



# **Social Enterprise Business Plan Contest**

## **HELP Session**

### **Developing a Social Enterprise Business Plan**

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# SE Business Plan Elements

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- The problem
- Theory of change
- Your solution (strategy/business model)
- The team
- Measuring results
- Competition
- Risks
- Financial Plan



# The problem

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What problem does your business plan solve?

- Why is it important?
- What is the scale of the problem?
- Why is the problem solvable?
- What would the world look like if you solved it?



# Theory of change

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What is the underlying theory of change of your proposed solution?

- City Year/Americorps – Engaging young people from diverse backgrounds in national service builds democracy.
- Charter schools – Offering parents & students choice in public schools leads to higher performing schools and better educational outcomes.
- Low Cost Eyeglasses – Delivering affordable corrective eyewear to the 1 Billion people in the developing world who need them and can't get them will raise the standard of living in those countries through enhanced educational and employment opportunities for the wearers.



# Strategy/Business model

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How will you operationalize your theory of change?

- Who is the “customer”?
- What is your service model?
- Is there an earned revenue stream?
- What human resources will you require?
- What partnerships will you need?
- Do you plan to grow? If so, how – replication of your organization or your model? (will you launch more sites or make your model available for others to implement?)
- Corporate form – what decision criteria did you use to choose to be a nonprofit or for-profit? (especially important if you’ve chosen to be for-profit)



# Team

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What is it about this team that makes it likely that you can execute this plan?

- Background, experience, expertise?
- Network
- Advisors



# Measuring results

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How will you assess you organization's effectiveness at achieving its mission?

- Social value creation
- Milestones
- Inputs
- Activities
- Outputs
- Outcomes



# Competition

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What other solutions exist and what are the implications for your team?

- What other service providers or models are there?
- What's distinctive about yours?
- How much money flows to your 'issue' annually and how is it distributed? How will you capture some of those dollars or attract others?



# Risks

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What could go wrong?

- contextually
- strategically
- programmatically
- financially

How are you addressing these challenges?



# Financial plan

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What is your strategy for financing your plan?

- Start-up
  - How much start-up capital do you need?
  - What sources are available to provide seed capital?
- Sustainability
  - Fundraising sources
  - Revenue
  - Cost structure
  - Cash flow projections & income statement (3 - 5 year pro-forma)



# Judging Criteria

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People – The team has or can get relevant skills, contacts, experience.

Social Value Creation – The business model is likely to create the social benefit proposed and the team has thought about performance measurement. Scalability has been addressed either through internal or external means.

Context – The rules of the game are favorable (regulatory, tax, political). Actual or potential competition is identified and manageable.

Resources – The financing plan and cost structure is sensible in terms of launch and sustainability; Funding sources have been identified and a plan for securing initial investment is articulated.