

LABINAR #4

**SOCIAL
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***Business Planning
for Nonprofits:***

***Developing A Blueprint For
Earned Income Success***

January 16, 2025



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GOOD AFTERNOON

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We're **glad** you're back!



GOOD AFTERNOON

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e back!



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HOUSEKEEPING #1

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A Few Zoom Items...



This session is being recorded and will be sent to you following today's session.

- **All participants are muted.**
- **Please rename yourself with your first name and organization.**
- **Feel free to share comments and questions in the chat box.**
- **We'll respond to as many questions as time permits during the Q&A.**



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HOUSEKEEPING #2



Get Connected!

Twitter

- @HartfordFdn
- @Margin_Mission

Hashtags

- #SocialEnterpriseAccelerator
- #EarnedIncome

Facebook

- Hartford Foundation for Public Giving
- No Margin, No Mission

HOUSEKEEPING #3

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Say “C-H-E-E-S-E!”

LABINAR MUST DO'S

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- Open your minds
- Explore possibilities
- Learn something new
- Reinforce what you know
- Have fun 😊



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TODAY'S GOALS



Gain insight into earned income business planning

- Focus on your organization's most viable earned income possibility
- Understand earned income business planning
 - Gain knowledge
 - Acquire tools and resources
 - Apply it to your organization

AGENDA

Thursday, January 16th
1:00 – 3:00pm



- **Labinar #3**
 - Recap
 - Post-session process
- **Business Planning**
 - Why
 - What
 - How
- **Wrap-up**
- **Next steps**

POLL QUESTION #1

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POLL QUESTION #1

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Thinking about your organization's #1 earned income possibility, which one of the following will be most critical to its success?



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POLL QUESTION #1



Thinking about your organization's #1 earned income possibility, which one of the following will be most critical to its success?

- Strong mission alignment
- Having LWRCC
- Developing a business plan
- Raising needed startup / growth capital
- Committing to a dedicated effort over time



PLANNING



“Put it before them briefly so they can read it, clearly so they will appreciate it, picturesquely so they will remember it and, above all, accurately so they will be guided by its light.”

--Joseph Pulitzer, Editor

FLASHBACK LABINAR #3



Recap Labinar #3

- Where We Left Off...



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FLASHBACK LABINAR #3



FLASHBACK LABINAR #3



How to further assess your earned income possibilities

- Additional criteria for decision-making

Funding your earned income possibility

- It's never too early

Communication

- It's critical to keep your key stakeholders informed while planning for earned income

Are you ready for earned income?

- Assessing your organization's preparedness



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FLASHBACK LABINAR #3

Make sure your organization is *prepared* for earned income



- **Leadership**
 - Engaged & Committed CEO/ED + Board
- **Willingness**
 - Strong Desire & Enthusiasm
- **Readiness**
 - Prepared to Take Action (Staff, Donors, Volunteers)
- **Capacity**
 - Available Resources
- **Culture**
 - Entrepreneurial Spirit & Open to Change

FLASHBACK LABINAR #3

**Make sure your organization is
prepared for earned income**

- Leadership
 - CEO/ED + Board
 - Executive Management Team
 - Communication (Staff, Donors, etc.)
- Capacity
 - Available Resources
- Culture
 - Entrepreneurial Spirit & Open to Change



POLL QUESTION #2

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POLL QUESTION #2

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Thinking about your earned income progress since Labinar #3, what has transpired in your organization?



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POLL QUESTION #2



Thinking about your earned income progress since Labinar #3, what has transpired in your organization?

- We significantly advanced our thinking + action.
- We made some progress, but know there's much more to do.
- We didn't move the needle much at all.
- We had too many competing priorities, and no time to think about it.



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YOUR POSSIBILITY...

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**You have a potential earned
income opportunity...**

- **What do you do with it?**



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OUR RECOMMENDATION



Develop a Business Plan!



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BUSINESS PLAN



“Planning is bringing the future into the present so that you can do something about it now.”

-- Alan Laykein, Writer



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Business planning primer

- Terminology, definitions
- Understanding basics



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Definition

- A written document that describes in detail how an organization is going to achieve its business goals.
 - Social return
 - Financial return
 - Marketing
 - Operational

BUSINESS PLAN



Benefits

- Important first step
- Sets direction for future
- Establishes standards for success
- Defines how you want to operate



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BUSINESS PLAN



Key components

- Executive Summary
- Organization
- Vision and Mission
- Offering
- Customer
- Industry
- Competition
- Marketing plan
- Sales plan
- Financial Plan

OUR TEMPLATE

LivePlan

- **Cloud-based business planning template**
- **Subscription-based**
- **User-friendly**
- **Intuitive**
- **Numerous examples**
- **Step-by-step**
- **www.liveplan.com**



A business plan...

- Externally focused
- Addresses a product or service
- Likely to be shared with potential investors
- Detailed financial forecast for the product or service
- Includes competitive and market analysis
- Has more formal and detailed structure and contents



Not to be confused with a strategic plan...



- Overarching plan sets strategic direction of the organization
- Primarily used as an internal planning tool
- Can provide basis for more detailed planning
 - Business plans
 - Marketing strategies
 - Funding strategies



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JUMP START

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What difference will your organization make in the long-term?

- **Is your earned income offering aligned with the vision?**



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MISSION



What is the *purpose* of your organization?

- Is your earned income offering aligned with the mission?



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WHAT TO SELL?

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YOUR OFFERING



Articulate your offering

- What will your organization offer to its key customers?

-Worksheet



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Example



- This book will help you learn the proven techniques that our expert trainers have practiced nearly every day of the year for over 30 years.
- Purchasing this book is also a caring choice because 100% of the proceeds directly support the mission of Southeastern Guide Dogs.
- It is available in 2 editions, one of which is accompanied by a DVD.



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POLL QUESTION #3

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POLL QUESTION #3

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If you were to describe your organization's earned income offering to a potential funder right now, how understandable would it be?



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POLL QUESTION #3



If you were to describe your organization's earned income offering to a potential funder right now, how understandable would it be?

- **Clearly defined and easy to articulate**
- **Understandable, but takes a little time to explain**
- **A bit confusing...we're still working on it**
- **We plead the fifth -- we're not ready to share it just yet**



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WHO WILL BUY IT?



“Without customers, you don’t have a business. You have a hobby.”

-- Don Peppers, Author



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WHO WILL BUY IT?



Target Market Definition

- Who will most likely purchase your organization's offering?
 - Primary
 - Secondary
- Worksheet***



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KEY CUSTOMERS

Example



- **Joy Smith** is a fashion conscious, stay at home mother of two. Her clothing budget is not what it was before having children.
- **Britt Thomas** is a student at Keiser University who is expected to dress in professional business attire on a student budget.
- **Sylvia Young** is a “60 something” widow living on a fixed income who loves to dress up a little, go on dinner dates, and go dancing!

THE COMPETITORS

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COMPETITION



Who are the key competitors?

- Nonprofits
- For-profits
- Government
- Other

-Worksheet

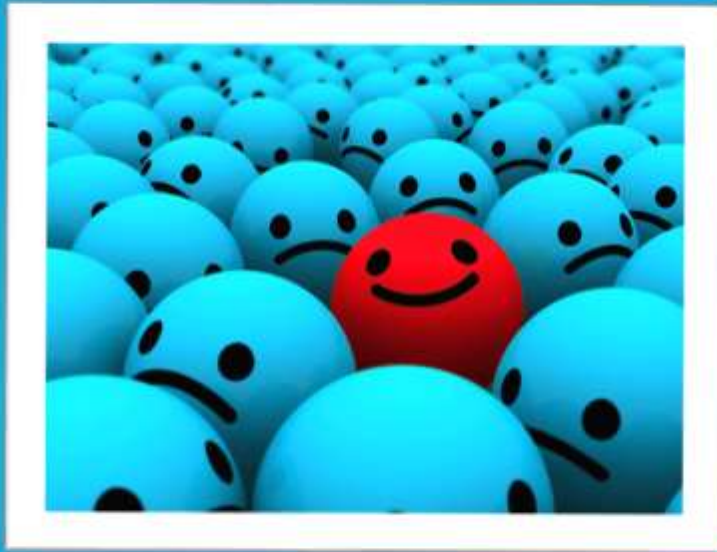


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UNIQUE VALUE

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“Be so good they
can’t ignore you.”

--Steve Martin



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Defining the Value Proposition

- **What benefit(s) will your earned income venture offer to customer prospects relative to competitors?**



Creating the Value Proposition

- (Organization) provides (product/service), which is the (statement of unique offering) for those who are (target audience), and thereby creates (statement of social value), unlike (the competition).



-Worksheet



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Sample Value Proposition

CCCC creates and sells a variety of helpful educational materials to support healthcare providers in important discussions with patients and their families about serious illness.



Designed in a neutral, easy-to-understand format that's available in three languages, these validated tools enable healthcare providers to facilitate person-centered care in a cost-effective manner, unlike that of other products currently on the market.



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IS THERE NEED?

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**WE UNDERSTAND
OUR MARKETS**



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Understanding the market

- Needs
 - What problem does your product/service offering solve for your customers?

-Worksheet



- Trends
 - What's happening in the market...and can you predict where it's going before it gets there?
- Growth
 - Is the market growing, shrinking or staying flat...can you prove it through data?

Example

Market Needs



- There is untapped need among families with children (2-11) who seek to visit local attractions during the summer:
 - Safe outdoor environment
 - Daytime activities
 - Variety of experiences at different developmental levels
 - Opportunity for children and adults to be outdoors and connect with nature
 - "Edu-tainment" qualities
 - Opportunity for families to give back
 - People want to join/be part of a membership group (affinity)

OBJECTIVES

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OBJECTIVES



**What are the desired
business objectives for your
earned income venture?**

- **Mission**
 - **Margin**
 - **Operations**
 - **Marketing**
- Worksheet***



OBJECTIVES



Example

Mission

- To contribute to the health needs of a minimum 5,000 people by the end of 2025 through the sale of relevant and useful vision products.

Margin

- To generate a minimum of \$30,000 in net revenue from the sale of health products by the end of 2025.

Operations

- To design the infrastructure needed to support operations of the online store and “pop-up” shops by Sept. 2025.

Marketing

- To add the marketing, communications, and sales resources needed to launch the retail venture by Nov. 2025.

POLL QUESTION #4

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POLL QUESTION #4

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To what degree does your organization set objectives to achieve measurable goals?



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POLL QUESTION #4



- To what degree does your organization set objectives to achieve measurable goals?
- For **ALL** program activities...and we hold ourselves accountable
 - For **SOME** program activities...and we hold ourselves accountable
 - We develop objectives...but **RARELY** hold ourselves accountable
 - Ummmm – what's an objective again?



HOW TO MARKET

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**CAN I
HAVE YOUR
ATTENTION
PLEASE!**

“Marketing is a contest
for people’s attention.”

-Seth Godin, Author



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MARKETING



Marketing is the process of *communicating* the value of a product or service to customers, for the purpose of selling that product or service.



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MARKETING

Example: Brand name, logo, themeline



MARKETING

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Example: Website

The screenshot shows the homepage of The Literacy Council of Sarasota. At the top left is the organization's logo, a stylized red figure with arms raised. To its right is the name "The Literacy Council of Sarasota" in a large, bold, black font. Further right, there are social media icons for Facebook, Twitter, and LinkedIn, followed by the phone number "941-955-0421" and the address "1750 17th St. Building K-3 Sarasota, FL 34234" and email "Info@SarasotaLiteracy.org". Below this is a navigation menu with links for "Home", "About", "Programs", "Get Involved", "News", "Donate", and "Contact Us". The main content area features a large photograph of four people (three men and one woman) sitting around a table, looking at a book together. To the left of the photo is the headline "Hey, Businesses!" in a large, bold font. Below the headline is a paragraph of text: "Need higher educated employees or those with stronger English communication skills? Let's talk about bringing the classroom to your location. Call us today at 941-955-0421." Below the text is a "Learn More" button. At the bottom of the page, there are five circular icons representing different target audiences: a briefcase for "BUSINESSES", a graduation cap for "SCHOOLS", a heart for "NON-PROFITS", a person silhouette for "INDIVIDUALS", and an apple for "TUTORS/INSTRUCTORS".



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Example: Email signature



Peace River Wildlife Center

Rescue · Rehabilitate · Educate

Callie Stahl
Executive Director
Peace River Wildlife Center

941.647.3830 Direct
peacriverwildlife@yahoo.com
www.prwildlife.org

Don't miss the launch of our exciting new e-store...coming on May 1st

Like us on [Facebook](#). Follow us on [Twitter](#).



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Examples: Social media posts

 **Pines of Sarasota Education & Training Institute**
May 25 at 3:12pm · 🌐

Memorial Day Sale! Save \$20 on Teepa Snow's "Bestsellers Bundle!" Teepa Snow #dementia #alzheimer #caregiving #caregiver #memorialdaysale



**Teepa Snow
BESTSELLERS
BUNDLE**

Time-Limited Offer!
Memorial Day Sale! Save \$20 on Teepa Snow's "Bestsellers Bundle"
MAILCHI.MP

👍 Like 💬 Comment ➦ Share

 **Charlotte County Habitat for Humanity** added 2 new photos.
Yesterday at 9:27am · 🌐

20% off all merchandise at our Englewood store and 20% off select appliances at our Murdock store this Friday and Saturday, June 16th and 17th.
Come visit one of our Charlotte County Habitat for Humanity ReSale stores. We have four locations offering merchandise at everyday low prices.
Locations:
Punta Gorda: 1750 Manzana Avenue, 33950.
Port Charlotte: 2440 Tamiami Trail, 33952. ... [See More](#)



👍 Like 💬 Comment ➦ Share



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Example: Press release

The screenshot shows a PRWeb press release page. At the top left is the PRWeb logo with the tagline 'Online Visibility from Vocus'. To the right, there are links for 'United States' and 'Login', and a green 'Create Free Account >' button. Below the logo is a navigation bar with 'HOME', 'NEWS CENTER', and 'BLOG'. A secondary navigation bar lists various categories: 'Front Page', 'Arts', 'Business', 'Education', 'Environment', 'Government', 'Industry', 'Lifestyle', 'Sports', 'Tech', and 'Other'. Below this is a date bar for 'Thursday, May 8, 2014' and links for 'RSS', 'E-mail Newsletters', and 'Put PRWeb on your site'. The main content area features a large headline: 'Nonprofit HelpLine Launches Social Enterprise: 211 Palm Beach/Treasure Coast Offers Call Answering Services to Organizations in Palm Beach County and The Treasure Coast'. The sub-headline reads: '211 Answering Solutions, a unique offering from 211 Palm Beach/Treasure Coast, has introduced a wide array of telephone-based communication services to organizations and their clients who may be looking for call answering or phone support assistance during regular or non-traditional business hours.' Below the text are social media sharing icons for 'Tweet', 'Like', '+1', 'Share', 'EMAIL', and 'repost'. A small paragraph of text follows: 'Lantana, Florida (PRWEB) May 08, 2014' and '211 Answering Solutions, a unique offering from the nonprofit organization 211 Palm Beach/Treasure Coast (also known as 211 HelpLine), has introduced a wide array of telephone-based communication services to organizations and their clients who may be looking for call answering or phone support assistance during regular or non-traditional business hours. Depending on an organization's needs and wishes, 211 can act as a simple call answering service or provide phone support for more complex needs.' To the right of the text is a '211 Answering SOLUTIONS' logo. On the right side of the page, there is a 'Contact' section with the name 'Tara Murray', address '211 Palm Beach Treasure Coast', phone '+1 561-533-1099', and an 'Email' link. Below that is an 'Attachments' section with a link to a PDF document titled '211 is a confidential, non-judgmental HelpLine available 24/7 to individuals who find themselves in a situation without knowing who to contact to obtain needed information, referrals or answers.' and a photo of 'Susan Buza, Executive Director of 211 Palm Beach/Treasure Coast.'



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What will you say and how will you deliver the message?

- What's your message?
- Where will you promote it?
 - Web site
 - Advertising
 - Collateral materials
 - Press releases
 - Social media
 - E-blasts
 - Newsletters
 - Key partners
 - Word-of-mouth
 - Conferences and events



-Worksheet

POLL QUESTION #5

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POLL QUESTION #5

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If your organization's marketing approach were an animal, which one would it be?



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POLL QUESTION #5



- If your organization's marketing approach were an animal, which one would it be?**
- **Cheetah...we're fast and responsive to reach our clients and customers**
 - **Camel...we get the job done – we're slow and steady**
 - **Kangaroo...our marketing hops around and sometimes shows a return**
 - **Monkey...we're easily distracted so don't get much done**



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HOW TO SELL IT

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SALES PLAN

Your sales plan is the process to close the deals that your marketing plan opens. You want your sales plan to explain:



- **The steps you follow to close a sale**
- **Who will sell your offerings**
- **How you process and track the order once it's received**
- **How you keep in contact with your customers**



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SALES PLAN

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STOWE **FOR** LITERARY
CENTER **FOR** ACTIVISM



**STOWE
ON THE GO**



Mariangie Pena

Sales Manager

Stowe Center for Literary Activism



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FINANCIALS

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INCOME+EXPENSE



- Revenue forecast
- Personnel
- Budget
- Profit/loss

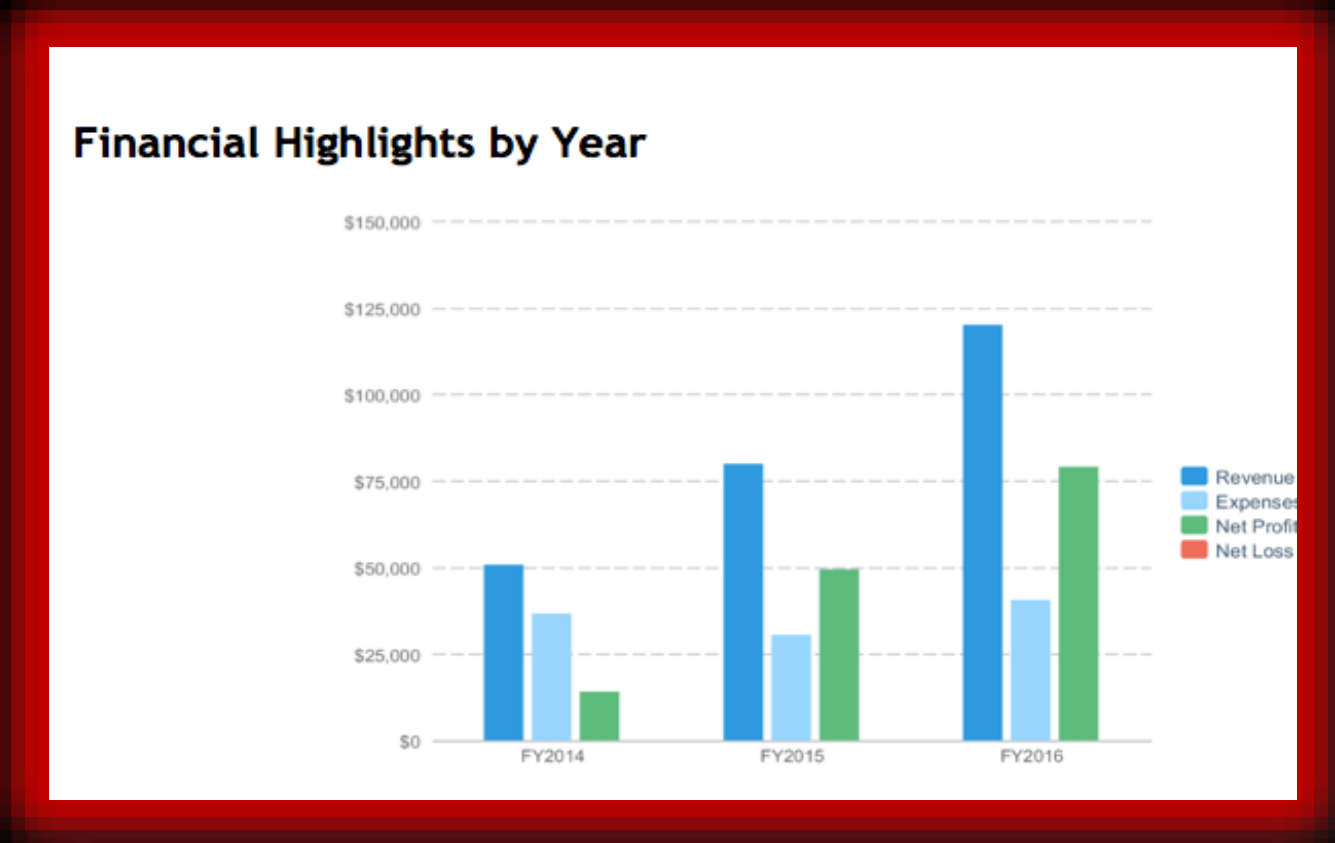


The purpose of the financial section of a business plan is three-fold:

- To understand projected revenue, expense, and profitability for the benefit of your organization.
- To inform the decision-making process needed to help your organization grow.
- To seek needed startup / growth capital from stakeholders who wish to invest in your organization.

FINANCIALS

Example: Nonprofit organization offering consulting services



REVENUE

Example: Nonprofit organization offering consulting services

Revenue Forecast

	FY2014	FY2015	FY2016
Revenue			
Project Hours	\$40,000	\$80,000	\$120,000
Start Up Funding	\$11,000	\$0	\$0
Total Revenue	\$51,000	\$80,000	\$120,000



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EXPENSE: STAFF

Example: Nonprofit organization offering consulting services

Personnel Table

	FY2014	FY2015	FY2016
Blended rate	\$9,559	\$11,948	\$16,429
Statistician	\$2,500	\$5,000	\$7,500
Total	\$12,059	\$16,948	\$23,929



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EXPENSE: BUDGET

Example: Nonprofit organization offering consulting services

Budget Table

	FY2014	FY2015	FY2016
Operating Expenses			
Salary	\$12,059	\$16,948	\$23,929
Employee Related Expenses	\$0	\$0	\$0
Marketing & Promotions	\$3,000	\$1,500	\$1,500
Printing	\$1,200	\$1,320	\$1,440
Travel	\$315	\$626	\$940
Technology	\$9,800	\$1,500	\$1,500
Overhead	\$10,392	\$8,678	\$11,623
Total Operating Expenses	\$36,766	\$30,572	\$40,932



PROFIT AND LOSS

Example: Nonprofit organization offering consulting services

Profit and Loss Statement

	FY2014	FY2015	FY2016
Revenue	\$51,000	\$80,000	\$120,000
Direct Cost	\$0	\$0	\$0
Gross Margin	\$51,000	\$80,000	\$120,000
Gross Margin %	100%	100%	100%
Operating Expenses			
Salary	\$12,059	\$16,948	\$23,929
Employee Related Expenses	\$0	\$0	\$0
Marketing & Promotions	\$3,000	\$1,500	\$1,500
Printing	\$1,200	\$1,320	\$1,440
Travel	\$315	\$626	\$940
Technology	\$9,800	\$1,500	\$1,500
Overhead	\$10,392	\$8,678	\$11,623
Total Operating Expenses	\$36,766	\$30,572	\$40,932
Operating Income	\$14,234	\$49,428	\$79,068
Income Taxes	\$0	\$0	\$0



- It may be too early to begin projecting financials for your earned income offering...
- However, it's important to consider a few questions now
- Is your financial accounting system set up for earned income?
 - Do you currently track revenue and expense by program?
 - Does that include tracking staff hours by project?
 - Do you know your agency overhead rate?

-Worksheet

WHEW!

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CONGRATS!

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Now you know
the basics of
BUSINESS PLANNING!



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OUR JOURNEY



Earned income labinars, Zoom consulting sessions, surveys, and LOTS of homework!

- **Labinar #1: October 24th**
 - *Nonprofit is a tax status, not a business model...why nonprofits should care about earned income*
- **Labinar #2: November 21st**
 - *Exploring earned income possibilities... identifying opportunities to do good & do well*
- **Labinar #3: December 19th**
 - *Think your nonprofit is ready for earned income? 5 important success factors to consider before jumping in*
- **Labinar #4: January 16th**
 - *Business planning for nonprofits....developing a blueprint for earned income success*

TAKE ACTION



Your homework...

- Jump start your business plan
 - What will you sell?
 - Who are your key customers?
 - Who is the competition?
 - What is your value proposition?
 - Is there need in marketplace?
 - What are your business goals?
 - How will you market?
 - How will you sell?
 - What is your projected revenue, expense?
- **Worksheet**



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TAKE ACTION

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You'll receive an email tomorrow with:

- Labinar #4 Worksheet
- Today's recorded session
- Labinar #4 slide deck handout
- Follow-up survey via SurveyMonkey



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Next Steps...

- Complete and submit:
 - Follow-up survey via SurveyMonkey
 - Worksheet via email to Consultant prior to 1:1 consulting session
- Participate in 1:1 Zoom consulting session with NMNM Consultant
 - You should already have a confirmed date/time



WHAT'S NEXT

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**An opportunity to be considered
for advancement to a valuable
consulting phase of the initiative:**



**THERE IS
MORE!**

WHAT'S NEXT



An opportunity to be considered for advancement to a valuable consulting phase of the initiative:

- **Phase 1: Business plan development**

WHAT'S NEXT



An opportunity to be considered for advancement to a valuable consulting phase of the initiative:

- Phase 1: Business plan development
- **Phase 2: Raising startup/growth capital**

WHAT'S NEXT



An opportunity to be considered for advancement to a valuable consulting phase of the initiative:

- **Phase 1: Business plan development**
- **Phase 2: Raising startup/growth capital**
- **Phase 3: Business plan implementation**

WHAT'S NEXT



An opportunity to be considered for advancement to a valuable consulting phase of the initiative:

- Phase 1: Business plan development
- Phase 2: Raising startup/growth capital
- Phase 3: Business plan implementation
- **Phase 4: Post implementation tracking and monitoring**

Project Tracking and Monitoring

WHAT'S NEXT



Project Tracking and Monitoring



An opportunity to be considered for advancement to a valuable consulting phase of the initiative:

- Phase 1: Business plan development
- Phase 2: Raising startup/growth capital
- Phase 3: Business plan implementation
- Phase 4: Post implementation tracking and monitoring
- **Plus: 2 x Knowledge Sharing Sessions**

WHAT'S NEXT



Process to advance to the next phase of the Social Enterprise Accelerator:

- **Friday, January 17th**
 - Advancement Packet e-mailed to ED's
- **Friday, February 7th**
 - Advancement Packet due by 5:00pm EST
- **Friday, February 14th**
 - Teams notified of advancement status
- **Week of February 24th**
 - Business planning kickoff sessions

Project Tracking and Monitoring

Knowledge sharing

**WANT TO
ADVANCE?**

The Advancement Packet will address a series of questions:

- Specifics of earned income offering
- Organizational preparedness
- Why you would be successful

You'll also be asked to submit:

- Agreement from Board



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QUESTIONS?

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YOU DID IT!

**SOCIAL
ENTERPRISE
ACCELERATOR**

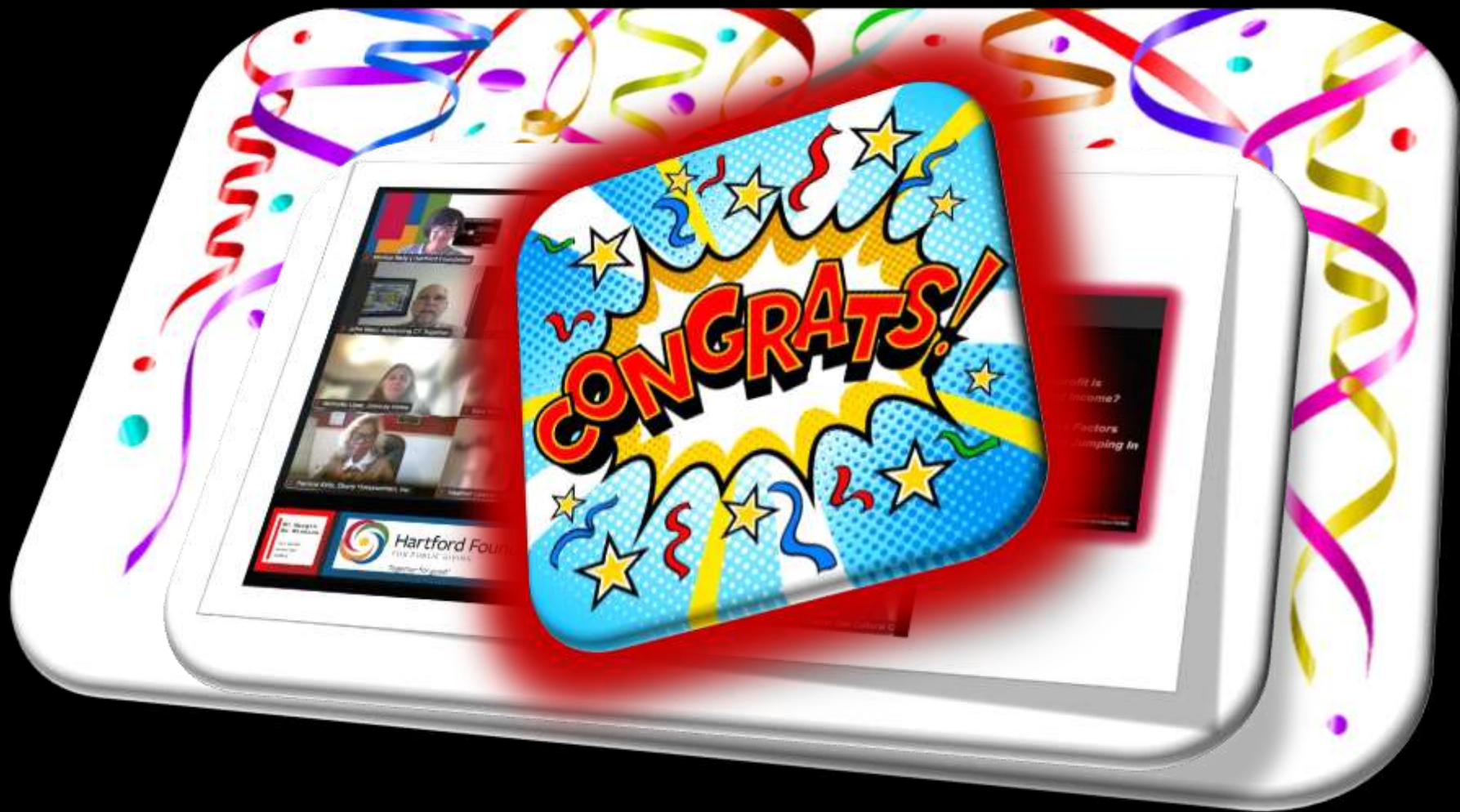


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YOU DID IT!

**SOCIAL
ENTERPRISE
ACCELERATOR**



THANK YOU!

**SOCIAL
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CONTACT

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