
“Entrepreneurial solutions for nonprofits”

An intensive five-day workshop for senior executives

PURPOSE

The purpose of this introductory workshop is to give nonprofit leaders both a *theoretical* and *practical* basis for their entrepreneurial activities

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

Each participant receives a comprehensive training manual

PARTICIPANTS

Participation is limited to 30 individuals.

Each person must be the senior executive for his or her organization.

OBJECTIVES

- To acquaint participants with the most current thinking about social entrepreneurship, to fan their entrepreneurial spirit, and to give them hands-on experience with leading edge business skills
- To help them take their organizations through a process of organizational change that creates an ongoing entrepreneurial environment
- To teach them the principles of entrepreneurial strategic planning and instill the confidence and competence they need to use the process effectively
- To teach them the basic principles of marketing and equip them with the positioning and marketing tools they need to sway customer preferences and build a unique competitive advantage
- To give them practical experience with business development strategies and presentations to potential investors

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

Outline of the five-day “Entrepreneurial solutions” workshop agenda

MONDAY MORNING

8:30 a.m. **Continental breakfast**

9 a.m. **Opening plenary session:
Welcoming remarks**

9:15 a.m. **Plenary presentation:
“Social entrepreneurship:
The promise and the perils”
(part one)**

Why nonprofits are becoming more entrepreneurial (*historical context, potential outcomes*)

Key terminology and eight basic principles

Examples of successful social entrepreneurs

10:45 a.m. **Coffee break**

11 a.m. **Plenary presentation:
“Social entrepreneurship:
The promise and the perils”
(part two)**

Four common stakeholder objections

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

Noon. **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)

MONDAY AFTERNOON

1 p.m. **Participant self-introductions**

“What is your name, title and organization?”

“Who were you at the age of 21 and what did you want to do with your life at that point?”

“When did you join the nonprofit sector -- and why?”

“What is the single most important thing we should know about the person you are today?”

2 p.m. **Small group working sessions:
“Crossing the cultural divide”
(part one)**

Four working groups, 21 categories

Discussion groups A and B: Identify the traditional nonprofit mentality in each category

Discussion groups C and D: Identify the traditional for-profit mentality in each category

2:30 p.m. **Coffee break (and continuation of small group working sessions)**

3 p.m. **Plenary working session
“Crossing the cultural divide”
(part two)**

In each of the 21 categories:

Step one: Feedback from the four working groups

Step two: Identify the new, hybrid mentality required for successful social entrepreneurship

Step three: Discuss the implications

4 p.m. **Adjourn**

Outline of the five-day “Entrepreneurial solutions” workshop agenda (page two)

TUESDAY MORNING

8:30 a.m. **Continental breakfast**

9 a.m. **Plenary presentation:
“Entrepreneurial strategic
planning” (part one)**

Preliminary planning

The entrepreneurial advisory team

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

9:30 a.m. **Small group working sessions
(creating a strategic framework)**

10 a.m. **Plenary presentation (part two)**

Creating a “Core Competency Matrix”®

“What business(es) are we in?”

Market segmentation strategies

Triage and target marketing:
“The Organized Abandonment Grid®

Deciding which programs to expand,
maintain, reduce, divest or kill

Balancing social purpose and financial
impact: Six key questions

10:45 a.m. **Coffee break**

11 a.m. **Small group working sessions**

. . . creating a “Core Competency Matrix”®
and practicing triage

Noon **Buffet lunch**

TUESDAY AFTERNOON

1 p.m. **Plenary panel discussion:
“Reality check”**

Three nonprofit executives
from the local community will describe
their entrepreneurial adventures

“Why did you decide social entrepreneurship
was appropriate for your nonprofit? What
obstacles did you have to overcome?
What have been your successes and
failures? What are the most important
lessons you have learned?”

2:30 p.m. **Coffee break**

2:45 p.m. **Plenary presentation:
“Business planning competition
kickoff session -- the ground rules”**

Five teams, each team working on a
business idea of its own choosing

Time and date of competition: Friday afternoon

Each judge has a fictional \$1 million to invest
(*but may choose not to do so*)

Maximum of nine minutes for each presentation
(*plus 12-15 minutes of questions from judges*)

Teams may use whatever
props and handouts they desire

3 p.m. **Small group working sessions:
Business planning teams
(first meetings)**

Select business idea and create
a preliminary strategic framework
(*driving forces, vision, mission, core values,
long-term goals, principal strategies*)

4 p.m. **Adjourn**

Outline of the five-day “Entrepreneurial solutions” workshop agenda (page three)

WEDNESDAY MORNING

8:30 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:
“Strategic marketing
and positioning strategies”**

The differences between strategic and tactical marketing

Ten basic principles of marketing

The three most important strategic marketing questions: “Is it real? Can we win? Is it worth it?”

“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)

Tactical marketing: The tools of the trade

The five most common pricing strategies

Marketing communications
(the pros and cons of advertising, public relations, sales promotion, personal selling)

WEDNESDAY AFTERNOON

Noon **Buffet lunch**

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

Hands-on practice with entrepreneurial positioning and marketing strategies

... creating an overall “image”

... identifying key stakeholders

... crafting powerful messages

2:30 p.m. **Coffee break**

2:45 p.m. **Small group working sessions:
Business planning teams
(second meetings)**

Create branding strategy

Identify strategic partnerships

4 p.m. **Adjourn**

Outline of the five-day “Entrepreneurial solutions” workshop agenda (page four)

THURSDAY MORNING

8:30 a.m. **Continental breakfast**

9 a.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, primary market research*)

Recruiting a Board of Directors

Choosing a CEO

Creating a strategic framework
and developing a business plan

Ensuring systems alignment

Lessons from the trenches
and some rules of thumb

10:15 a.m. **Coffee break**

10:30 a.m. **Small group working
sessions: Business
development exercises**

. . . identifying core competencies
and basic assets, recognizing market
needs, selecting screening criteria

THURSDAY AFTERNOON

Noon **Buffet lunch**

1 p.m.. **Small group working
sessions: “Creating an
entrepreneurial culture”**

Group A: How to build Board support
for social entrepreneurship

Group B: How to build staff support
for social entrepreneurship

Group C: How to build stakeholder
support for social entrepreneurship

Group D: How to build a personal
support system as you lead an
organization through times of change

2 p.m. **Plenary feedback
session: “Creating an
entrepreneurial culture”**

2:30 p.m. **Coffee break**

2:45 p.m. **Small group working sessions:
Business planning teams
(third meetings)**

Continue preparing presentation
for the Friday competition

4 p.m. **Adjourn**

Outline of the five-day “Entrepreneurial solutions” workshop agenda (page five)

FRIDAY MORNING

8:30 a.m. **Continental breakfast**

9 a.m. **Class photo**

9:30 a.m. **Plenary presentation:
“Financing strategies
for entrepreneurial
nonprofits”**

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

10:15 a.m. **Coffee break**

10:30 a.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”

11 a.m. **Small group
working sessions:
Business planning teams
(fourth meetings)**

Select financing strategies
and finalize presentations

FRIDAY AFTERNOON

Noon **Buffet lunch**
(*and continuation of business
planning team meetings*)

1 p.m. **Business planning competition**

Presentations by the five teams

3 p.m. **Coffee break and closing
plenary session**

Final remarks by each participant

Business planning competition results
and awards presentations

Discussion of possible follow-up activities

Closing remarks

4 p.m. **Adjourn**