



Developing a Social Enterprise Model

Delivered by:
Roscommon LEADER Partnership

Facilitated by:
CramdenTECH Ltd.



Rialtas na
hÉireann
Government
of Ireland

Tionscadal Éireann
Project Ireland
2040



*The LEADER Programme 2014-2020 is financed by the Department of Rural and
Community Development under the Rural Development Programme 2014-2020
and by the EU under the European Agricultural Fund for Rural Development:
Europe investing in rural areas.*

Agenda

- ▶ Developing a business model canvas
- ▶ The difference between business models and business plans
- ▶ Testing social enterprise business assumptions
- ▶ Getting the balance right: social impact versus economic realities
- ▶ The role of the Business Plan in social enterprise development
- ▶ Conducting a SWOT analysis and Setting Mission and Objectives
- ▶ Tracking Outcomes and Impact

Business Model Canvas

- ▶ Nine key areas to explore when testing social enterprise assumptions underpinning a business model

Getting the Balance Right

- ▶ Are there any trade-offs between social impact versus economic realities?
- ▶ What is your enterprise's positioning strategy?

Getting the Balance Right

“Positioning is the act of designing the company’s offering and image to occupy a distinct place in the target’s mind.”

Philip Kotler

In other words:

Owning a piece of the customer’s mind!

Positioning: Gives people a reason to buy from a company!

Getting the Balance Right

Positioning Elements:

- Product, Company, Competition, Users

How you can differentiate:

- Product Differentiation, Service Differentiation, Staff Differentiation, Image Differentiation

Economic Realities vs Social Impact Trade-offs

Pricing issues to consider:

- ▶ Direct competition
- ▶ Indirect competition - substitute products/services
- ▶ What are the customer's needs (problem/solution)?
- ▶ What aspects of the product or service are most important to the customer/beneficiary?
- ▶ What is the ability of the customer to pay?

Business Plan Development

- ▶ Sections of a business plan
- ▶ Data required
- ▶ Stakeholder implications
- ▶ Use the plan as a tool for human resources, volunteer management, service delivery configuration, customer service, governance and compliance

SWOT Analysis

- ▶ The importance of a thorough Strength, Weaknesses, Opportunities and Threats Analysis
- ▶ Use the results to help guide the selection of objectives to achieve the Mission

Outcomes and Impact - Terminology

Inputs: *Resources you put in*

Outputs: *Services you deliver or facilities you offer*

Outcomes: *Changes that result from your work. The 'difference' your work makes. Show you that your aims have been met*

Impact: *Long-term changes resulting from your work*

Impact Monitoring - Gathering Evidence

- ▶ Decide what outcomes are important to your organisation and individually funded projects - relate outcomes to your aims
- ▶ Decide what type of changes would indicate that outcomes had been met and how long it would take these changes to occur
- ▶ Outcomes may relate to identifiable changes, maintaining the status quo or preventing problems
- ▶ Outcomes may relate to communities, individual beneficiaries or beneficiary organisations
- ▶ **Example:** *Outcome:* reduction in youth crime. *Indicator:* number of young people before courts or probation services

Impact Monitoring - Gathering Evidence

- ▶ Track/monitor your outcomes. Decide what information you need to collect and when information should be collected.
 - Quantitative: can you express progress numerically (indicators)?
 - Qualitative: can you assess people's views and experiences?
- ▶ Use a system to capture and collate the information you need e.g. keep records, use questionnaires, record observations, hold interviews.
- ▶ Present outcome results in an easy to read report!

Developing an Impact Card

- ▶ What information would an Impact Card for your organisation highlight?

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