

# Appendices

## **Appendix A: Organizational Analysis Fieldwork**

Please work as a team to complete this task. To get the most from this fieldwork, we suggest that you work with others in your organization to think about the answers. Once you have completed this information by working with others in your organization, please return to the Social Enterprise Workshop Coordinator: [alex.richmond@unsw.edu.au](mailto:alex.richmond@unsw.edu.au)

In your email, we also ask that you send at least **2 questions** that you have developed based on the information you used to answer questions in this worksheet. For example, what information surprised you? What information do you think may be helpful when you start thinking about a feasible social enterprise? Did any information create a new question?

### **Fieldwork Task 1:**

For this task, we ask you to empower yourself with information about your organization. Please write down answers to each of the following questions. You will use this information to support the next phases of this workshop series. This is a key stage in helping you (and us!) to understand your challenges and opportunities, and how we can best support you towards improved sustainability and impact

### **Section 1: Key organizational information**

1.1 Name of organisation:

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1.2 Organization type (e.g. charity, CBO, local authority):

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1.3 Governance structure (please provide brief overview):

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1.4 Date established:

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1.5 Countries of operation:

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1.6 Vision:

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1.7 Mission

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1.8 Number of staff:

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1.9 Number of volunteers:

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## Section 2: Programmes and activities

2.1 Provide a summary of your social development programmes in the space below. Please also indicate which SDGs which underpin this delivery.

2.2 How many participants did you engage last year?

## Section 3: Financial & funding information

### 3.1 CURRENT FUNDING BREAKDOWN:

This section asks you to provide a description of the funding breakdown of your organization, citing if applicable, where the sources come from and duration of funding provided.

Key questions to think about during this review:

- Are these funding streams recurrent?
- What percentage of the organization's funding comes from these different sources?

1. Trusts & foundations
  
2. Corporate sponsorship
  
3. Donations & fundraising

4. Government contracts

5. Social Enterprise

6. Other, please clarify

Provide a summary of your financial and funding projection for the next few years:

#### Section 4: Existing Social Enterprises & income generating activities

4.1 Do you have existing enterprises or income generating activities? Yes or No (Circle)

If yes, please provide a description below:

#### Section 5: Skills & Assets

Please review your organization with the following in mind. These are key steps to identifying the core assets you can build on to bring your enterprise idea to life.

5.1 What key skills and knowledge does your organisation have?

5.2 What assets does your organisation have, including facilities?

5.3 What experience does your team have in running income generating activities previously in their careers?

## Section 6: Social Enterprise Plans

6.1 Do you have existing ideas and plans already in mind? Please provide a description

6.2 Who are the key people in your organisation promoting Social Enterprise development?

6.3 How would adding income generating activities impact on your brand and identify as a social development organization?

## **Appendix B: Incubator Fieldwork**

This session is designed to engage a range of relevant stakeholders in generating social enterprise ideas. During the workshop we encourage you to think broadly and creatively. It works best with 5-6 people but can also be run with more or fewer participants.

**Objective:** To generate three social enterprise ideas that can be further explored.

**Equipment needed:**

If you're able to host a face-to-face workshop: Pens, flipchart (with lots of paper) and pens, plenty of post-it notes of three different colours. Wall space also required.

We understand that some of you may use zoom. We suggest using this sheet to make notes on as you host this discussion.

**Time:** 2-3 hours

### **Workshop Steps**

Welcome participants and introduce the session. **5 minutes**

**Activity 1: Values & Attributes.** For the first activity ask each person to write down 3 businesses or enterprises that they respect and the reason that they respect them. This could include anything from a local independent bakery to a major international technology firm. Reasons can be varied e.g. customer service, quality of product, innovation, branding, culture etc. There are no right or wrong answers here. In turn ask each person to read out their examples. Allow discussion if there are points of interest. As they are read out, write on a flipchart the values and attributes only. By the end you should have a good list of values and attributes that the group believes are important for a business. Stick the piece of flipchart paper on the wall and ensure it is visible throughout the session. **20 minutes**

**Activity 2: Business Ideas.** Working as individuals, ask the group to write down as many ideas as they can for business opportunities. Encourage them to think beyond the context of the organization and about their own experiences. They should try to think locally and more broadly. For example, there could be an absence of a hairdresser in the local community or there might be plenty of mechanics but none who deliver a reliable service. The idea could be a technological innovation or a new product. Ask them to write at least five (more if they can), all on the same colour of post-it note. One idea per note. Ask them to stick the ideas on the right hand side of a wall space. When the ideas are exhausted ask the participants to work together to group together any ideas that are the same or similar. **20 minutes**

**Activity 3: Organizational Skills & Assets.** Again working as individuals, ask the group to write down as many organizational skills & assets as they can. Encourage them to think as broadly as possible. It could be something integral to your organization's work such as football coaching, life-skills development or knowledge of a social issue, or it could be a generic strength such as excellent financial management or marketing. It could even be a skill particular to an individual. Also think about physical assets or facilities such as a pitch, sports equipment, a building, land or a minibus. Ask them to write the skills and attributes on a second colour of post-it note. One idea per note. Ask the group to stick the ideas on the left hand side of the wall. When the contributions are exhausted ask the participants to group together the skills and attributes that are the same or similar. **15 minutes**

**Activity 4: A Second Burst of Ideas.** Ask the group, working as individuals, to think about more business ideas specifically within the context of the organization’s skills and attributes. Encourage them to consider big ideas but also things that would be quicker and easier to implement. Write their ideas on different colour post-it notes and stick them on the same part of the wall as in Activity 2. There is no need to repeat business ideas that are already on the wall from the earlier session. When the ideas are exhausted ask the participants to group together and ideas that are the same or similar **15 minutes**.

**BREAK – 20 minutes.** During the break write each idea on one piece of flipchart paper, one after another on the flipchart so you can easily flick through the ideas.

**Activity 5: Quick Fire Idea Assessment.** This activity requires vocal input and active discussion from the group. Ensure that everyone has a chance to contribute their thoughts. Go through each idea on the flipchart asking the group the following questions. Write the scores on the piece of paper, in order so you know which score relates to which question. When all the questions are answered move on to the next idea and go through the questions again. These answers will be subjective and there will be different opinions in the group. If they can’t agree, you need to make a judgement about the overall opinion of the group - allow discussion but don’t let anyone point drag on for more than a few minutes. Score the idea out of 10 for each of these questions:

1. How exciting is this idea?
2. How well is it aligned with the values we generated earlier?
3. How significantly does it make use of your organizational skills and attributes
4. How would you rate its potential for generating profit? Define this as different to income. (Consider customer and market size, potential margin etc)
5. Beyond funds generation, how significantly can this idea contribute towards your social mission?
6. How easy will it be to set up? (Consider risk, money, time, competitors)

After the last idea explain what will happen next i.e. that after the workshop you will be compiling a league table of the ideas based on points scored from the 6 questions. This will then be circulated, helping the participants to consider the value and potential of the ideas across a number of key areas. Mention that the ideas at the top are not necessarily the ones that should definitely be pursued. For example, an idea might score well in a number of areas but be very hard to implement, or an idea might not be very exciting but might have great potential for income generation. You might also attribute different values to different questions. So be sure to look at all of the ideas in the league table and study their scores!

**1 hour**

**Close the session.** Afterwards use the league table template below to compile the scores. The team with the highest overall points is top of the league and so on. Share it with your team and this can be used to help complete the Incubator questions on the Social Enterprise Assist Toolkit for the ideas that you would like to explore further.

#### Incubator Business Ideas

| Idea | Excitement rating | Values score | Match with skills/assets | Potential. profitability | Social impact contribution | Ease to set up | Total Points |
|------|-------------------|--------------|--------------------------|--------------------------|----------------------------|----------------|--------------|
|      |                   |              |                          |                          |                            |                |              |
|      |                   |              |                          |                          |                            |                |              |
|      |                   |              |                          |                          |                            |                |              |



**Enterprise Description:** Our first step is to describe the enterprise to make sure we know the core premise of what we are trying to develop. Key questions to answer will be:

Describe your proposed enterprise. What products/services will be offered to generate income. Where will it take place. Who will be involved?

**Market Feasibility:** The next step is to understand what market there is for the enterprise. What is the environment you are trying to be a part of with this idea? The key guiding questions to address this are:

Describe the industry in which the enterprise will operate. What demand is there for your product/service? Who will be the customers? What competition is there – who are they, what do they charge? Is there space in the market for your enterprise? How will your product/service be different to what is already available?

**Technical Feasibility:** We then want to tease out the logistics of the enterprise and what it might take to operate it. For this, we need to answer:

What infrastructure and equipment will you need to run your business? How will you reach your customers to promote your business? What staff positions will be required?

**Financial Feasibility:** The financial feasibility of the project will be significant. During this step, we start to think about the amount of financial investment the enterprise may need and where we might source it from. This is a good time to start thinking about partnerships in addition to these key questions:

How much funding will the project need? Where will the funding come from? How much return on investment can be expected? What are the profit margins for guests?



**Organizational Feasibility:** Finally, we must understand how it will both contribute to and utilize your organization's current existing structure. For this, answer:

What will be the legal and financial structure of the new enterprise? Who will be involved in managing the set-up? And making it happen? Are there key skills gaps? What impact will the enterprise have on wider organizational culture?

**Conclusion:** In your opinion, is your organization feasible? Are there any clear hurdles you see, and do you have any ideas to address them? Please provide a summary of the above and any conclusions made e.g. business is viable or otherwise, key things that need to happen before pursuing etc.

#### Appendix D: Example Feasibility Template

| Section                           | Purpose  | Questions to Answer   |
|-----------------------------------|--|---|
| <b>Enterprise Description</b>     | We first describe the enterprise to make sure we know the core premise of what we are trying to develop:                       | What products/services will be offered to generate income? Where will it take place? Who will be involved?  |
| <b>Market Feasibility</b>         | We then aim to understand the Market of the enterprise.  | What demand is there for your product/service? Who will be the customers? What competition is there   |
| <b>Technical Feasibility</b>      | Our next step is to tease out the logistics of the enterprise and what it might take to operate it                             | What infrastructure and equipment will you need to run your business? How will you reach your customers to promote your business? What staff positions will be required                                     |
| <b>Financial Feasibility</b>      | This step we start to think about the amount of financial investment the enterprise may need and where we might source it from | How much funding will the project need? Where will the funding come from?   |
| <b>Organizational Feasibility</b> | Finally, we will address how it will utilize the current organization structure  | What will be the legal and financial structure of the new enterprise? Who will be involved in managing it? Are there key skills gaps? What impact will the enterprise have on wider organizational culture? |

The goal of this Feasibility Example Template is to provide additional prompts to address the feasibility of the enterprise you want to progress during our workshop series. To provide this example, we will use the example of a hostel and coffee shop as the enterprise, however, the prompts

and depth of detail should provide insight across most enterprise ideas. *Please note: this is only an example guide. We want to hear you address any additional queries you think may highlight how your enterprise stand out, address the bottle necks you can envision, and/or draw attention to opportunities unique to your goal.*

**Enterprise Description:** Our first step is to describe the enterprise to make sure we know the core premise of what we are trying to develop. Key questions to answer will be:

Describe your proposed enterprise. What products/services will be offered to generate income. Where will it take place. Who will be involved? Some answers to these questions are provided below:

*Initial Description: Consider the basic characteristics of your enterprise including its name, the types of goods and services provided, and a brief overview of how these services will be provided:*

For example, we hope to establish a social enterprise in [enter place]. It is our intention to name this enterprise [enter name]. The enterprise will include a hostel that will initially host 15 rooms and a local coffee shop to provide breakfast and snacks to the hostel guests. The overall structure will house: 20 accommodation rooms, 1 coffee shop with seating for 5 tables inside and 5 tables outside, reception, and a meeting room for guests. We want to provide packed lunches because the space where our hostel is located is a wonderful place for visitors to hike and take daytrips to surrounding regions. We feel this offering will be well received by our guests.

*Why do you want to establish this hostel? Consider the type of value you hope the enterprise will provide to your organization and to the community:*

For example, our goal is that this hostel will provide earned income to support our organizations' revenue mix. This is important because we are currently hindered by inconsistent funding cycles from our main grant providers. We are never sure if we will continue secure these grants and therefore, it is difficult to budget for new programs and community engagement initiatives. It will also be an opportunity for other community members and organizations to sell their goods and services. [for example, please note here the types of goods and services and the current relationships with these vendors if you have them]. The enterprise will employ approximately 15 community members to manage the accommodation and restaurant.

**Market Feasibility:** The next step is to understand what market there is for the enterprise. What is the environment you are trying to be a part of with this idea? The key guiding questions to address this are:

Describe the industry in which the enterprise will operate. What demand is there for your product/service? Who will be the customers? What competition is there – who are they, what do they charge? Is there space in the market for your enterprise? How will your product/service be different to what is already available? Some answers to these questions are provided below:

*Where is the enterprise going to be located? Consider the unique attributes of this area. Who are the key customers in this area? How do they access it? Specifically identify other enterprises that are operating similar ideas to yours. When you do so, address how yours will be different/unique. This may include the amount you charge; the level of product you offer and a different customer base; and how you will highlight the social impact of engaging with your enterprise.*

For example, the unique attributes of our enterprise include the high-level of tourism in this area to access the national parks. There are already a number of day-trip providers, and we see significant opportunity to develop relationships with these guides to offer unique accommodation experiences to their guests. This region is easily accessible by bus from one of the major cities in the country and therefore, highly trafficked by local and international travellers. According to TripAdvisor there are 10 other hotels in the region. 5 of these are larger resorts and provide an incredibly insular experience to their guests, and therefore, we do not consider them as competition. Only one of these is considered a hostel and provides budget friendly accommodation. Our enterprise will be affordable to the budget traveler/backpacker and is unique to other hotels in the region because it is close to the city center.

*[the goal of this response is to consider how your enterprise will be differentiated from other similar enterprises and how it can leverage the market of your local area. It may be helpful to bullet point the unique attributes and highlight how they leverage the local area and specifically why they are different from other enterprises]*

**Technical Feasibility:** We then want to tease out the logistics of the enterprise and what it might take to operate it. For this, we need to answer:

What infrastructure and equipment will you need to run your business? How will you reach your customers to promote your business? What staff positions will be required? Some answers to these questions are provided below:

**Does the enterprise require new buildings?** Consider what you still need to develop the enterprise:

For example, to achieve our goal, we must construct a 2-story structure to house the Hostel and Coffee Shop. As we noted earlier, the ground floor will house the reception, meeting room, and reception. Behind the reception, we will also require a small office/storage room for all laundry and storage needs. In addition, 5 guest rooms will be downstairs, and the remaining 10 self-contained rooms will be upstairs.

We have identified a potential source of land to house the enterprise and are in negotiation with our local council to access this land near the town center. *[Please note: this is the opportunity to provide information on what you may not have as well. This would be the opportunity to identify any questions about how to source land/lease land, enter negotiation, etc.]*

**What type of equipment will you need to source to make the enterprise operational?** Consider the key items you will need to source to make the enterprise function and provide value to the customer:

For example, our Hostel and Coffee Shop requires a number of items to operate. This includes electronic items such as two computers and one phone to manage reception data booking/management system. In addition to this, we will require access to a booking software. Other items include the electric system, WIFI access, and a sound system to run in our coffee shop, ensuring our space is welcoming to our guests. We also require the furniture to accommodate our guests. This includes 10 tables and 30 chairs in the coffee shop, lounge furniture for the meeting room, and 10 double beds/20 bunk beds. Finally, we require kitchen equipment to operate the small coffee shop. All of this requires an appropriate security system as additional insurance on our property. This security includes camera system and potential staffing of a nightly security guard.

**How will you communicate with your customer?** Consider if this includes online marketing and when you will enact this marketing presence. Will you work with local providers to distribute flyers and highlight your presence in the community? Who will be responsible for this marketing?

For example, we anticipate that our main clients will be travellers both national and international, when possible. For this reason, we first and foremost hope to build relationships with some of the local tourism providers, such as hiking guides, to advertise our hostel and coffee shop. We will produce brochures, posters, fliers and leaflets. We hope to build strong relationships with them so they can first offer word of mouth marketing to our hostel and coffee shop. We also anticipate that we could build relationships with these entities such that their clients will stay at our hostel as part of a package deal. In addition to this approach, we realize that there is significant opportunity to advertise with tourist providers in the nearby city. This area is where most travellers congregate before traveling here and therefore, we need to access providers in this area including travel providers, other hotels, etc. to advise travellers in our direction.

We will also update our website to advertise the hostel and coffee shop. This will include a story of why this enterprise is significant to our overall organization and how each customer is contributing to our program youth. We want this to be very visible to the consumer. We will also advertise via social media. We want to start this once we have constructed the hostel and are ready to open.

**What are your organization's financial management structures that you currently have? Do you believe these same structures will be used by the enterprise or will you need a different budgeting system?** Consider the budgeting system you currently use? Will this be appropriate for operating an enterprise? What is your current structure and do you think you can use this structure to also oversee the budget management of the enterprise?

For example, we have existing financial management team and policies/guidelines which will be responsible for all financial matters to the enterprise in collaboration with enterprise staff.

**What are your staffing requirements for the enterprise?** Consider if this draws on existing staff and if you will have to hire additional staff to meet the unique needs of the enterprise.

For example, we hope to hire additional staff to include a hospitality manager, two receptionists, a security guard, a baker and rotating hospitality staff in the coffee shop, and housekeepers. We anticipate these latter staff will report to the hospitality manager who will report to the organization's director. At this time, it is likely that all administration of the enterprise budget and administration will be overseen by the Director with support of the accountant.

**Financial Feasibility:** The financial feasibility of the project will be significant. During this step, we start to think about the amount of financial investment the enterprise may need and where we might source it from. This is a good time to start thinking about partnerships in addition to these key questions:

How much funding will the project need? Where will the funding come from? How much return on investment can be expected? What are the profit margins for guests?

Key Budget Items we might consider include:

- Estimated building cost
- Estimated Equipment costs

Land Maintenance Costs

**Total cost**

Human resources (manager, security guard, reception, coffee shop staff, housekeeping, etc.)

Utilities

Marketing & advertisements

Taxes and licence

Administration costs

Coffee Shop Items (how often will this be required)

**Total Costs**

Savings

Private investment

Grants

Cooperate sponsorship

**Total**

More broadly, other questions include:

- What might we charge guests?
- What will the coffee shop offer and how much will it cost to run?

Note 1: [This will be modified for each organization. Please consider and be expansive about all costs that you might incur during this set up. It is best to be realistic and upfront in this process]

Note 2: [consider the expertise in your organization's ecosystem – are there athletes who can do marketing probono; are there universities or volunteers that have expertise that may be helpful to you and how might you approach them?]

**Organizational Feasibility:** Finally, we must understand how it will both contribute to and utilize your organization's current existing structure. For this, answer:

What will be the legal and financial structure of the new enterprise? Who will be involved in managing the set-up? And making it happen? Are there key skills gaps? What impact will the enterprise have on wider organizational culture?

**Will you need to set up a new legal entity to trade?** Consider the different options that are available. If this information is not yet accessible to you, identify some ideas on how you might access this information. This will be a great step to consider those bottlenecks!

For example, we will have to register the organization as a social trading organization. This is different from our current non-profit status. We have started discussions with one board member to navigate how to do this and what ramifications, if any, it may have on our existing programs. Once we identify that, we will also need to secure a building permit fee and business licences

Note 1: [if it is appropriate for your organization, also consider the following: (i.) if you have to set up a new entity that is separate from your charity/NGO, how will this entity be linked? Will it be owned/operated by the charity? Will you require to set up an MOU between the enterprise and the charity? (ii.) what will any changes to the organization structure mean for your current tax status.]

Note 2: [if is appropriate to address these questions, it may also be helpful to specifically answer: (i.) how can the board support the project set up?; (ii.) do you have beneficial relationships with other NGOs/social enterprises who could explain their process – be careful if this route is taken and consider how much information you provide.]

**Will you be able to communicate with your organization’s staff on why a social enterprise is being established?** Consider how all staff will realize the benefit of the enterprise.

For example, we may draw ideas employed by other enterprises who have faced this challenge. This may include internal staff training. We anticipate this will be ongoing because the organization and the enterprise will share some resources, including financing, to deliver our organization’s services. Some organizations have, for example, invited organization staff to train across the different staffing opportunities, such that football program providers also work in the reception to ensure that all staff can communicate the holistic vision of the organization, and very importantly, understand skillsets, resources, time, and any challenges it takes to operate in different departments.

### **Appendix E: Pitch Guidelines**

We will hold the **Social Enterprise Pitch session on November 30<sup>th</sup>**, during our last session. We are excited to invite a small panel of industry professionals to work alongside your peers to be your pitch audience. Their role is to listen to and provide some insightful feedback and questions. This feedback is a key opportunity to continue our examination of feasibility as you continue develop the enterprise idea and its role in your organization.

The purpose of these guidelines is to:

- (i.) Introduce the pitch process for our final meeting on November 30<sup>th</sup>
- (ii.) Introduce key items to address on each slide
- (iii.) Identify where you can address key points related to the feasibility of your social enterprise proposal in your pitch presentation.

| <b>Pitch Overview</b>   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- Each participant has received the same pitch template. This template includes 5 slides. Each slide identifies a header and key points that may be discussed.</li> <li>- You have 7 minutes (ideally 1-minute per slide) to make your pitch</li> <li>- Following the pitch, there will be 5 minutes of Question and Answer</li> </ul> |  |

| <b>Pitch Structure:</b> On each Slide, it is important to reflect upon some of the prominent topics of feasibility we have reviewed. |   |
|--|---|
| <b>The Organization</b><br><b>(1 minute)</b>   | <ul style="list-style-type: none"> <li>▪ Provide your organization’s name and your role in the organization</li> <li>▪ Explain the mission of your organization, how you achieve this mission, and the impact you provide.</li> </ul> |
| <b>Why you want to develop a social enterprise</b>   | <ul style="list-style-type: none"> <li>▪ <b>In one minute, explain why you want to develop a social enterprise.</b></li> </ul>  |

|   |  |
|---|--|
| <b>(1 minute)</b>   | Examples include: the inconsistency of some of your grants, growth you want to achieve that is difficult to fund, unemployment rates, takes advantage of a business gap, etc.  |
| <b>The social enterprise idea</b><br><br><b>(2 minutes)</b> | <ul style="list-style-type: none"> <li>▪ <b>In 1 minute, answer the question: what is your idea?</b><br/>To answer this question, describe your social enterprise idea by addressing these questions:             <ol style="list-style-type: none"> <li>1. What service are you provide and/or what goods are you selling?</li> <li>2. Where would the enterprise located?</li> </ol> </li> <li>▪ <b>In 1 minute, address the question: Why is this a good idea?</b></li> <li>▪ Identify your potential customer (i.e., are they international tourist? Local university students in need of a coffee shop because one does not exist in the community)</li> <li>▪ Explain <i>why</i> this enterprise is interesting to that customer</li> </ul>  |
| <b>The Enterprise Idea</b><br><br><b>(3 minutes)</b>        | <p><b>Use this slide to explain the key items you need to develop your social enterprise idea. Use the following prompts if they apply to your idea:</b></p> <ul style="list-style-type: none"> <li>▪ Identify the staff you will need to manage the enterprise.</li> <li>▪ Identify <i>where</i> you think staff will come from. For example, will you hire local community members, existing program participants, or use existing staff members?</li> <li>▪ If you need to find specific knowledge on how to sell your good or service, identify up to 2 ways you may find this knowledge.</li> <li>▪ Explain if you will use existing or if you need new infrastructure (buildings, pitches, etc.) to operate your social enterprise.</li> <li>▪ Explain if your organization needs to set up a new legal entity to operate your social enterprise. If you do not know the answer to this question yet, explain how you think you can find the answer.</li> <li>▪ Explain how the enterprise can benefit your organization in addition to bringing in additional funds (for example, youth can receive training and then employment, the enterprise can bring in additional recognition for the organization etc)</li> </ul> |
| <b>Conclusion</b>   | <b>Use this slide as your conclusion. You need to show why this enterprise is special. Use the following prompts:</b>  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>▪ Explain why your enterprise is different from other businesses in the area. You want to leave the panel feeling an emotional connection to your enterprise.</li><li>▪ Provide 3 realistic Next Steps you want to achieve.</li></ul> |
|--|---|