
“Business development strategies for entrepreneurial nonprofits”

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

PURPOSE

The purpose of this workshop is to give nonprofit entrepreneurs both a *theoretical* and *practical* introduction to creating a social sector business that has a double or triple bottom line

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 five small group working sessions that enable team members to work together on tasks 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 teach participants

- The eight stages of a business startup
- The fundamental reasons for business failure
- The most common types of social sector businesses
- How to assemble and effectively use a business development advisory team
- How to identify and discover connections between core competencies and market needs
- How to brainstorm ideas for a new venture and screen them for viability
- How to analyze the potential market, the critical success factors, the relevant environmental forces and the potential competitors for your most compelling business ideas
- How to create a strategic framework for a new business
- How to recruit a CEO
- How to develop a business plan
- How to pitch social investors and secure financing for the business

Outline of the two-day “Business development strategies” workshop agenda

DAY ONE

8:30 a.m. Continental breakfast

9 a.m. Welcome, introductory remarks

9:15 a.m. Plenary presentation:
“Bucking the odds”

The eight stages of a startup

How long does it typically take to reach
“initial” success with a business venture?

The two fundamental reasons
for business failure

Four examples of failed business
ventures from the commercial sector

Why are success rates so low?
How can they be improved?

The five categories of business
ventures typically started by nonprofits

Examples of successful ventures

10 a.m. Plenary presentation:
“Deciding what type
of venture to start”

Key questions to ask about:

- Your proposed product or service
- The market
- Your competitors
- Your resources
- The venture’s potential
- The risk

10:30 a.m. Coffee break

11 a.m. Small group working sessions

Noon Buffet lunch

1 p.m. Plenary presentation:
“Preliminary planning”

Allocating resources and
securing the Board’s endorsement

Selecting a leader for the planning team

Assembling an advisory team
(*insiders* and *outsiders*)

Creating a strategic framework
for the business development process

Deciding what you want to do (*six options*)

Picking an entry strategy
(*the pros and cons of five options*)

1:45 p.m. Small group working sessions

2:30 p.m. Coffee break

2:45 p.m. Plenary presentation:
“Brainstorming”

The five components
of a good money-making idea

Establishing your screening criteria

The rules of brainstorming

The four basic categories of new business ideas

The first cut: Applying your screening criteria
(*reducing the candidates to 12 or fewer*)

3:15 p.m. Small group working sessions

4 p.m. Adjourn

DAY TWO

8:30 a.m. Continental breakfast

**9 a.m. Plenary presentation:
“Feasibility studies”**

The purpose of a feasibility study

Identifying roles and responsibilities
(*project leader, advisory team, others*)

Specific goals (*for each idea*):

Accurately defining
the product or service

Choosing the most
attractive market segments

Identifying competitive
strengths and weaknesses

Identifying the critical success factors
associated with *this* type of business

Analyzing the most powerful
environmental forces that will have
an impact on the business
(*both positive and negative*)

Secondary research: 14 questions

Primary research:
Decision-maker interviews

10:15 a.m. Coffee break

10:45 a.m. Small group working sessions

*... critical success factors,
environmental forces,
competitive analysis*

Noon Buffet lunch

**1 p.m. Plenary presentation:
“Launching the business”**

Determining structure and legal auspice

Developing a strategic framework
(*mission, vision, core values, long-term goals*)

Recruiting a Board of Directors and a CEO

Creating a unique brand

Writing the business plan

**1:30 p.m. Plenary presentation:
“Financing strategies”**

Five obstacles

The seven most common sources of financing

Debt vs. equity (*and “equity equivalents”*)

What type of financing to seek: Six criteria

Seven things to remember about debt

Eight lessons from the pioneers

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

Who are they?

How do they typically view nonprofits?

How do they evaluate investments?

The ingredients of an effective “pitch”

2:30 p.m. Coffee break

2:45 p.m. Small group working sessions

... creating a brand and preparing a pitch

3:45 p.m. Closing remarks

Lessons from the trenches
and some final rules of thumb

4 p.m. Adjourn