



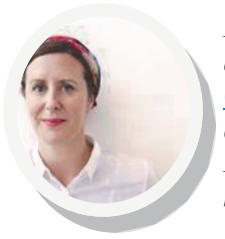
Facilitation Focus

About Social Enterprise ...	2
What is Social Media Marketing?	3
Why Leadership Development isn't Developing Leaders.....	4
Finding a Business Facilitator	5
Use Market Research to Find Customers... ..	6
Continuing Professional Development Training	7
About the AIBEF	8



About Social Enterprise

By [Nikki Stefanoff](#)



Nikki Stefanoff is a journalist @ProBonoNews covering Good Business and Social Finance.

As co-founder and CEO of [StartSomeGood](#), Tom Dawkins knows a thing or two about starting, running and growing social enterprises. As part of [Melbourne Knowledge Week](#), he's sharing his learnings with a Masterclass called The Social Enterprise Formula – a breakdown of the what, why and how of social enterprise.



Tom Dawkins

Dawkins describes the “formula” as something that starts with getting an understanding of what a social enterprise actually is.

“I think people tend to think of social enterprise as being a type of structure but a social enterprise is less about a type of organisation and more of a way of being in the world,” Dawkins told Pro Bono News. “It’s less about are you ‘being’ a social enterprise and more about are you ‘doing’ social enterprise.”

He said that to explain social enterprise, he breaks it down into two distinct income models – those with redistributive impact and those with embedded impact.

“Redistributive impact means that the business is creating a surplus, which has been dedicated to social good. An example could be that a percentage of profit made goes to an external organisation,” he said.

“Embedded models are more about having impact embedded into the business from day one. Irrespective of what happens or even if the business makes a profit.”

Dawkins said he’s much more inspired by embedded impact-driven social enterprises.

“I think they hold the true promise of the social enterprise sector,” he said.

“Redistributed social enterprises are really just a new spin on philanthropy. They’re not a new spin on business because their role, as they see it, is to maximise profits. And that’s because their impact is created through their profits. So they’re stuck in profit maximising where the only way to increase their impact is to make more profit. It’s really just business as usual.”

Dawkins said that while the social enterprise sector continued to focus on the question of how to make money, it should also be considering the impact it had along the way.

“That’s what embedded social enterprises are doing,” he said. “They’re taking responsibility for maximising the good and reducing the bad from their business activities, which is why I think they’re set up to succeed in the future.”

When discussing how social enterprises can build an embedded impact model, Dawkins gives four examples:

- create jobs for people who would otherwise be excluded from the mainstream labour market – those with an intellectual or physical disability, recently

arrived migrants and refugees and those who’ve recently left prison;

- create access to products and services in new ways. For example, the social enterprises in Africa who are creating apps to give the unbanked access to financial services;
- build a product or service that is fundamentally making you better. For example, a financial literacy product or an education-focused service; and
- create something that’s better for the planet. For example, making swimwear out of single-use plastic.

The four phases of social enterprise

As part of his masterclass, Dawkins discusses the four phases of social enterprise and his thoughts around how society moves through them.

The first being what Dawkins calls “niche social enterprise” or “social enterprise 1.0”.

“This is where people have had to sacrifice something in order to do the right thing,” he explained. “That could be choosing to shop in the local organic supermarket, which costs a bit more and isn’t as convenient as the local big supermarket.

These types of places have been around forever but, depending on what you read, they’ve never managed to get more than 10 to 15 per cent of the marketplace.

Phase two he refers to as “competitive advantage social enterprise” or “social enterprise 2.0” and states that as being the phase we’re currently in.

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WHAT IS SOCIAL MEDIA MARKETING?

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“This is where a business can demonstrate that it’s as convenient, as valuable, as well-priced as its competitor but better on impact,” he said. “For these social enterprises their purpose and impact is what really shines out.”

The third phase of social enterprise is the “systemic advantage”, which is a phase that will require significant policy shifts. For example, putting a price on carbon and a price on pollution.

The fourth phase will be the “new normal”.

“This is when the whole concept of social enterprise will somewhat disappear. We won’t need the idea anymore because it will just be what we consider a business to be,”

Dawkins said. “In this new normal, a business will care about paying attention and being responsible to its stakeholders, customers, community and future generations.

We can then move our collective attention away from having to point out the positive social outliers, the social enterprises, and focus on the negative outliers – the anti-social enterprises.”

Social Change Central - Australia

says: “It’s an exciting time for social enterprise in Australia with more than 20,000 social enterprises now operating. Despite the recent growth and interest in the sector there are several factors holding it back from reaching its full potential as a catalyst for widespread change. One major hurdle is the time consuming effort required to find the ever-increasing number of funding and capacity building opportunities.” ■

Social Media Marketing

means utilising social media platforms to connect with your

audience to build your brand,

improve sales, and drive website traffic.

You achieve this by creating compelling content on your social media sites, engaging with your audience, analysing the results and running social media advertising campaigns. So, the social media platforms that form this marketing are many. They include [Facebook](#) – with by far the most significant number of users, followed by Twitter, Instagram, LinkedIn, YouTube and Pinterest.

An Overview of Social Media Marketing (SMM)

These days, businesses use social media marketing in numerous different ways. Essentially, SMM has become a sophisticated process that can have huge effects on the bottom line.

For instance, some companies constantly monitor social media for mentions of their products or brand to engage with those conversations. Furthermore, companies can now understand how well they perform with their platforms by using social media analytics.

Information provided includes reach, engagement, and sales performance. Lastly, if a business



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wants to reach a specific audience, it can launch a highly-focused social media ad campaign.

Social Media Strategy

Before you

jump in and start [publishing content](#) on your social media accounts, first take some time to consider your strategy. First, what are your goals? So, think about how social media can help you achieve your business goals.

For example, are you going to focus on brand awareness? Or are increased website traffic and sales your priority? Also, social media can be used to build a community and perform as a customer support channel.

Next, which social media platforms do you want to build on? Your choices include Facebook, Twitter, Instagram, LinkedIn, YouTube and Pinterest. Plus, some other smaller but growing media such as Tik Tok and Tumblr.

Getting Started With SMM

To begin with, pick the platforms that you think your target audience use. In other words, don’t spread yourself too thin across all the platforms.

Lastly, consider what type of content do you want to publish? This may include videos, images, links, and tutorials. So, are you going to entertain or educate? ■



Why Leadership Development Isn't Developing Leaders



In her book of the same title as above, [Deborah Rowland](#) believes that too many business leaders today are out of touch with the employees they lead.

[Edelman](#) (*Edelman is a global communications firm that partners with organisations to evolve, promote and protect their brands and reputations*) estimates that one in three employees doesn't trust their employer — despite the fact that billions are spent every year on leadership development. Part of the problem: Our primary method of developing leaders is antithetical to the type of leadership we need.

The vast majority of leadership programs are set curricula delivered through classroom-taught, rationally based, individual-focused methods.

Participants are taken out of their day-to-day workplaces to be inspired by expert faculty, work on case studies, receive personal feedback, and take away the latest leadership thinking (and badges for their résumés).

Yet study after study tells us the qualities that leaders in today's world need are intuitive, dynamic, collaborative, and grounded in here-and-now emotional intelligence.

The mismatch between leadership development as it exists and what leaders actually need is enormous and widening. What would work better?

Deborah Rowland stated: "Over the last 16 years I have carried out research into how leaders create change, and I've worked in the change leadership field for 25 years in multinational corporations.

Over that time, I've come to appreciate four factors that lie at the heart of good, practical leadership development: making it experiential; influencing participants' "being," not just their "doing"; placing it into its wider, systemic context; and enrolling faculty who act less as experts and more as Sherpas."

Make it experiential.

Neuroscience shows us that we learn most (and retain that learning as changed behavior) when the emotional circuits within our brain are activated. Visceral, lived experiences best activate these circuits; they prompt us to notice both things in the environment and what's going on inside ourselves.

If leadership development begins in the head, leaders will stay in their heads. We can't simply think our way out of a habit. But in experience, and novel experience in particular, our intentional mind can be more engaged as we make conscious decisions about our behavior.

In practice, this means setting up a "living laboratory" leadership development. Throw out pre-planned teaching schedules, content, lectures, and exercises that ask you to think *about* your world and how you need to lead it.

In its place, switch to constructing self-directed experiences for participants that replicate the precise contexts they need to lead in. In such experiences the group dynamics at play in the room become the (at-times-uncomfortable) practice arena.

Business simulations or unstructured large group dialogues are examples of this. However, [The CEO Institute](#) has a slightly different view on leadership training and development.

Most **leadership training programs** don't even come close to accomplishing what they were designed to accomplish, which is to develop better leaders.

The American Society of Training and Development reports that U.S. businesses spend in excess of \$170 Billion dollars on leadership education, and the great majority of those funds go to 'Leadership Training'. But, when it comes to leadership, the training industry has been ineffective for a long time. **Leaders aren't trained, they're developed** - a subtle yet important distinction lost on many. Although leadership training is still around, it should have been disposed of altogether a long time ago.

Poor training is the cause of many fails in leadership development. Although the traditional idea is that training solves leadership issues, it rarely does. Training and development are actually two very separate concepts.

Many employees find that leadership training, much like other training methods, are outdated and a bit authoritarian. Who wants to be lectured at all day?

The outdated methods that revolve around lectures and presentations simply are not up to date with the present day concerns and do not meet the needs of most employees.

Development should be the answer. Instead of training leaders, **coach them and mentor them**. Development offers many actionable goals, while training is seen to be outdated. ■



Finding a Business Facilitator

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Whether you are just starting your business or you've running your business for some time, you need to make many important decisions.

But you don't have to make every decision on your own. Ultimately, you're responsible for your business, but you can always consult a Business Facilitator for advice.

What is a Business Facilitator?

You undoubtedly know the role of a Mentor, a Coach, a Consultant; Well, a Business Facilitator is the "complete package". That is they have all the skills, knowledge and accredited qualifications to help you to achieve success in your business.

A Business Facilitator is someone who has been down the same path you're taking. He or she is experienced, successful and willing to provide advice and guidance — for no real personal gain.

But how do you find a Business Facilitator?

Well, that's easy. Simply contact the [Australasian Institute of Business and Enterprise Facilitators](http://www.aibef.org.au) or email info@aibef.org.au and we can put you in touch with the right Facilitator to help you solve your current problem – or simply be a "sounding board" to help you with your ideas.

Our members are all professionally qualified and accredited, and can be found in:

- ☐ Business Enterprise Centres
- ☐ Small Business Incubators
- ☐ Innovation Centres
- ☐ State and Federal Government Departments
- ☐ Private practice
- ☐ Large companies

Some are employed by large corporations and many more are self-employed (just like you)

Government-Sponsored Organizations

The government offers a great deal of free resources and services to support small business owners, both online and in person:

Business Enterprise Centres (BECs): provide management assistance to current and prospective small business owners. BEC services include general assessment and counselling, marketing advice and management guidance, and much more. Some BECs provide specialised assistance with information technology, exporting or manufacturing. Some BECs are partnerships primarily between the government and / or colleges.

Innovation Centres give you the opportunity to discuss your ideas with business experts and access multi-faceted services. They are a valuable resource as they can often help your business with every step of the innovation process. If you are looking to grow your ideas, an innovation centre can help you find strategies to develop and implement them. Each innovation centre will also have its own set of eligibility criteria, so it's important to find one that suits your business needs.

State and Federal Governments www.business.gov.au is an online government resource for the Australian business community. business.gov.au offers you simple and convenient access to all of the government information, assistance, forms and services you need.

It's a whole-of-government service providing essential information on planning, starting and growing your business.

Trade Associations: Many trade associations operate Facilitator-protégé programs that provide guidance to help you build a business. These facilitation programs are often conducted through a combination of formal one-on-one

mentoring sessions and group networking with fellow protégés. Business owners might be connected with multiple mentors for a more holistic experience. Most industries are represented by trade associations, as are genders, ethnic groups and business types.

Look to Your Network: Who do you know? Do you have a previous boss who inspired you or a friend who is a successful business owner? Ask that person to be your facilitator, and learn from his or her advice and best practices. Just be prepared to share with them why you chose them in particular, your goals and what you are looking for from them.

Working with a Business Facilitator: If you decide to work with a Business Facilitator organisation, ensure there is a formal Facilitator-protégé structure in place. If you work with an individual, you'll need to establish a mutually beneficial, structured relationship. Remember these tips:

- ☐ Be organized, prepared and consistent. Make sure you are respectful of your Facilitator's time.
- ☐ Do not expect your Facilitator to run your business for you or make decisions for you. You should have realistic expectations about what they can provide to you.
- ☐ Plan your sessions in advance. These could be as simple as having a one-on-one meeting once a month to discuss business goals, obstacles and regulatory requirements that you don't understand.
- ☐ Always take notes, create action items and be prepared to review progress during your next session. ■



Use Market Research to Find Customers



Market research blends consumer behavior and economic trends to confirm and improve your business idea.

Sarah Schmidt, who writes for MarketResearch.com says that there are four ways that Market Research can benefit your business:

1. Market research can identify what your customers need and want
2. Market research can help you understand the market
3. Market research can help you develop products that customers want to buy.
4. Market research can help you market your business effectively.

It's crucial to understand your consumer base from the outset. Market research lets you reduce risks even before your business has started up.

Gather demographic information to better understand opportunities and limitations for gaining customers. This could include population data on age, wealth, family, interests, or anything else that's relevant for your business.

Then answer these questions to get a good sense of your market:

- **Demand:** Is there a desire for your product or service?
- **Market size:** How many people would be interested in your offering?
- **Economic indicators:** What is the income range and employment rate?
- **Location:** Where do your customers live and where can your business reach?
- **Market saturation:** How

many similar options are already available to consumers?

- **Pricing:** What do potential customers pay for these alternatives?

You'll also want to keep up with the latest small business trends. It's important to gain a sense of the specific market share that will impact your profits.

You can do market research using existing sources, or you can do the research yourself and go direct to consumers.

Existing sources can save you a lot of time and energy, but the information might not be as specific to your audience as you'd like. Use it to answer questions that are both general and quantifiable, like industry trends, demographics, and household incomes.

Asking consumers yourself can give you a nuanced understanding of your specific target audience. But, direct research can be time consuming and expensive.

Use it to answer questions about your specific business or customers, like reactions to your logo, improvements you could make to buying experience, and where customers might go instead of your business.

Here are a few methods you can use to do direct research:

- Surveys
- Questionnaires
- Focus groups
- In-depth interviews

For guidance on deciding which methods are worthwhile for your small business, the [Australasian Institute of Business & Enterprise](http://AustralasianInstituteofBusiness&Enterprise)

Facilitators (AIBEF) provides advisory services to help you.

Use competitive analysis to find a market advantage

Competitive analysis helps you learn from businesses competing for your potential customers. This is key to defining a competitive edge that creates sustainable revenue.

Your competitive analysis should identify your competition by product line or service and market segment.

Assess the following characteristics of the competitive landscape:

- ◇ Market share
- ◇ Strengths and weaknesses
- ◇ Your window of opportunity to enter the market
- ◇ The importance of your target market to your competitors
- ◇ Any barriers that may hinder you as you enter the market
- ◇ Indirect or secondary competitors who may impact your success

Be aware that there may be several industries who might be competing to serve the same market you're targeting.

There are plenty of compelling reasons to conduct market research. To begin, consider joining a trade association and reading industry publications.

Review your competitors' marketing materials to see how they are positioning themselves. Ask your customers for feedback and listen in on what they are saying about your company on social media and the web.





Welcome to AIBEF Continuing Professional Development



Continuing Professional Development (CPD) is embedded in our Institute's Constitution, not just for our members, but offering CPD to the much wider and diverse Business & Enterprise Facilitation profession is at the very heart of our Institute.

2021

CPD TRAINING FOR BUSINESS & ENTERPRISE FACILITATORS

DELIVERY	All Programs are delivered online or by Distance Learning and are self-paced
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COST	AIBEF Members \$25.00 Non-Members \$35.00

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Further information or application form please contact AIBEF CPD Training info@aibef.org.au +61 410 082 201



The Australasian Institute of Business and Enterprise Facilitators (AIBEF) was founded in 1997 as a result of the recommendations of the Industry Task Force on Leadership and Management Skills.

In their report, entitled *Enterprising Nation*, the taskforce recommended that: “.... a comprehensive accreditation process be established for small business trainers, educators, counsellors, facilitators and advisers so as to upgrade the quality of small business advice.”

It's a fact that, at the moment, the business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, facilitator, trainer or consultant.

Check out Google for instance; there must be a dozen (or more) sites on “*How To Start Your Own Business Consulting Venture*”.

The AIBEF is the Peak Body for Business Facilitators, Coaches and Trainers, and we, the AIBEF Committee, hope to continue the association's great work to further promote the professionalism and quality of our members, and to endeavour to act as a respected voice and advocate for the wider community.

The AIBEF represents a profession that is proud of its independence and confident of the service it provides, committed to continual improvement in the skills and knowledge of our members and Business and Enterprise Facilitators in general, who ably assist in the professional guidance and support of business, enterprise and community development.



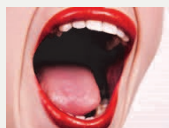
Welcome to our Newsletter

Facilitation Focus is an opportunity for Business Facilitators, Coaches, Facilitators, Trainers and Consultants to ask questions, offer answers, and become part of a group where we can all join in peer-to-peer discussions and conversations about challenges, experiences and outcomes. ***It is also worth noting that 'Focus' can be included in your Continuing Professional Development (CPD)***

Facilitation Focus is a publication for a rapidly changing world.

Almost daily, SME's are facing constant changes, and it is vital that the Business and Enterprise Facilitator is current with their expert advice and guidance.

Facilitation Focus has as its main aim to access to a professional network of peers through the AIBEF, and by gaining more insight into business and industry best practices, as well as increasing the focus on the important aspects of their own business, an AIBEF Focus member can accomplish amazing results.



Something To Say?

Letters and Article contributions from members and readers are most welcome

Please send your comments to info@aibef.org.au

WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

Virtually any professional, qualified person or organisation involved in assisting entrepreneurs, organisations, or communities to improve their Skills; Knowledge; Business; Staff; and/or Life.

The role of a Business and Enterprise Facilitator is to promote local economic growth by providing support to local entrepreneurs, groups or entire communities wishing to start or expand a small business enterprise or to assist to develop a concept where the community will benefit

The concept of Business and Enterprise Facilitation is a model of development that supports the creation of wealth from within a community by nurturing the resourcefulness of its people.

The Australasian Institute of Business and Enterprise Facilitators is an international not-for-profit institution that works with entrepreneurs, small groups and / or communities to establish sustainable, grassroots enterprise projects.

For more information please contact:

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