

# Social Enterprise Training

Workshop 6 Business Capacity Planning

## Monaghan LEADER Training Initiative

Facilitated by

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Monaghan Integrated  
Development



LCDC  
Comité um Fhorbairt Pobail Aitiúil  
Mionchomhairle  
Monaghan Local Community Development  
Committee



LEADER 2015-2020 Programme



As Bainn Fhorairt  
Taithe agus Pobail



The European Agricultural Fund  
for Rural Development:  
Europe investing in rural areas



# Agenda

- <https://www.buildfutureskills.com/partners/cramdentech/monaghan-leader-social-enterprise-training-resources/>
- <http://bit.ly/2zCGlAd>
- Compiling the content required for a Business Plan
- Market Positioning and Marketing Objectives
- Promotional Activity and Sales Potential
- Operating Capacity

# The Business Plan

Business planning requires you to clarify:

- Customer demand
- Product/Market Fit (your solution as opposed to alternatives)
- Capacity to market effectively and generate sales
- Capacity to staff facilities and deliver quality products and services
- Capacity to deliver the service in a financially sustainable way
- Capacity to deliver the service and meet community needs (impact/outcomes)

# Identifying Capacity and Sales Potential

## RE-CAP:

- What customers (segments) are you targeting?
- What needs do they have that need solving?
- How are these needs currently being met? By whom (competitors)?
- What solution are you proposing?

# Product or Service Solution

For each customer group or segment served, please describe:

- The product or service you will offer
- On what basis you will position each product or service, so that customers buy from you and not the competition
- What prices do you plan to charge customers for your products or services?

# Mapping Operating Capacity

How much operational capacity do you plan to develop?

Example:

- Number of meeting rooms
- Number of fitness classes
- Number of clients supported
- Number of veg boxes available per week

Tip: Look at your building or space. On a weekly basis how many people can be accommodated? What volume can be accommodated?

# Defining Marketing Objectives

- What marketing objectives will help your enterprise succeed?

*Examples:*

- To increase awareness of the organisation and its brand (influence brand perception)
- To increase sales of products and services
- To increase the number of people in the Community accessing your type of services
- To target new customers
- To enter a new market or customer segment
- To build relationships with/within the Community

# Marketing Objectives

- What are the 3 -4 marketing objectives that your social enterprise should concentrate on? Include a sales target (customer numbers/revenue)
- How will these marketing objectives help you to build a strong, competitive, sustainable social enterprise?
- Are these objectives realistic?

# Re-Cap: The Promotional Mix

## **Social Enterprise Communication Essentials:**

- Customer Service
- Direct Selling
- PR
- Social media
- Local Advertising
- Local Partnerships
- Mailing Lists
- Marketing Campaigns
- Facility/Centre Membership Packages

# What Promotional Mix Works?

- What promotional mix will be required to help you to achieve your marketing objectives?
- What marketing activities will you have to carry out and in what time frame? What costs are associated with these activities? Who will carry them out?

# Service Delivery Implications

- What infrastructure will be required to reach your sales targets? Are there cost implications?
- What level of staff and or volunteers will be required? Are there any implications e.g. cost or availability?
- How will you fund service delivery and infrastructure development?

# RE-CAP: Sources of Funding

## Sources of Finance and Funding:

- Grants for service provision
- Grants for capital investment or start-up
- Bank loans or social finance
- LEADER funding
- Traded Income: goods and services
- Cash donations
- Corporate donations and philanthropy
- Memberships
- Trading Vouchers
- Benefit-in-kind: volunteer days, work placements

Implications for  
Community Groups  
and Social Enterprises?

# Next Steps

- Before our next workshop, please type up the content we completed in this workshop and email to me for review by Monday 19<sup>th</sup> February. Thank you.