



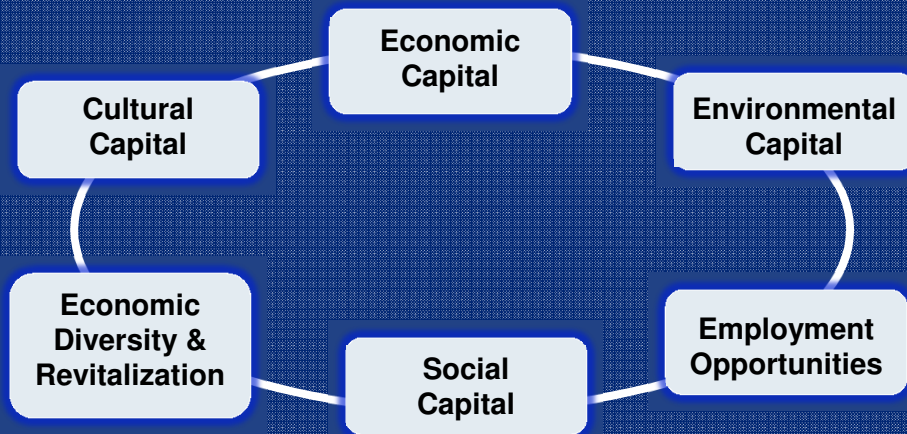
BC Council for International Cooperation
a coalition of individuals and non-governmental organizations
working to achieve sustainable human development

Social Enterprise What & Why

June 17, 2011



Healthy Communities Have Multiple "Capitals"



***Social Enterprise is
another tool to help build
strong non-profits and
healthy communities***

What is Social Enterprise?

A business operated by a non-profit...

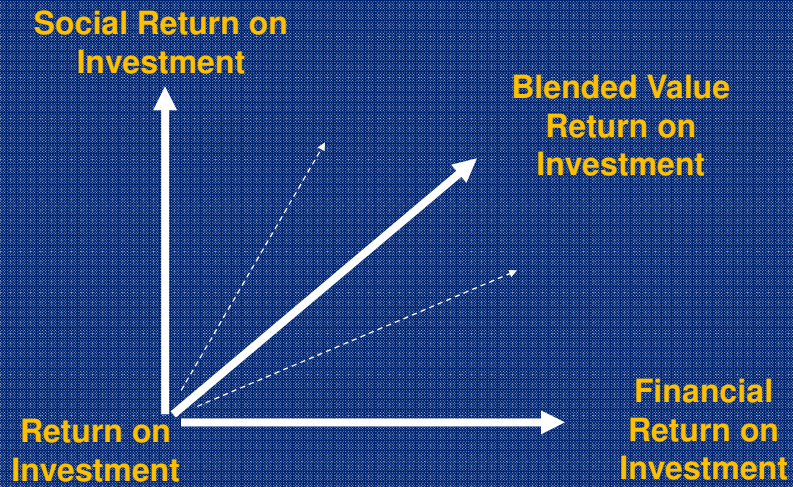
That is:

- directly involved in the production and/or selling of goods and services to customers

For the dual purpose of:

- generating income from sales ***and***
- achieving social, cultural or environmental aims

Social Enterprise Seeks a Blended Return on Investment



Business Model Continuum

Not-for-Profit Ownership

For Profit / Private Ownership

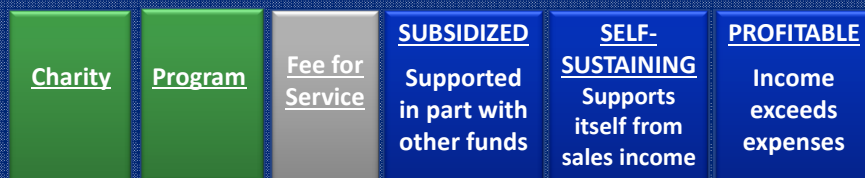


Blended
Return on
Investment

Non-Profit Continuum

----- Social Enterprise Models -----

-- Traditional Models --



Why Start a Social Enterprise

- Fill a community or market need
- Advance non-profit's mission
- Contribute to or Provide financial sustainability

Local Market Need

Products & Services Unavailable

Food Security

Health Care

Arts & Culture



Employment and Training

Youth at Risk

Women

Disabilities

Under-skilled



Financial Sustainability

Retail Sales Income

Tourism

Ownership of For-Profit Business

Partnership with For-Profit

Leveraging Assets



NESsT vision of nonprofit financing
the long-run approach- more steady flow of secured income
diverse funding sources, decreased donor dependence more
"unrestricted" income allowing wider freedom to allocate
resources to defined organizational needs ability to think and
plan more strategically and long-term



Fundación Templanza

Ex Casa La Morada
(Santiago, Chile)

Fighting gender discrimination.

Social Mission:

La Morada is dedicated to improving the lives of low-income Chilean women, reducing domestic violence and workplace discrimination, and advocating public policies that benefit under-served women.

Social Enterprise:

La Morada's Treatment Center makes therapy services accessible to low- and middle-income women by cross-subsidizing these services with therapy offered to higher-income clients



The Little Train That Could: Vydra Stimulates Sustainable Development in Rural Slovakia

Established in 1997, the mission of Vydra is the “preservation of local traditions, cultural and natural values” and the sustainable development of the rural Microregion Cierny Hron of Slovakia.

Grupo GEA (Lima, Peru)

Supporting the environment and the economic development of under privileged communities.

Social Mission: Promote a sustainable development, economically, socially, and environmentally, by promoting technologies, processes and best practices in companies, schools and communities.

Social Enterprise: “Vive Valle Verde”, is a “community tourist” agency for the Lurín river valley, targeted at school-children and university students. The agency provides environmental education through community participation, building on the entrepreneurial skills of the valley’s residents and fostering a responsible use of the valley’s cultural and environmental assets.

At Pirovac, on the Adriatic Coast, PRONI offers commercial rental of their Residential Centre for seminars, retreats and private recreational use. PRONI also offers additional services such as training and event facilitation.



UK Oxfam Thrift Stores



BC Based Examples

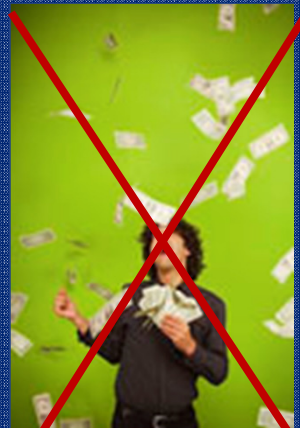
*Potluck Catering
Atira Property Management
Cleaning Solution
Haida Gwaii Education Centre
QC3 Co-op
United We Can
The Right Stuff
Prince George Aboriginal Centre
Cariboo Mobile Abattoir
Penny Lane Retail Stores
Osoyoos Band Development Businesses
Strathcona Dental Clinic*



Reality Check!!!



Solve Organizational Dysfunctional Behaviour



Raise Money Quickly

Key Governance and Performance Issues

- Objectives (Why)
- Strategy (How)
- Assess (Measure)
- Report (What to Whom)

Social Enterprise Strategic Alignment

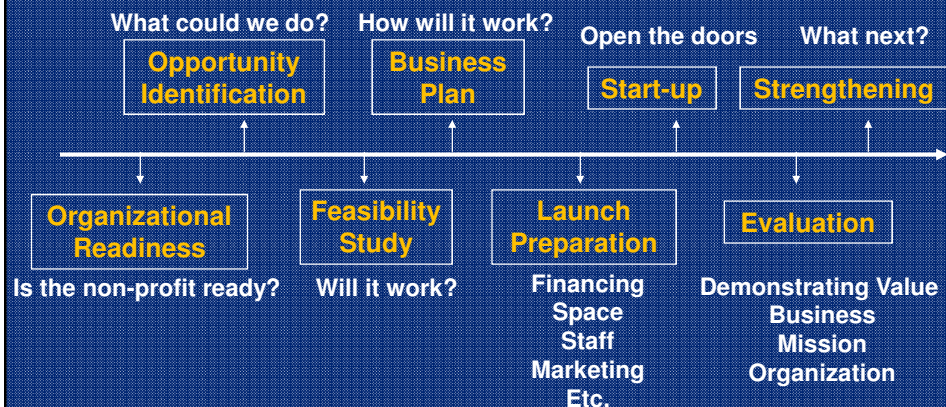
- What is our “Mission” goal?
- How will this enterprise contribute to achieving “Mission” goal?
- How will we measure impact?

What to Measure in a Blended Value Social Enterprise

- Business
- Mission
- Organizational

www.demonstratingvalue.org

Building a Social Enterprise The Development Path



Organizational Cultural Shift

Risk Analysis

Becoming an “entrepreneurial” organization

- Profit vs. Grants
- Programs vs. Sales Goals
- Customers and Products

Assessing blend of business, mission, organization

Dueling or Dual Purposes



Fundraising vs. Sales

Fundraising

- ▶ Grants and Clients come to you
- ▶ Social Need
- ▶ Potential Funders
- ▶ Amount of Ask
- ▶ Amount Received
- ▶ Reporting
- ▶ Clients Served
- ▶ Overhead Allocation

Sales

- ▶ You have to go to the customer
- ▶ Competition
- ▶ Market Demand
- ▶ Customers
- ▶ Pricing
- ▶ Sales Revenue
- ▶ Communications
- ▶ Overhead Expenses
- ▶ Income / Profits

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What are key areas for
Organizational Readiness for
my organization?

Culture?
Skills?
Capacity?

Outline a Business Plan

Define Product & Customer

Clarify Social Mission

Identify Success Measurements

Key Resources

seToolbelt is a free open-content community initiative to help social entrepreneurs plan, start, manage, and grow successful social enterprises.

www.setoolbelt.org

http://www.nesst.org/venture_our_portfolio.asp

www.enterprisingnonprofits.ca



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