



Training modules on SSE addressed to VET

**Module 3: "Products/ Services Design
within SSE operational framework"**

This document is part of a 4-modules training program to promote Social Solidarity Economy (SSE) into Vocational and Educational Training (VET) system. The material is a useful tool for VET Trainers and Mentors as well as a guide for Career Opportunity Advisors and Policy Makers.

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Project Partners



Module 3: "Products/ Services Design within SSE operational framework"

What about this training module?

The current training material is part of a set of training modules with the aim of promoting Social Solidarity Economy (SSE) into Vocational and Educational Training (VET) system. The vision is a comprehensive training and professional development of younger generations, which integrates alternative socioeconomic models in their framework of ideas and attitudes.

It is both a tool and a training material useful for VET trainers and mentors where they can find information, material, references, examples and case studies so to understand what SSE is about. It is a starting point for them to create their own material and integrate SSE in their teaching and training in an innovative and comprehensive way. Furthermore, it can be used as a guide for Career Opportunity Advisors and Policy Makers who need to assist and mentor young generations in their professional development path by opening up the SSE universe: an alternative development and “real business” paradigm of cooperation, employability and sustainability.

What about SSE?

SSE as an alternative socio-economic model is rooted in inclusive values and practices, highly needed in an “era of transition”. SSE practitioners develop alternatives in all economic sectors in and beyond the current economic models by focusing on sustainability, social needs, reciprocity and solidarity.

In this framework, SSE is an economy aimed at a different form of development from the mainstream profit-oriented one. It includes organisations whose purpose is more focused on social and environmental value rather than the search for financial gain and growth. It is a way to satisfy human needs through economic activities – such as production and exchange of services – that reinforce values of social justice, ecological sustainability, cooperation, mutuality, community and democracy.

How it can help both VET trainers and trainees?

It is obvious, therefore, that *SSE could contribute to these capabilities for people through VET system.* More specifically it provides broad knowledge on social and economic dynamics, sustainable designing, democratic management, social/environmental/economic impact of every entrepreneurial activity, transversal knowledge etc., skills such as communication and relation skills, active listening, application of change management, application of social planning, teamwork, networking capacities, ability for collaborative driven partnerships and finally creative methodologies such as peer and cooperative ones, inclusiveness and democratic procedure methods, reciprocal approach between trainer and trainee etc.

How to use the modules?

The current module, together with the other three modules, can either be used as a stand-alone training or as part of other trainings in VET fields such as economics, management, local/regional development, environmental management and others. *It is not a full, detailed set of training material, but rather a comprehensive and holistic tool to trigger trainers’ imagination, creativity and teaching skills so to develop their own material.* The objective of the training course is to provide educators with the learning outcomes needed for the design, planning, delivering and evaluating training interventions to their trainees, and especially the younger ones with an emphasis on NEETs, who want to be trained in SSE or integrate it in their training in other fields. Finally, it can be accordingly modified, *so to overpass “VET boundaries” and be used in other education levels.*

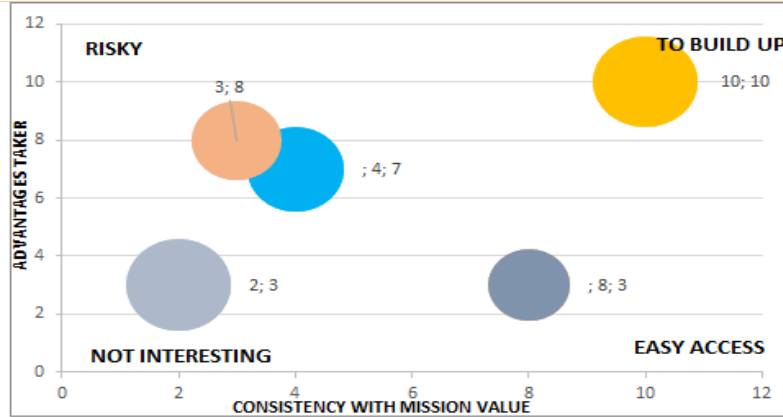
Title	Products/ Services Design within SSE operational framework
Duration	30 hours
Introduction - General Purpose "Why is it helpful for VET trainers?"	<p>The current module is a training package in the form of training curricula on the topic of Introducing SSE, which can provide a clear path for designing future training courses on key issues of the SSE field.</p> <p>Therefore, it is helpful for VET trainers in order to provide training so to:</p> <ul style="list-style-type: none"> • Inform how Methods and Tools of the Profit- driven Market can be used for the Social Solidarity Economy Market. • Disseminate the perception and utility of Marketing Process in SSE framework. • Define how products/ services marketing process works for SSE organisations. • Articulate the social value and impact of SSE enterprises through sustainability concept. • Set objectives and create the method of increasing value through product/service designing process. • Be able to use marketing matrix to imprint and count the impact of the products/services. • Determine the information should be included such that stakeholders can draw social, economic, environmental impact. • Challenge the regular enterprises and influence them to adapt to a more sustainable concept.
Knowledge covered	<ul style="list-style-type: none"> • To be aware of marketing as a concept and function in an SSE actor. • To recognize the different characteristics of a Marketing Mix such as: product, price, promotion, place, processes, physical evidence, participants, people • To distinguish the links between Marketing and SSE context • To define what is the product management and product design • To understand the challenges of a Marketing Matrix when used in SSE sector. • To understand the marketing matrix for collaborative ventures of social solidarity economy. • To understand the Product Marketing process within an SSE actor. • To learn the three dimensions of sustainability “Economy, Planet, People”. • To understand how SSE concept is integrated into product/service designing

	<ul style="list-style-type: none"> • To realize the meaning of externalities in the product management process. • To learn how to assess externalities produced by economic activity. • To be aware of the process by which SSE values can be translated into entrepreneurship. • To realize how the mission orientated business meets the product management.
Skills achieved	<ul style="list-style-type: none"> • To apply SSE mission into products/services design and management. • To be able to relate SSE elements with product management and development. • To learn to use the Marketing Matrix tool or other relative marketing tools for cooperatives and non-for-profit organisations. • To use Marketing Matrix tool or other relative market tools for product design and development. • To learn the process of adapting the SSE approach within the elements of a product & a service. • To create models of products/services based on Marketing Matrix or other relative market tools tool. • To deal with sustainability orientated approaches on Product Marketing. • To use the Marketing Matrix as an SSE checkpoint for product development. • To clarify the social, environmental, economic impact in product management process • To imprint social, environmental and economic footprint in cooperatives and other SSE actors' processes. • To evaluate generally enterprises externalities during product management processes.
Attitude change	<ul style="list-style-type: none"> • To question if Marketing Processes are only for profit-orientated enterprises. • To question the undoubtable externalities that every economic activity produces. • To encourage the use of business tools to enhance SSE practices and implementation. • To suggest linkages between different concepts such as sustainability and social solidarity economy. • To reflect on the requirements, while we producing in SSE concept.

	<ul style="list-style-type: none"> ● To support the SSE model as a more sustainable orientation for the economy, people and the planet. ● To stimulate management techniques related to the business world, as an asset for the sustainability of the SSE activity to signify the “purpose” driven enterprises as a social purpose driven.
Competencies obtained	<ul style="list-style-type: none"> ● To imprint SSE elements in product management and development process. ● To use Marketing Matrix or other tools for products/services in SSE framework. ● To deal with sustainability approaches on Product Marketing Method. ● To design a marketing design process for agricultural products / Fair trade. ● To create marketing business models that challenge social problems. ● To validate the stakeholders as partners to create social impact. ● To use Marketing Matrix as a social impact tool that measures externalities.
Main Content	<ol style="list-style-type: none"> 1. Introduction to marketing <ol style="list-style-type: none"> 1.1. Marketing definitions and Marketing Strategy 1.2. Marketing techniques, marketing mix 1.3. Marketing Mix in a Social Solidarity Economy Context 1.4. Partnerships and Participants in Marketing SSE process 1.5. SSE influence in existing methods and market tools 2. Product/service design: from the idea to the market <ol style="list-style-type: none"> 2.1. Distinguish the terms of product management, product development and product Marketing, product-market fit 2.2. Product management and Design process 2.3. Presentation of Strategies on Marketing 2.4. SSE and product/service design methods 2.5. Eco-business model canvas, sustainable model canvas 3. Introduction to sustainability concept on marketing <ol style="list-style-type: none"> 3.1. The three Ps of Sustainability meet SSE concepts 3.2. Externalities: Definitions, assessment, metrics 3.3. Social, environmental, economic impact 3.4. Sustainable Marketing Matrix 4. Social purpose driven enterprises <ol style="list-style-type: none"> 4.1. The need for purpose driven enterprises 4.2. Social Impact – Corporate Social Responsibility 4.3. The future of work and challenges

	4.4. Environmental challenges and social innovation
Methods/Techniques/Tips for Trainers	<p>Participatory and less frontal methods are useful in involving the participants actively and enhance their learning process. Showing the practical and lively side of SSE by using good practice examples, inviting guests or going to field visits is also an important part.</p> <p>Involvement of participants:</p> <ul style="list-style-type: none"> • Participants' involvement by using their experience in SSE. • SSE and cooperative experience exchange and sharing among participants. • Experiences collection by using post-it that can be clustered by fields and/or types of SSE initiatives and reviewed collectively. <p>Group work and projects:</p> <p>Division of participants into groups that will work on their own project based on SSE values - each group will choose one project idea based on some of their visions, dreams, experiences or an SSE example.</p> <p>Focus on active training methodologies:</p> <p>Active methodologies imply an engaged participation from both trainees and trainer. These are some examples:</p> <ul style="list-style-type: none"> • team work/exercises; • group discussions/brainstorming/problem solving; • analysis of practical examples/stories/case studies; • presentations from guests/visitors; • outdoor field visits. <p>Active methodologies are crucial to promote:</p> <ul style="list-style-type: none"> • a strong interaction/participation within the group; • effective links between theory/practice and concepts/real life examples; • trainees' understanding of contents; • trainees' motivation. <p>When implementing the training try to avoid having insufficient time for discussion, reading long documents, listening to long explanations and any other form of lack of interactivity between trainees/trainers.</p> <p>Technique for deepening understanding:</p> <p>A questionnaire with multiple choice answers (1 right / 1 obviously wrong / 1 plausible but not correct) may be submitted to trainees in order to assess their level. This may be done before and after the module in order to detect the improvement.</p>

	<p>We suggest kahoot.com as a useful tool to build quizzes and share the results with the class.</p>
<p>Examples - Case studies - Exercises</p>	<p>Exercise 1: Product development</p> <p>This exercise tests the ability to detect the peculiarities in each role. The trainers give trainees a new feature that needs to be developed (i.e. design a product/service). A general backdrop of the product/market is needed. List randomly various activities, tasks, problems to be solved, aspects to consider. (they can be mixed in a text, or divided into different pieces of paper, as one prefers).</p> <p>The tasks should cover the entire life cycle of a product. Trainees are asked to assign the tasks to the various product roles and to put them in the correct sequence.</p> <p>Exercise 2: Need of Marketing</p> <p>Divide the class into 2 groups:</p> <p>A. Advocates of the importance of marketing techniques/roles in SSE and</p> <p>B. Those who think they are superfluous, expensive, time-consuming, too business-oriented, etc.</p> <p>Each group will have to plead its cause and make a brief presentation of their arguments in favour. In case of a single student and/or too small groups, they can work together and list PRO/CONS of using marketing techniques/roles within an SSE activity.</p> <p>Exercise 3: Validation of partnerships</p> <ul style="list-style-type: none"> • Make a list of the partnerships, who are considered interesting. • Attribute a value of importance (0 to10) to the type of partnership for your activity. • Attribute to each partner a value from 0 to10 in terms of coherence of values, economics and real value. • Create a bubble chart (where the bubble is importance) identifying the 4 quadrants. • Select which are really positive and which are most risky with respect to the objectives of SSE.



Exercise 4: Fair phone story market fit for fair phone

Trainees have to list 3 PROs and 3 CONs about Fair Phone successful market fit

Considering in their analysis: 1. Purpose, 2. Added value and problems it solves, 3. Values that don't match, 4. What do people want with a phone? 5. Indicators of success.

Exercise 5: Finding Externalities

For different case studies trainees have to list externalities (positive and negative ones)

SSE product / service - Examples (4 groups)

- a) Service: Social help for old people
- b) Service: Car sharing
- c) Product: fair trade SRI (low impact cultivation model) rice from India
- d) Product: A small fridge

Exercise 6: Sustainable Marketing Strategy

Group exercise: The trainees could discuss and fill in the Matrix for a certain product such as Coffee, sugar, cacao.

The Strategic Sustainability Marketing Framework



<p>Resources (Articles, videos, presentations)</p>	<p>Books and Articles:</p> <ul style="list-style-type: none"> • Strategic Marketing for Non-Profit Organizations, by Philip Kotler. • Social Marketing: Influencing Behaviors for Good, Kotler, P. and Lee N. R., (2011). • Sustainability Ethics and Sustainability Research, Chapter 2: Meaning of Sustainability, Springer 2012, pages 9-15, C.U. Becker. • Product Roadmaps Relaunch: A Practical Guide to Prioritizing Opportunities, Aligning Teams, and Delivering Value to Customers and Stakeholders by C. Todd Lombardo, Bruce Mccarthy, Evan Ryan, Michael Connors. • The Product Book: How to Become a Great Product Manager, by Carlos Gonzalez de Villaumbrosia. • Strategic marketing sustainability: From a marketing mix to a marketing matrix, Pomeroy, Article. • Social Enterprises and Corporate Enterprises, by Chitvan Trivedi and Daniel Stokols, 2011. • The work aims to contribute to the increase of management and marketing rigor in order to achieve lasting/ sustainable progress in all areas. The methodology of systemic approach and analysis is applied at the level of organization/ company functions: https://www.researchgate.net/publication/324812093_A_Systemic_Characterization_of_Organizational_Marketing • A history of product design: A Brief History of Design Thinking: How Design Thinking Came to 'Be'. • The three Ps are referred to the “Triple Bottom Line”, a term created in 1994 by John Elkington: https://www.economist.com/news/2009/11/17/triple-bottom-line • Definition of sustainability through a clear historical path: https://open.ems.psu.edu/node/1309 • History, definition and alternative forms of social entrepreneurship: https://empowering-changemakers.eu/history-definition-and-alternative-forms-of-social-entrepreneurship/ • How Fairphone Beats Apple, Samsung And The Rest With The 'World's Most Sustainable' Phone, Article. • Sustainable Business Model Canvas: https://www.case-ka.eu/index.html%3Fp=2174.html
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- Measuring the social impacts of products: <https://pre-sustainability.com/articles/measuring-the-social-impact-of-products-social-metrics/>
- Social and Solidarity Economy, Sustainable Development Goals, and Community Development: The Mission of Adult Education & Training.
- Convergences between the Social and Solidarity Economy and Sustainable Development Goals: Case Study in the Basque Country.

Multimedia:

- **Video:** How to be a social entrepreneur: Andy Stoll at TEDxUlowa <https://www.youtube.com/watch?v=N8LVa9pb-n8>
- **Video:** Implementing the Sustainable Development Goals: What Role for Social and Solidarity Economy? International Conference <https://unsse.org/2019/07/04/sdgs-sse-conference/>
- **Video:** International Fair Trade Charter https://www.youtube.com/watch?v=9G8W3llc-MU&list=PLbRhgcEbamjkXpjXB4EprTTzrAjdV5_I
- **Presentations:** <https://www.slideshare.net/maxwellranasinghe/definition-of-sustainable-marketing>.

Glossary

- **Social Solidarity Economy** is a way to satisfy human needs through economic activities (such as exchanges, production, consumption and services) that reinforce values of social justice, ecological sufficiency, cooperation, mutuality, community and democracy. Solidarity economy is not a sector of the economy, but a vector of change and transformation of the economic system. SSE seeks systemic transformation that goes beyond superficial change in which the root oppressive structures and fundamental issues remain intact (Ripess, Network 2013).
- **Social enterprises:** A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities. Their main objective is to have a social, societal or environmental impact for the general interest.
- **Social Impact:** The reflection of social outcomes as measurements, both longterm and short-term, adjusted for the effects achieved by others

(alternative attribution), for effects that would have happened anyway (deadweight), for negative consequences (displacement), and for effects declining over time (drop-off). Social impact is the societal and environmental change created by activities and investments (Epstein and Yuthas 2014). It is described as a combination of resources, inputs, processes or policies that occurs as a result of the real, implied, or imagined presence or actions of individuals in achieving their desired outcomes (Latané 1981; Emerson et al. 2000; Reisman and Giennap 2004).

- **Theory of change:** The means (or causal chain) by which activities achieve outcomes, and use resources (inputs) in doing that, taking into account variables in the service delivery and the freedom of service-users to choose. It forms both a plan as to how the outcome is to be achieved, and an explanation of how it has occurred (explained after the event). (http://ec.europa.eu/internal_market/social_business/expert-group/social_impact/index_en.htm)
- **Product management** is an organisational function within a company dealing with new product development, business justification, planning, verification, forecasting, pricing, product launch, and marketing of a product or products at all stages of the product lifecycle. Similarly, product lifecycle management (PLM) integrates people, data, processes and business systems. It provides product information for companies and their extended supply chain enterprise.
- **Product development** is the complete process of delivering a new product or improving an existing one for customers. The customers can be external or internal within a company. And it can support many different types of products from software to hardware, to consumer goods and services.
- **Product Marketing** is responsible for developing positioning, messaging, competitive differentiation, and enabling the Sales and Marketing teams to ensure they are aligned and work efficiently to generate and close opportunities. Product Marketing is strategic marketing at the product or product line level
- **Marketing** is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.
- **The Marketing Mix 4 Ps:**
 Product - The Product should fit the task consumers want it for, it should work and it should be what the consumers are expecting to get.
 Place – The product should be available from where your target consumer finds it easiest to shop. This may be High Street, Mail Order or the more current option via e-commerce or an online shop.

Price – The Product should always be seen as representing good value for money. This does not necessarily mean it should be the cheapest available; one of the main tenets of the marketing concept is that customers are usually happy to pay a little more for something that works really well for them.

Promotion – Advertising, PR, Sales Promotion, Personal Selling and, in more recent times, Social Media are all key communication tools for an organisation. These tools should be used to put across the organisation’s message to the correct audiences in the manner they would most like to hear, whether it be informative or appealing to their emotions

- **The extended 7 Ps:**

People – All companies are reliant on the people who run them from front line Sales staff to the Managing Director. Having the right people is essential because they are as much a part of your business offering as the products/services you are offering.

Processes –The delivery of your service is usually done with the customer present so how the service is delivered is once again part of what the consumer is paying for.

Physical Evidence – Almost all services include some physical elements even if the bulk of what the consumer is paying for is intangible. For example, a hair salon would provide their client with a completed hairdo and an insurance company would give their customers some form of printed material. Even if the material is not physically printed (in the case of PDFs) they are still receiving a “physical product” by this definition.

- **The Sustainability Marketing Model** is a simple yet powerful model that provides the manager with a comprehensive check-list for considering the sustainability implications of all supply- and demand-side decision-making. The purpose S.M.M is to raise the following questions:

Planet: How does our (marketing mix element) make optimal use of environmental resources, maintain essential ecological processes and help to conserve natural heritage and biodiversity?

People: How does our (marketing mix element) demonstrate respect for individuals and the socio-cultural authenticity of communities?

Profitability: How does our (marketing mix element) ensure our viable, long-term economic operations, and provide long-term socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities to communities?

- **Corporate Social Responsibility (CSR)** is a business model that allows companies to integrate social and environmental responsibility directly into their operations + practices. CSR is self-regulated and is a great opportunity for companies to make a positive impact and establish themselves as leaders

in this growing space. And it pays off — studies show that the majority of consumers prefer to purchase environmentally friendly products.