



# Introduction to Social Enterprise

Delivered by:  
Co. Sligo LEADER Partnership CLG

Facilitated by:  
CramdenTECH Ltd.



Rialtas  
na hÉireann  
Government  
of Ireland

Tionscadal Éireann  
Project Ireland  
2040



Funded by the Department of Rural and Community Development

# Agenda

- ▶ What is a social enterprise?
- ▶ Models of social enterprise
- ▶ Meeting community needs through a social enterprise initiative
- ▶ Rationale of setting up a social enterprise as an individual or voluntary group
- ▶ Laying the foundations for a social enterprise initiative

# What is a social enterprise?

“... businesses that are trading in order to provide essential services in their communities; to tackle some of the biggest problems in society or to address environmental issues. With the profits they generate from trading, social enterprises reinvest back into the business or the local community, continuing to provide jobs and other benefits to their communities.”

**Irish Social Enterprise Network**

# What is a social enterprise?

“... businesses whose core objective is to achieve a social, societal, or environmental impact.

Social enterprises pursue their objectives by trading in goods and services on an ongoing basis. However, any surpluses generated by social enterprises are re-invested into achieving social objectives, rather than maximising profit for their owners.”

**National Social Enterprise Policy for Ireland 2019 - 2022**

# Social enterprise core elements

- ▶ Generates traded income on a sustainable basis
- ▶ Solves a problem or meets a need
- ▶ Makes an impact that serves the greater good
- ▶ Re-invests surpluses (profits) in the Community or non-traded activities of the enterprise

# Social enterprise - Terminology

- ▶ **Inputs:** Resources you put in
- ▶ **Outputs:** Services you deliver or facilities you offer
- ▶ **Outcomes:** Changes that result from the work. The ‘difference’ your work makes.
- ▶ **Impact:** Long-term changes resulting from your work

# Models of social enterprise

- ▶ Delivery of public services
- ▶ Reclaiming underutilised space in a community
- ▶ Generating employment and progression to employment and education
- ▶ Charity model addressing disadvantage
- ▶ Trading income supporting other non-income generating activities
- ▶ Community hubs
- ▶ Building community resources
- ▶ Attracting external visitors to generate trading income

# Identifying the problem

It is possible to use a process to help identify the ‘Need’ or ‘Problem’ that a social enterprise will address.

- ▶ Examine existing and future needs of the ‘target audience’ (Community/clients/beneficiaries)
- ▶ Examine how these needs are being met
- ▶ Examine the resources available
- ▶ Read about trends and new ideas



# Personal Exercise

- ▶ Describe your social enterprise concept in terms of the problem you are addressing, your solution and expected impact.
- ▶ Use the worksheet 1 to record your answers.

# Meeting community needs - implications

- ▶ What might the trigger(s) be?
- ▶ What are the implications of meeting community needs through a social enterprise model?
  - Funding: capital and operational income, sources of funding
  - Delivery skillset: volunteers, paid staff, work placements, promoters
  - Scale of impact: local, regional, national (market size)
  - Stakeholder support: customers, beneficiaries, funders, voluntary groups

# Stakeholder support - charitable status

- ▶ Financial and governance regulations apply to charities.
- ▶ Implications to consider:
  - Reserves
  - Reporting requirements
  - Governance standards
  - Traded income
  - Winding up operations
  - Nature of grants sought
  - Target 'market' expectations

# Social enterprise start-ups- individuals vs groups

- ▶ Ownership of the social enterprise
- ▶ Corporate governance
- ▶ Funding
- ▶ For-profit social enterprises vs corporate social responsibility
- ▶ Intrapreneurs vs entrepreneurs - future implications
- ▶ Community support

# Laying the foundations for a social enterprise

- ▶ Problem to be solved
- ▶ Business Model
- ▶ Contacts
- ▶ Cashflow
- ▶ Team

# Laying the foundations for a social enterprise

Practical exercise:

- ▶ Who are the top ten ‘opinion leaders’ who can help you progress your social enterprise concept? Why should they do so?

# Review

- ▶ What are the implications for your social enterprise concept arising from the topics covered this evening?
- ▶ Is there anything that you have identified that may impede your progress?
- ▶ Facilitator contact details:  
Caroline Egan: [caroline@cramdentechsolutions.com](mailto:caroline@cramdentechsolutions.com)