
“Entrepreneurial solutions for nonprofits”

An intensive two-day workshop for Board members and senior managers

PURPOSE

The purpose of this introductory workshop is to give nonprofit entrepreneurs both a *theoretical* and *practical* basis for their work

Extensive portions of the workshop are devoted to hands-on exercises, with each person working on tasks that are specific to his or her organization

Each participant receives a comprehensive training manual

PARTICIPANTS

The workshop is open to Board members and senior managers

. . . participation is typically limited to the first 60 people who register

Nonprofits are encouraged to send teams of three or four people

. . . the agenda includes six small group working sessions that enable team members to work together on issues that are directly relevant to their own organization

The times and topics that appear in the agenda on the next two pages can be adapted to fit specific needs

OUTCOMES

The workshop is designed

- To introduce participants to the critical success factors for entrepreneurs in the nonprofit sector
- To help them identify whatever obstacles to entrepreneurship exist within their own organizations

and to teach them

- How to create earned income strategies for specific programs (*strategies designed to cover more of a program's costs, not necessarily to make a profit*)
- How to start a social sector business (*in order to capitalize on an opportunity for significant growth and profitability*)
- How to form entrepreneurial partnerships with corporations, small businesses, public sector agencies and other nonprofits
- How to bring about the changes in organizational culture needed for a nonprofit to be successful in its entrepreneurial endeavors
- How to re-position a nonprofit in the eyes of its stakeholders (*a critical task for any organization deciding to become more entrepreneurial*)
- How to develop a strategic marketing plan for an entire nonprofit -- and tactical marketing plans for each of its programs
- And how to apply the principles of entrepreneurship to more traditional forms of fundraising and development

Outline of the two-day “Entrepreneurial solutions for nonprofits” workshop agenda

DAY ONE

8 a.m. **Continental breakfast**

8:45 a.m. **Welcome and introductions**

9 a.m. **Opening plenary presentation:
“The promise and the perils”**

Historical context, driving forces
and potential outcomes: Why nonprofits
are adopting entrepreneurial strategies

Key terminology and eight basic principles

Four common stakeholder objections

Fifteen critical success factors
for nonprofits adopting or expanding
entrepreneurial strategies
(*identified by the pioneers in the field*)

10:30 a.m. **Coffee break**

10:45 a.m. **Opening plenary (continued)**

11:45 a.m. **Plenary work session:
“Crossing the Cultural Divide”®**

Identifying the traditional nonprofit
and for-profit mentalities in 21 categories
– and finding a middle ground between them

12:30 p.m. **Working lunch: Gap analysis
(small group sessions)**

Discussion of the key points made thus far:
How do they apply to *my* organization?
What are the chief obstacles in our path?
What factors will enhance our chances?

Handout to start the discussion:
“How do you stack up?”®
(a 23-question checklist)

1:30 p.m. **Plenary presentation:
“Getting started”**

Creating an entrepreneurial strategic framework
(*vision, mission, core values, long-term goals*)

Identifying core competencies
and organizational assets
(“*What business(es) are we in?*”)

Market segmentation strategies
(“*The Core Competency Matrix*”®)

2 p.m. **Small group working sessions**

What values should guide *our* entrepreneurial
efforts? How will we measure success
(in terms of both social purpose and financial
impact)? What business(es) are we in?
What are the best segmentation strategies
for our organization?

3 p.m. **Coffee break**

3:15 p.m. **Plenary presentation:
“Entrepreneurial strategic planning”**

Including an introduction to “The
Organized Abandonment Grid,”® a
decision-making tool that enables
nonprofits to *simultaneously* analyze
each of their programs, and their entire
portfolios, from both a social purpose
and an earned income perspective

4 p.m. **Small group working sessions**

. . . hands-on practice
with entrepreneurial strategic planning

5 p.m. **Adjourn**

DAY TWO

8 a.m. Continental breakfast

**9 a.m. Plenary presentation:
“Strategic partnerships”**

An introduction to strategies for nonprofits seeking to form partnerships with corporations, small businesses, public sector agencies and/or other nonprofits

9:45 a.m. Small group working sessions

10:30 a.m. Coffee break

**10:45 a.m. Plenary presentation:
“Entrepreneurial positioning
and marketing strategies”**

Ten basic principles of marketing

The three most important strategic marketing questions

“The Strategic Marketing Matrix for Social Entrepreneurs”®
(how to decide which programs to expand, nurture, harvest or kill)

The importance of “branding”
(how to re-position an organization in the eyes of its key stakeholders)

Five common pricing strategies

Marketing communications
(advertising, public relations, sales promotion, personal selling)

**Noon Working lunch
(small group sessions)**

. . . hands-on practice with entrepreneurial positioning and marketing strategies

**1 p.m. Plenary presentation:
“Business development strategies”**

How to start a social sector business, including an introduction to the business development process and a set of specific decision-making tools

Matching core competencies and organizational assets with specific market needs *(choosing screening criteria, conducting brainstorming sessions, winnowing possibilities)*

Conducting feasibility studies
(secondary and primary research)

Recruiting a Board of Directors, choosing a CEO, creating a strategic framework and developing a business plan

2 p.m. Small group working sessions

3 p.m. Coffee break

**3:15 p.m. Plenary presentation:
“Financing strategies”**

Five obstacles; the seven most common sources of financing; debt vs. equity (and “equity equivalents”); six criteria to determine what type of financing to seek; seven things to remember about debt; eight lessons from the pioneers

**4 p.m. Plenary presentation:
“Pitching social investors”**

Who are they? How do they typically view nonprofits? How do they evaluate investments? What are the ingredients of an effective “pitch”?

**4:45 p.m. Closing plenary discussion:
“Lessons learned
and potential next steps”**

5 p.m. Adjourn