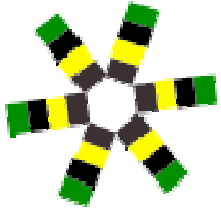


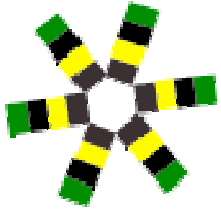
Getting Ready for Enterprise

Steve Lawrence
CEDNZ Conference
Auckland April 2011



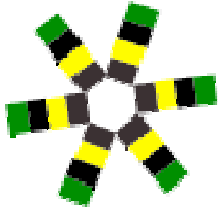
Why do we want to go into enterprise?

- To raise funds we can decide how to use
- To increase independence, learn new skills
- To create local jobs for our target group
- To serve more people
- To serve a new need



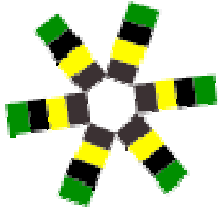
Why not do it?

- Have enough money already
- Ideologically opposed
- Board and staff are opposed or fearful
- No resources to risk
- No leader willing



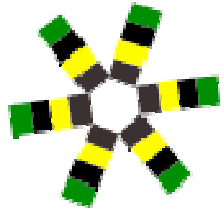
Are We In Business Anyway?

- A practical as well as philosophical question
- Making a profit
- Differences between business and community agencies - two 'bottom lines'
- Being professional about what we do
- Learning from business



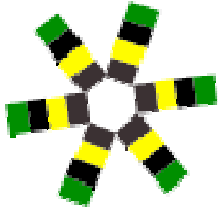
Forms or Stages of Enterprise

- A strategically planned and well run organisation
- Earned income becomes more of the budget
 - Government or other
- New enterprises developed - related or unrelated
- An 'affirmative business' emerges
 - Real jobs, competitive wages, internal career paths, ownership



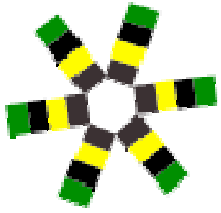
Assessing Nonprofit Capacity for Enterprise

- Know our group & its capacity
- Group culture - do we want to? Is it us?
- What is our mission & core business?
- Is enterprise the best way for us
- Board & staff enthusiasm
- Financial need
- Identify vulnerabilities - survey
- Available resources we can risk
- Finding the enterprise leader



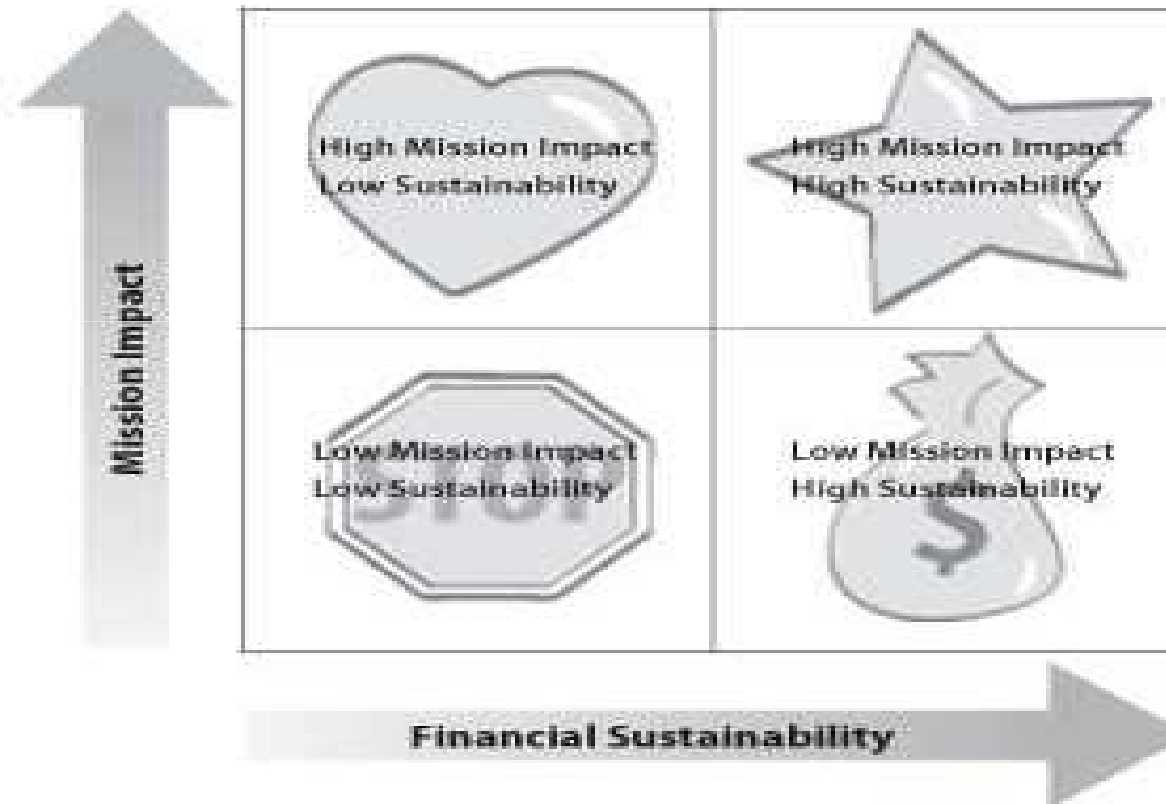
Analysing Activity

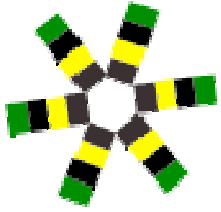
- Money/ Mission Tension
- List all activities/programs or services by client group
- Analyse mission critical vs peripheral activities
- Now analyse profitable vs loss making activities
 - plot on chart
- Identify activities to drop, increase or decrease



Mission Money Matrix

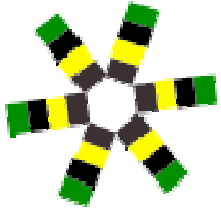
Dual Bottom-Line Matrix





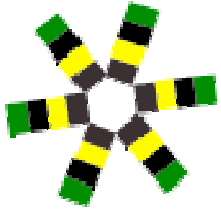
Action following analysis

- STAR--High Mission Impact and High Sustainability: Keep and strengthen these activities.
- HEART--High Mission Impact and Low Sustainability: Keep and build the sustainability of these activities.
- MONEY SIGN--High Sustainability and Low Mission Impact: Keep and increase the mission impact of these activities.
- STOP SIGN--Low Sustainability and Low Mission Impact; Close or transfer these activities.



How to get started

- Skills/asset audit - people, organisation and community
- What business ideas are we excited by?
- Is there a market that can pay? Feasibility
- Better solution than currently available?
- Resources to get started – finding expertise
- Start small and learn as we go
- Set targets, measure results – social and financial



Conclusion

- Contact me – steve.lawrence@asix.org.au