

## THE SOCIAL BUSINESS MODEL CANVAS AS A FRAMEWORK: IMPLEMENTATION

### 9. BRANDING, SALES AND MARKETING [SB007]

#### CONTENT:

Explore how to express your vision to an external audience.

This session will engage each social venture in a creative task to determine what is special about their concept and help them develop a strong brand that will assist with customer acquisition and pitching for investment.

#### LEARNING OUTCOME:

Understand the background and current state of branding - its purpose and how designers 'see' brand and 'do' brand.

Using this understanding, learn to communicate the value of the venture brand to an external audience via face to face meetings, marketing materials and press releases.

### 10. MANAGEMENT AND PLANNING [SB008]

#### CONTENT:

An overview of project management, why it is important and the range of approaches that can be taken as an organisation maps out their future growth plan.

Reference will be made to methodologies, such as PRojects IN Controlled Environments 2 (PRINCE2) and tools such as Microsoft Project, that can be used to shape and implement project plans.

We will also explore different leadership styles to assist the development of an optimal delivery team.

#### LEARNING OUTCOME:

Discover how project management techniques can be used effectively to enhance the efficiency of operational delivery.



# ACCELERATOR CORE SESSIONS

## BRINGING IT ALL TOGETHER

### 11. STRATEGIC BUSINESS REVIEW

#### CONTENT:

As the final session before Demo Day, this will be an intensive and practical session designed to help participants to practise and hone their elevator pitch using the Social Business Model Canvas as a storyboard.

This will be a deliberately challenging session, involving the coaches and invited guests from a range of professions to offer a diverse range of expert opinion and constructive feedback.

#### LEARNING OUTCOME:

Confidently pitch your business to potential customers and investors. Describe your business strategy through the lens of the 10 building blocks in the Social Business Model Canvas.

### 12. DEMO DAY [C004]

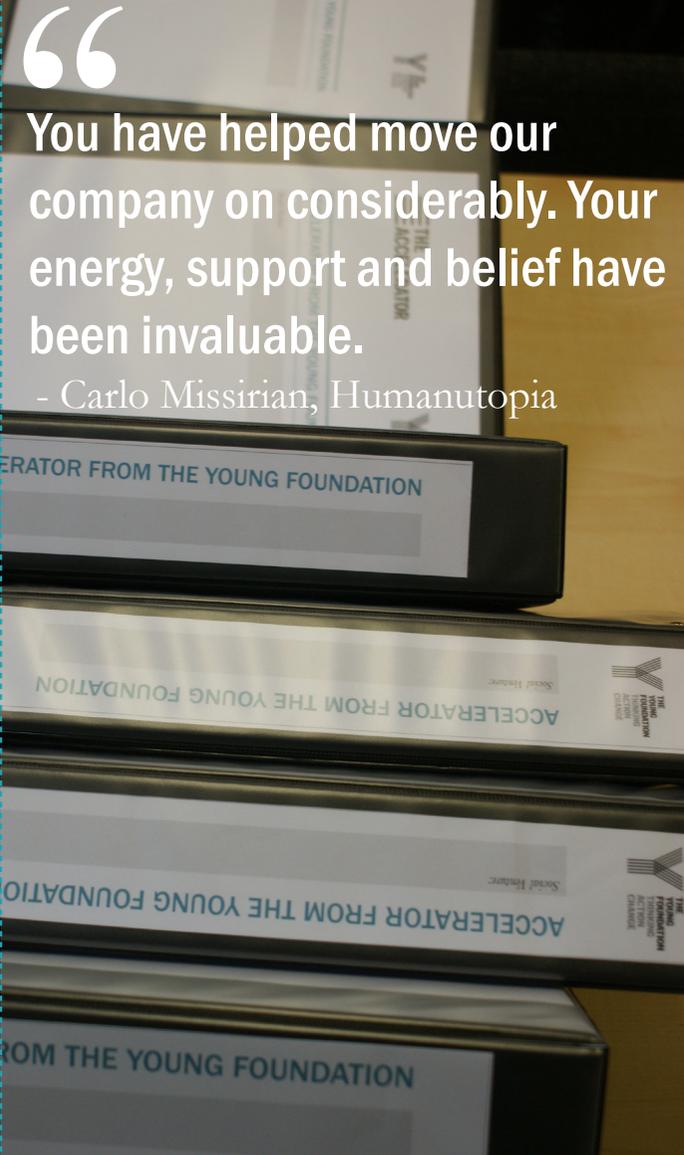
#### CONTENT:

Demo Day is the chance for each venture to present their finalised pitch to a range of grant funders, investors, commissioners and buyers.

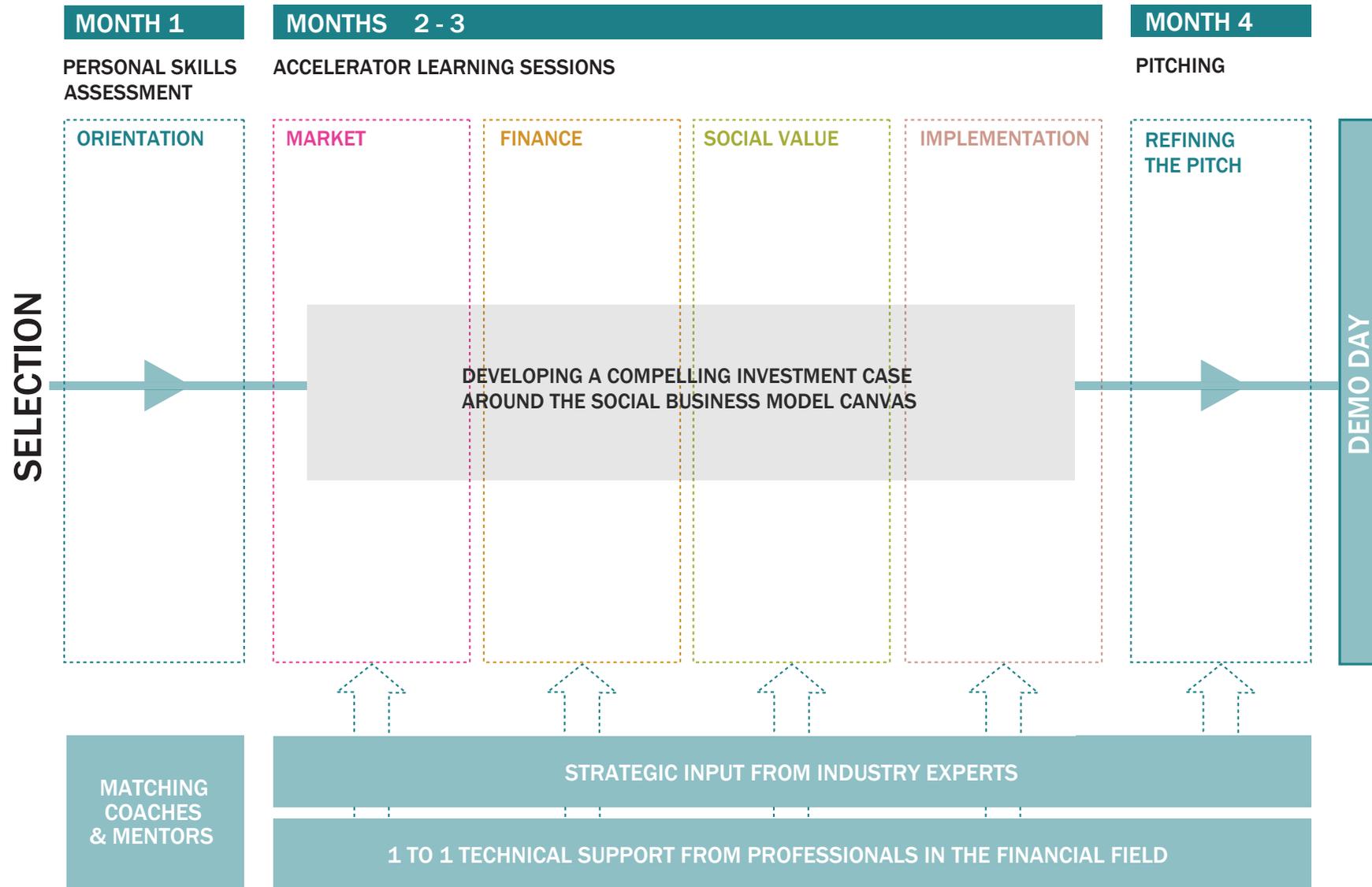
We ensure that market leaders in fields appropriate to each venture are carefully matched to meet the needs of each organisation.

#### LEARNING OUTCOME:

Experience a high level business pitching environment. Form relationships with investors, grant funders, commissioners and buyers who will be vital to the future growth of your venture.



# THE ACCELERATOR PROGRAMME - OVERVIEW



## FIND OUT MORE

### CONTACT US:

The Young Foundation  
18 Victoria Park Square  
London  
E2 9PF

Web [www.growingsocialventures.org](http://www.growingsocialventures.org)  
E-mail [accelerator@youngfoundation.org](mailto:accelerator@youngfoundation.org)  
Follow us on twitter @YFAccelerator

### TO PARTNER:

Tony Colville, Senior Associate  
[tony.colville@youngfoundation.org](mailto:tony.colville@youngfoundation.org)  
020 8980 6263

### FOR PRESS:

Alison Harvie, External Affairs Manager  
[alison.harvie@youngfoundation.org](mailto:alison.harvie@youngfoundation.org)  
020 8709 9265

“ There are limited growth opportunities for many promising social ventures as they struggle due to a lack of resources and connections to appropriate support. There needs to be a mechanism to support and enable non-profit and voluntary organisations to better be able to do what they do best.

I'm really excited to be partnering with The Young Foundation on The Accelerator programme because of their excellent track record in this particular space.

- Hang Ho, Vice President, J.P Morgan EMEA



We are The Young Foundation and we are determined to make positive social change happen. We pioneered the field of social innovation with The Open University, UpRising and Studio Schools. We work closely with individuals, communities and partners building relationships to ensure that our thinking does something, our actions matter and the changes we make together will continue to grow. ([www.youngfoundation.org](http://www.youngfoundation.org))