

Survey Results

Assessment of Demand for Social Enterprise Support Services in Central Appalachia

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I. Executive Summary

Objective

The Appalachian Regional Commission (ARC) and the Mary Reynolds Babcock Foundation commissioned Community Wealth Ventures to assess the level of social enterprise activity in the region, analyze the potential for future growth as well as measure the demand for support services. Specifically, the research aims to answer the following key questions:

- Size of market: What is the number of potential social entrepreneurs and social enterprises across the Central Appalachian region?
- Potential for market growth: What kinds of individuals are interested in pursuing social entrepreneurship? How many organizations are ready and able to develop a values-based approach to creating a social enterprise?
- Economic and community impact: Is there truly potential for social enterprises that can help transform local economies in Central Appalachia?

Community Wealth Ventures conducted an electronic survey of nonprofit organizations in Central Appalachia on the level of activity of social enterprise in November 2007.

For the purpose of the survey, social enterprise is defined as "the use of earned income strategies that advance a nonprofit's social mission." Leading social enterprises in the US include Greyston Bakery in Yonkers, New York; Pioneer Human Services in Seattle, Washington; and Laser Monks in Sparta, Wisconsin. Examples of existing social enterprises in the Central Appalachian region include:

- Appalachian Spring Cooperative: a member-owned association of farmers and entrepreneurs creating quality, locally produced food and herbal self care products that is affiliated with the nonprofit organization Jubilee Project.
- ReUse Industries, an enterprise created by the nonprofit organization Rural Action, that saves reusables from the landfill to support a sustainable economy, protect our environment, and create jobs.

Key Insights from the Survey Data

From the analysis of the survey and interview data, several key insights on social enterprise in Central Appalachia are derived:

Overview of Respondent Nonprofit Organizations

- Of the 196 survey respondents, 34% are currently operating a social enterprise and more than 20% are considering launching a venture.
- While all types and sizes of nonprofits are engaging in social enterprise, community/economic development as well as arts/culture organizations are more likely to operate a venture. Similarly, organizations with operating budgets greater than \$750,001 are more likely to engage in social enterprise.
- The age of the nonprofit organization has little bearing on whether or not it is operating a social enterprise.

Respondent Nonprofit Organizations Operating a Social Enterprise

- Nearly 50% of the social enterprises in Central Appalachia are in the arts sector providing programs and education services; in the education sector providing education/training services; or in the financial sector providing loan services.
- More than 50% of all ventures are still relatively young, having been in operation for eight years or less.
- Three of four social enterprises (75%) generated \$500,000 or less in revenue in 2006, while almost 15% of social enterprises generated more than \$1 million in revenue in 2006.
- 72% of ventures are reported to be profitable, with half of the ventures reaching profitability within one year.
- Of the organizations operating a venture, three of five organizations (61%) cite furthering their mission as the primary motivation.
- Over 80% of organizations are operating their social enterprise as a department/division within the nonprofit organization and over 80% of organizations secured capital to launch their social enterprise.
- More than half of organizations operating a social enterprise cited key benefits to the parent nonprofit, including the ability to advance the mission, contribute revenue, and advance the nonprofit's entrepreneurial culture.

Challenges and Training

- Organizations in Central Appalachia are securing training to launch ventures, with only 14% of those operating a venture reporting no training prior to launch.
- Organizations are turning to both national as well as local and regional resources for training.
- Nearly 50% of organizations operating a venture accessed staff training, and nearly 40% accessed financial management training.
- Over 50% of organizations operating a social enterprise cite marketing training as needed to advance their enterprise.
- Organizations that have considered social enterprise but do not currently operate a social enterprise desire training in accessing capital, business plan development and general social enterprise training.
- At the launch of the social enterprise, over 50% of organizations cite lack of capital as a key challenge.
- After launch of the social enterprise, 41% of organizations cite lack of capital and 41% of organizations cite poor market conditions as key venture growth challenges.

Recommendations

The survey findings and interviews reveal that a solid foundation of social enterprise exists in Central Appalachia, and that the social enterprises are having a positive impact in their parent nonprofit organizations. The following recommendations capitalize on this foundation and address specific opportunities and challenges in an effort to promote and stimulate social enterprise growth in the region.

- Develop regional infrastructure and support services. Create a community-driven resource that could serve as the local entity for social enterprise expertise as well as offer social enterprise support services.
- Offer peer based training and business coaching to a group of existing social enterprises. Peer based learning sessions should focus on business topics of interest to existing social enterprises, as well as the exploration of solutions to pressing challenges. The business coaching component should focus on helping

each organization develop strategies and tactics for overcoming specific business challenges and/or growing the venture.

- Offer peer based training and business coaching to a group of organizations committed to launching a social enterprise. Peer based learning sessions should follow a curriculum that covers important aspects of the feasibility/business planning process. The business coaching component offers advice, technical assistance and coaching by an experienced business consultant with social enterprise expertise for each participating organization.
- Offer social enterprise community workshops to organizations not operating nor considering social enterprise. The community workshops should be aimed at building awareness and interest in social enterprise.

II. Methodology

Survey Methodology

An electronic survey was used for this project. Potential Central Appalachia survey recipients were identified through four sources:

- Guidestar: Nonprofits in the region with annual revenue greater than \$150,000.
- Mary Reynolds Babcock Foundation: Grantees of the foundation located in the region.
- Community Wealth Ventures social enterprise database: Nonprofits in the region that operate a social enterprise and have listed it with the database.
- Social Enterprise Alliance: Nonprofits located in the region that are members of the Social Enterprise Alliance.

From the above sources, a master list of 2,432 nonprofits in the region was generated. The breakdown by state of the master list is as follows:

State	Number of Nonprofits in Master List	Percentage of Master List
Kentucky	312	13%
Ohio	530	22%
Tennessee	495	20%
Virginia	286	12%
West Virginia	809	33%
Total	2432	

From the list, Community Wealth Ventures staff conducted internet and telephone research to identify a valid email address for the Executive Director/CEO of the organization. If an email address for the Executive Director/CEO was not obtainable, staff attempted to identify the email address of a senior staff member (such as the Director of Development) or a general email address for the nonprofit organization. Community Wealth Ventures was able to obtain 1006 email addresses. The breakdown by state of the email addresses obtained is as follows:

State	Number of Nonprofits with Email Addresses	Percentage of List
Kentucky	120	12%
Ohio	171	17%
Tennessee	241	24%
Virginia	131	13%
West Virginia	343	34%
Total	1006	

An email from the Mary Reynolds Babcock Foundation was sent to all survey recipients with an introduction to the survey and an electronic link to the survey. Respondents who completed the survey were incentivized with a raffle of eight gift baskets from the Appalachian Spring Cooperative.

In addition to the direct emailing of nonprofit organizations, Mary Reynolds Babcock Foundation and Appalachian Regional Commission reached out to partner intermediaries in the region requesting their assistance in electronically distributing the survey.

Survey Design

An electronic survey was chosen due to its ability to branch questions based on how each respondent answered specific questions. A copy of the survey can be found in Appendix A.

All survey respondents received the first section of the survey, Nonprofit Organization, which asks general questions about the nonprofit organization. Respondents were then provided with the definition of social enterprise chosen for the survey, and asked whether or not their organization operated a social enterprise. Respondents who answered yes then received a series of questions about their social enterprise. If respondents operate more than one social enterprise, they were asked to answer the questions for their largest enterprise.

If a survey respondent selected that they do not operate a social enterprise, they received a question that asked whether or not they had ever considered operating a social enterprise. For those who responded that their organizations had considered social enterprise, they received a series of questions to identify the types of enterprises considered, the challenges, and likelihood of launching the venture. Respondents that selected that their organization had not considered social enterprise received a question regarding why they had not considered it.

Finally, all survey respondents received the same two closing questions. Respondents were asked to provide their email address and name of nonprofit organization if they were interested in obtaining information on social enterprise. Remarkably, 149 respondents provided this information. In addition, respondents were asked to provide an email address if they wanted to be included in the raffle. Of all respondents, 178 chose to be included in the raffle.

Survey Response

Two hundred sixty four people began the survey and 215 completed the survey, achieving a 21% response rate if based on the 1006 email addresses that directly received the message and survey link. Community Wealth Ventures then filtered out all respondents who do not serve Central Appalachia, with a final total of 196 completed and relevant survey respondents.

The final survey respondent distribution is as follows:

State	Survey Respondents who Serve Central Appalachia and Completed the Entire Survey	% of Completed and Relevant Survey Respondents
Kentucky	16	8%
Ohio	11	6%
Tennessee	34	18%
Virginia	29	15%
West Virginia	103	53%
Total	196	

Telephone Interviews

To add qualitative insights to the data, telephone interviews were conducted with ten survey respondents. These interviews were conducted between December 10 and December 20, 2007. Of the ten interviews, four were conducted with organizations currently operating a social enterprise, and six were conducted with organizations not currently operating but considering social enterprise. It is interesting to note that of the six organizations that self-classified as considering social enterprise, one has operated social enterprises in the past (Center for Economic Options), and one is currently operating a social enterprise (Rockbridge Area Occupational Center).

Operating a Social Enterprise

Interviews conducted with organizations responding that they operate a social enterprise aimed to gain a greater understanding of the:

- Social enterprises operated.
- Impact the enterprise has had on the nonprofit organization.
- Challenges faced in both launching and operating the enterprise.
- Training and technical assistance needs that would address the challenges.

A copy of the interview guide can be found in Appendix B.

Interviews were conducted with the following organizations:

Nonprofit Organization	Interviewee
FAHE Inc	Jim King
Jubilee Project	Steve Hodges
Knoxville Area Urban League	Sherman Jones
Muskingum County Business Incubator	Carol Humphreys

Considering Social Enterprise

Interviews conducted with organizations considering social enterprise aimed to gain a greater understanding of the:

- Social enterprises considered and what prompted the consideration.
- How the ideas were generated.
- Challenges the organization faced in launching a social enterprise.
- Training and technical assistance needs that would address the challenges.

A copy of the interview guide can be found in Appendix C.

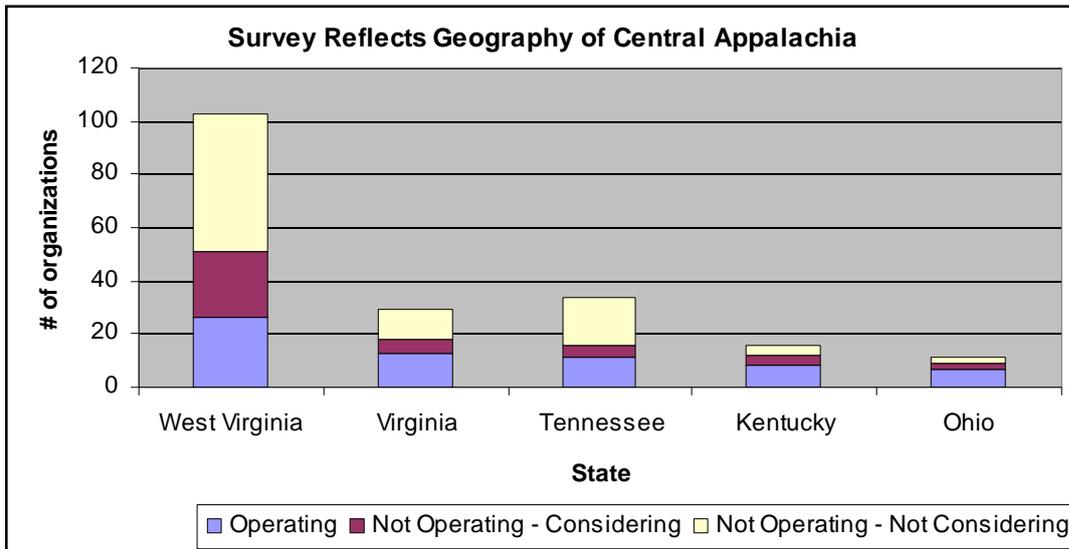
Interviews were conducted with the following organizations:

Nonprofit Organization	Interviewee
Center for Economic Options	Pam Curry
Daymark	Dennis Pease
Rockbridge Area Occupational Center, Inc.	Ruth Ann Parsons
Rural Appalachian Improvement League	Dvon Duncan
South Central Educational Development	Darryl Cannady
Stepping Stones, Inc	Susan Fry

III. Overview of Respondent Nonprofit Organizations

Location

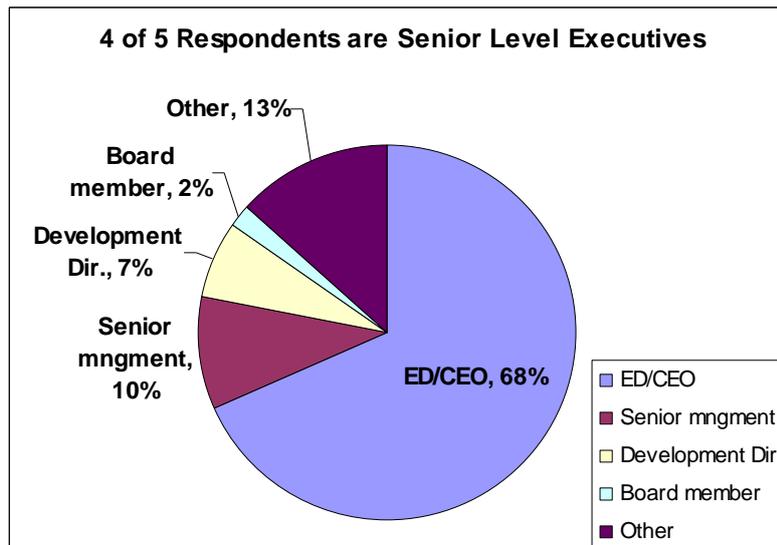
Nonprofit organizations operating social enterprises are located throughout Central Appalachia, with the highest number of social enterprises in the region in West Virginia¹. One third of the nonprofits in Central Appalachia currently operate a social enterprise, representing 67 of the 196 respondents. In addition, more than 20% of nonprofits are currently considering social enterprise.



Role of Respondents

The survey was completed by decision-making personnel of the organizations, with more than three-quarters of respondents serving either in the Executive Director/CEO or senior management capacity.

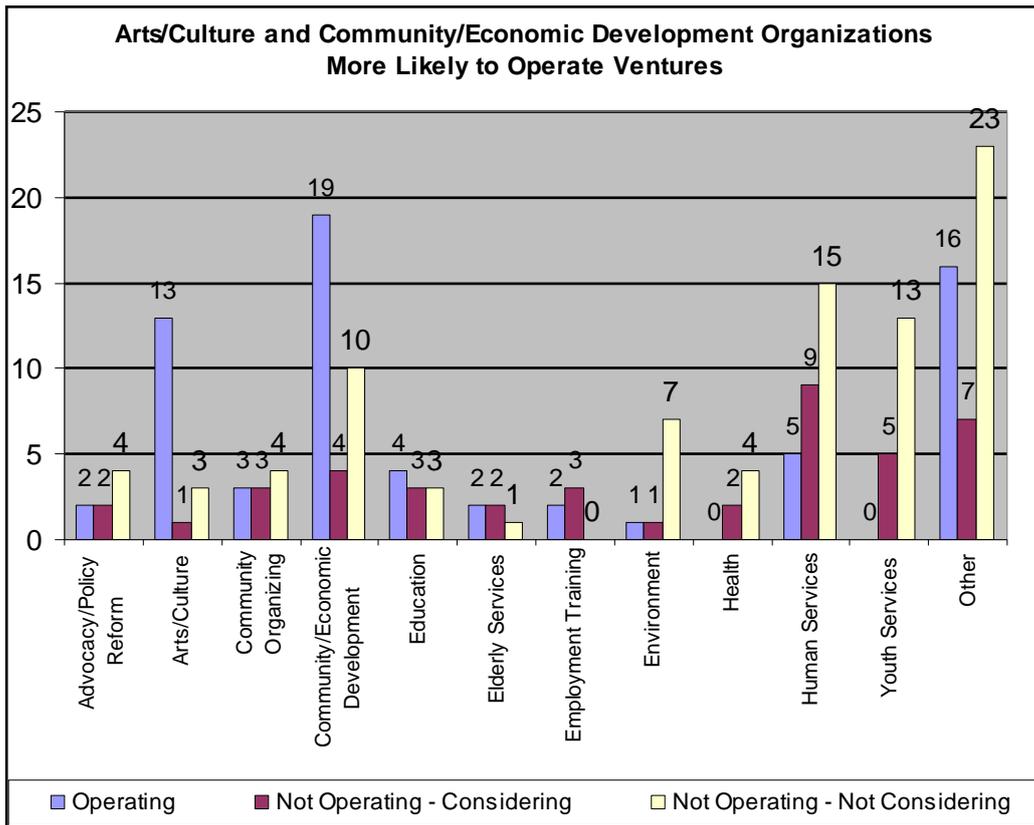
¹ While the number of West Virginia organizations in operation and eligible to receive the survey was higher than organizations in other Central Appalachian regions, the ratio of those organizations in West Virginia responding compared to other regions was significantly higher than the breakdown of the regions receiving the survey. This could be due to numerous reasons, including the survey was more aggressively forwarded in the West Virginia area or there is greater interest in social enterprise in the state.



Mission Focus

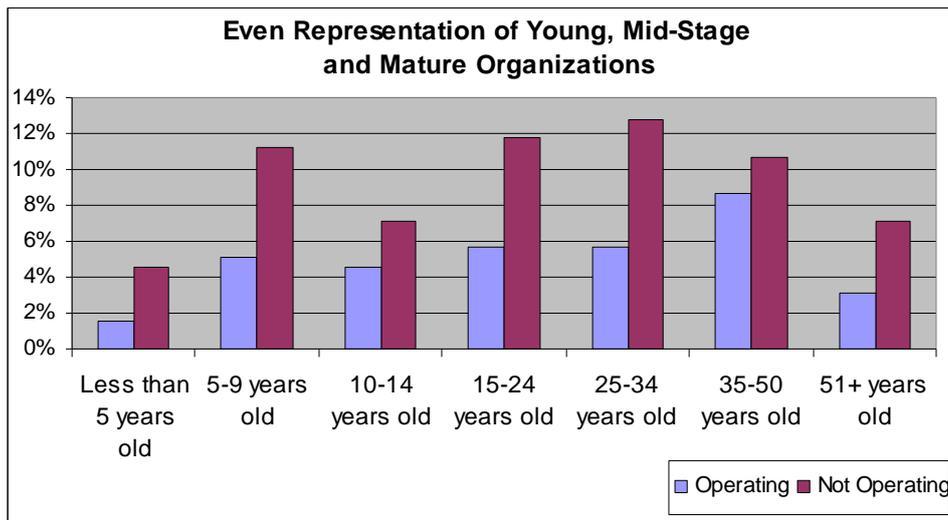
Of the organizations operating ventures, the largest segments are community/economic development organizations (28%) and arts/culture organizations (19%), with the latter representing the numerous museums and theaters whose ticket sales are included as earned income.

In terms of organizations currently not operating a venture but considering one, nonprofit organizations with a human service mission lead over the other mission-focuses.



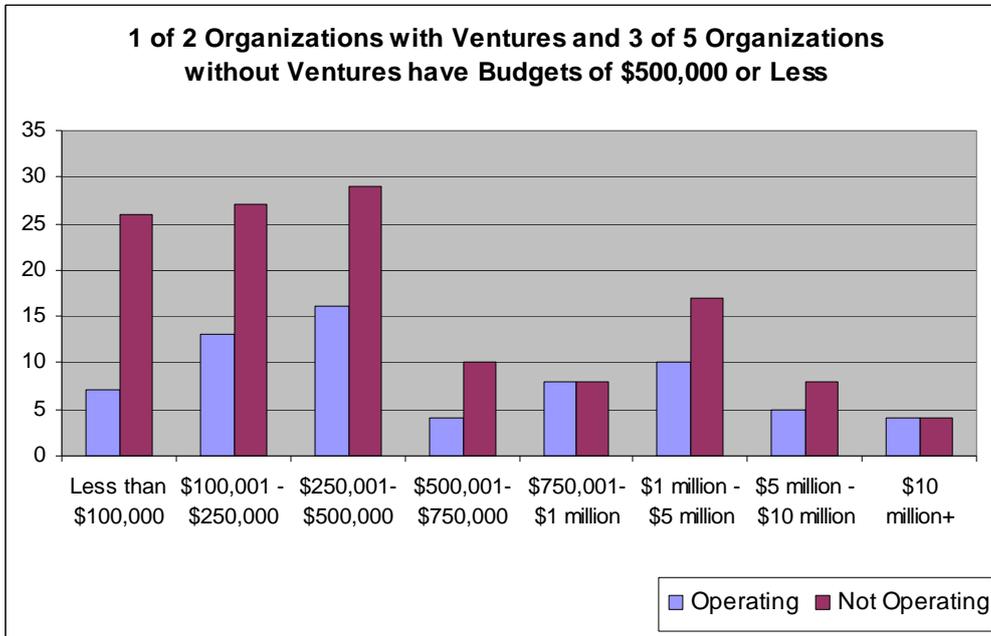
Age of Organizations

Representation of young, mid-stage and mature organizations participating in the survey is relatively evenly distributed. Interestingly, the age of the organization has little bearing on whether or not it is operating a social enterprise.



Budget Size

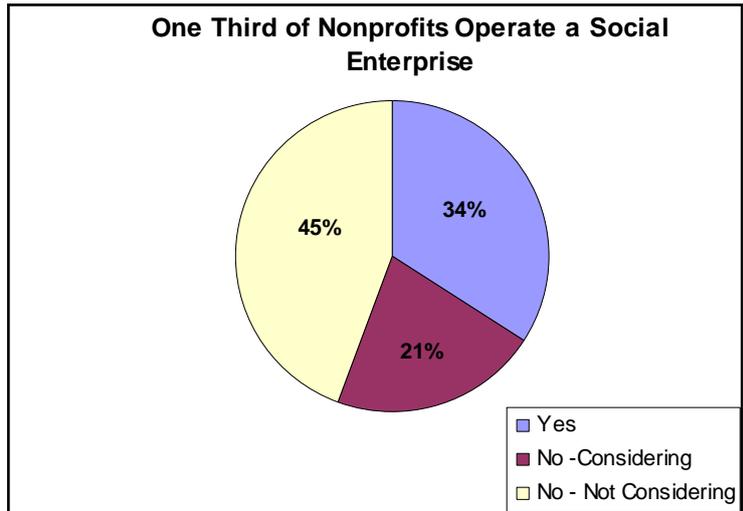
Respondents reflect the organizational make-up of regional nonprofits, with 60% having a budget under \$500,000. As budgets increase, the proportion of organizations operating social enterprises increases. While one third of all organizations are operating a social enterprise, 42% of larger organizations (27 of 64 organizations with budgets greater than \$750,000) are operating a venture.



IV. Respondent Nonprofit Organizations and Level of Social Enterprise Activity

One third of nonprofits in Central Appalachia currently operate a social enterprise venture. Of those organizations operating ventures, many cite benefits of social enterprise and more than half of the organizations are engaging in multiple ventures.

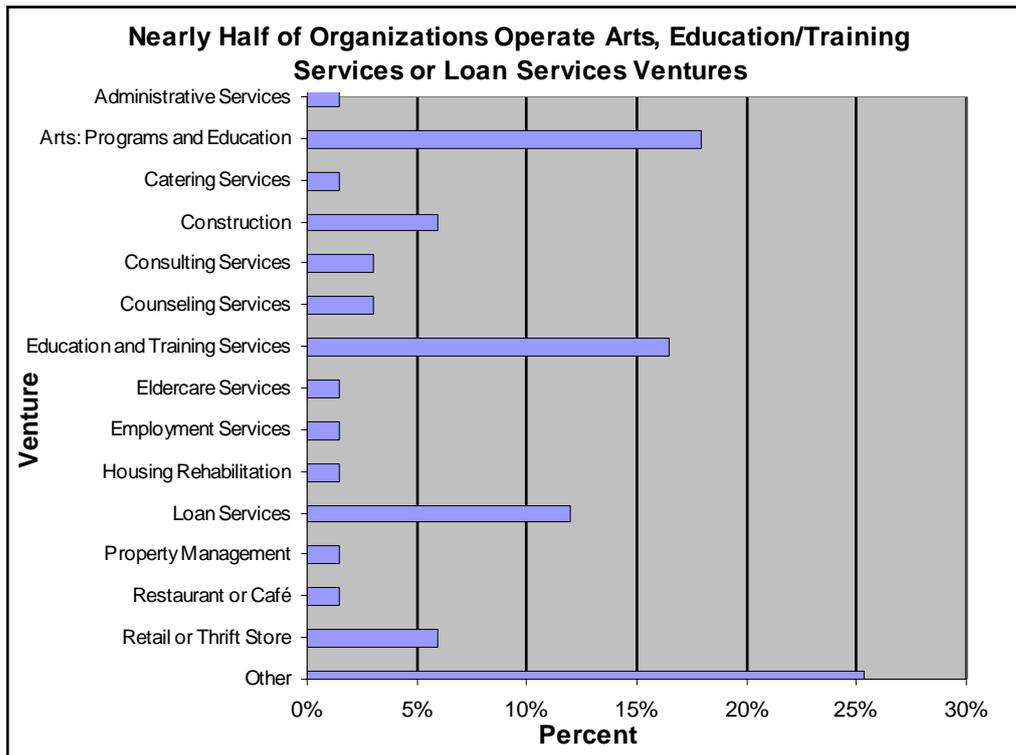
In addition, 21% are considering a social enterprise. The ventures that nonprofits are considering are reflective of the types of social enterprises currently operated in Central Appalachia.



V. Respondent Nonprofit Organizations Operating Social Enterprises

Types of Ventures Operated²

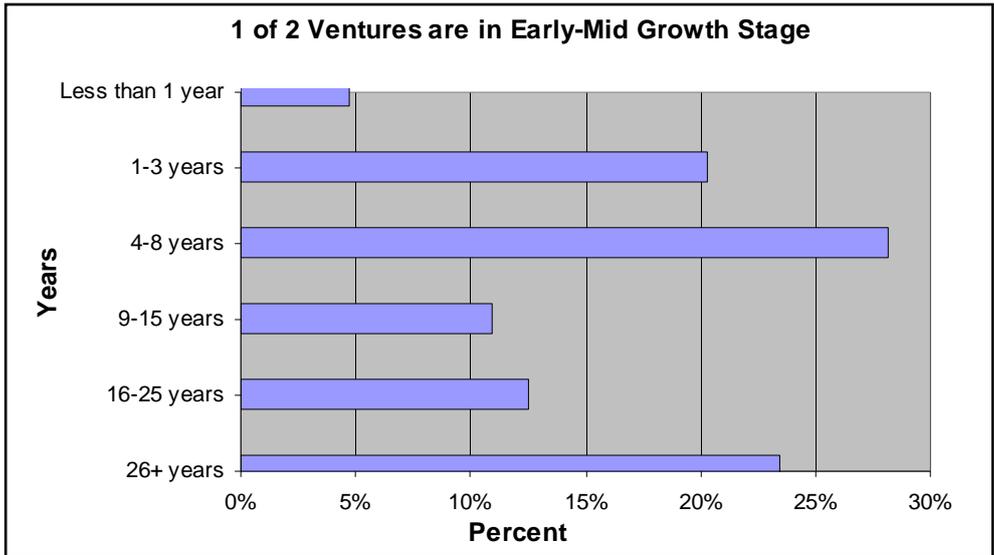
Organizations in Central Appalachia tend to run ventures in the arts sector providing programs and education services; in the education sector providing education/training services; and in the financial sector providing loan services. More than half of the ventures in operation in the region fall in these categories. Ventures falling in the “Other” category include organic food production and distribution, FBI fingerprint checking services and lodging services.



Age of Ventures

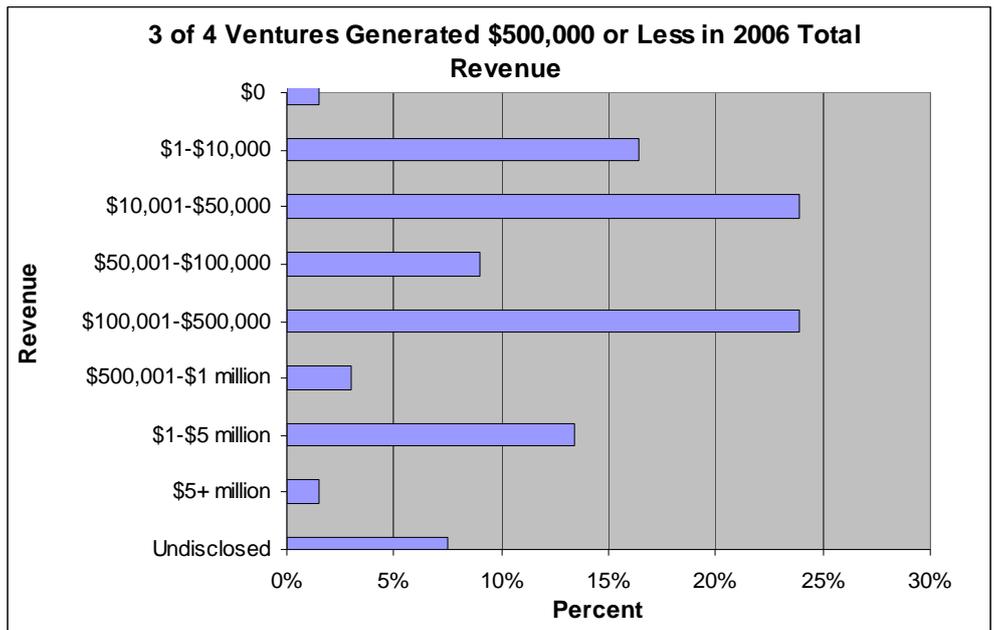
While social enterprise is not a new field in Central Appalachia - marked by a quarter of all ventures having been in operation for more than 25 years - more than half of ventures are still relatively young, having been in operation for eight years or less.

² For those organizations operating more than one venture, respondents were requested to provide information for their largest venture for all questions pertaining to their social enterprise.



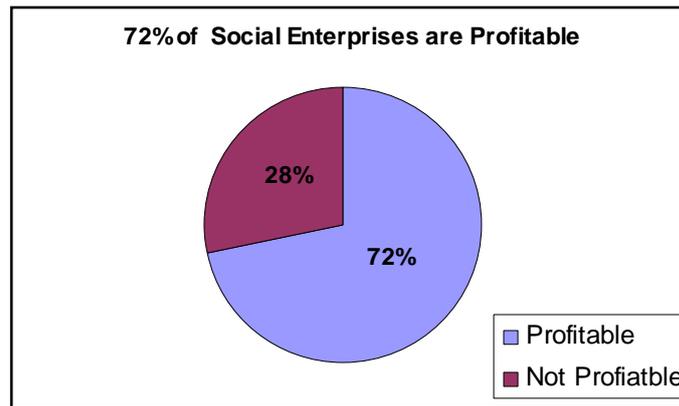
Revenue

Ventures in Central Appalachia are generating modest revenues, with 75% of ventures generating \$500,000 or less in revenue in 2006. Almost 15% of ventures are generating more than \$1 million in revenue.

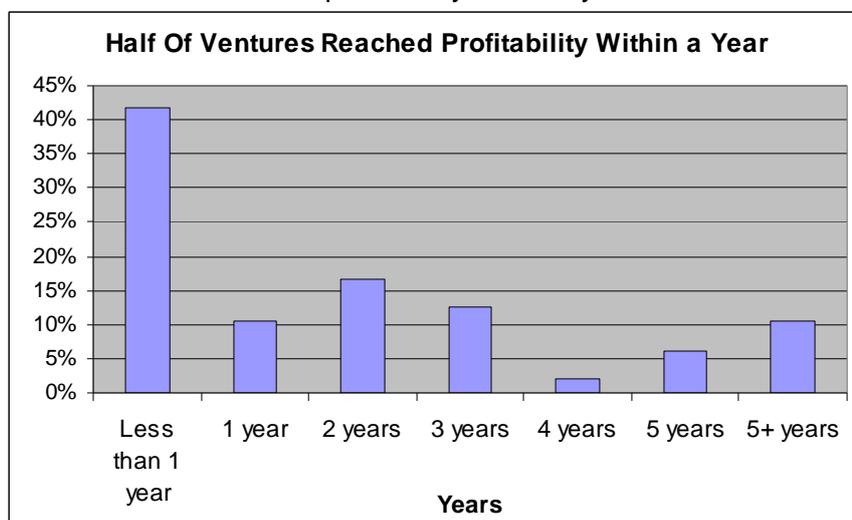


Venture Profitability

Organizations operating social enterprises in Appalachia are seeing positive returns, as almost three-quarters of ventures are reported as profitable. In contrast, 28% are being operated at break-even or in the red.

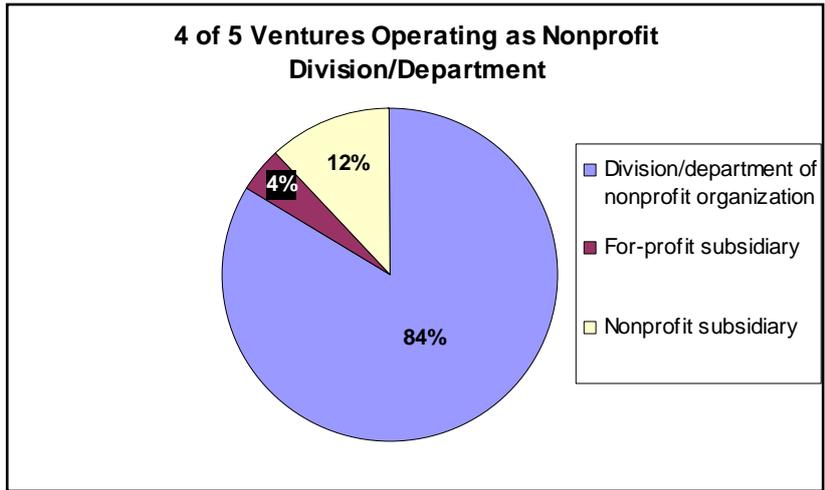


In addition, these organizations are seeing returns very quickly, with half of the organizations with profitable ventures reaching profitability in a year or less. Notably, 82% of profitable ventures reached profitability in three years or less.



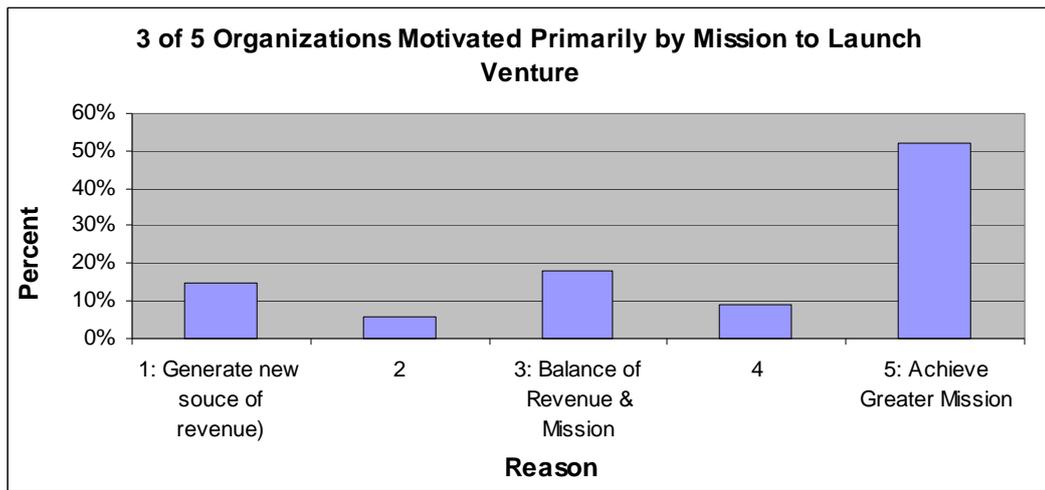
Legal Structure

Nonprofits are primarily operating their venture as a division or department (84%), with only 16% operating the venture as a subsidiary.



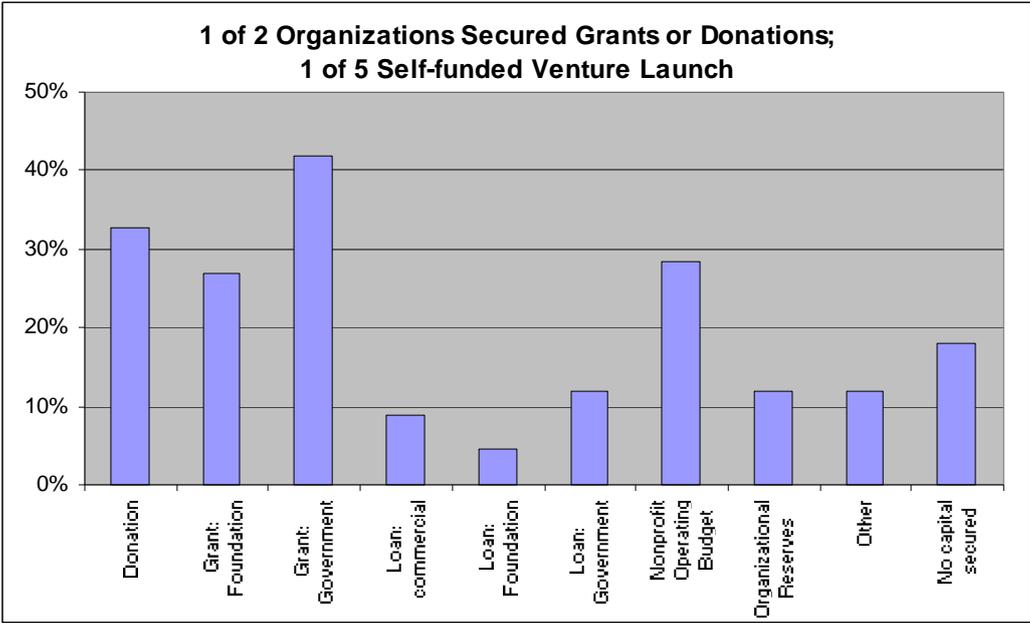
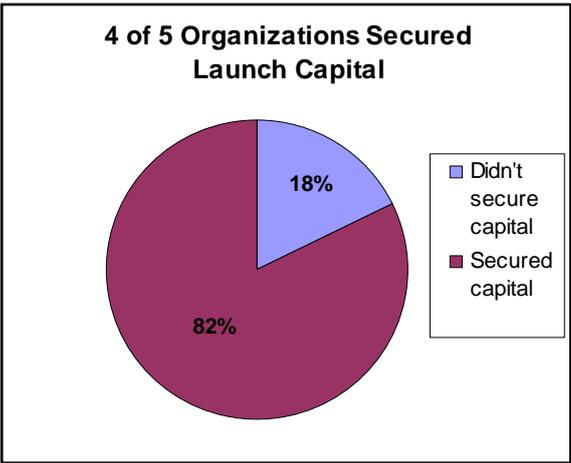
Motivation to Launch Venture

Nonprofits in Central Appalachia view social enterprise primarily as a means to enhance their ability to achieve mission impact, with over 60% of nonprofits citing mission advancement as the primary reason for launching a venture. Only 1 in 5 organizations engaged in social enterprise in order to purely generate revenue.



Capital

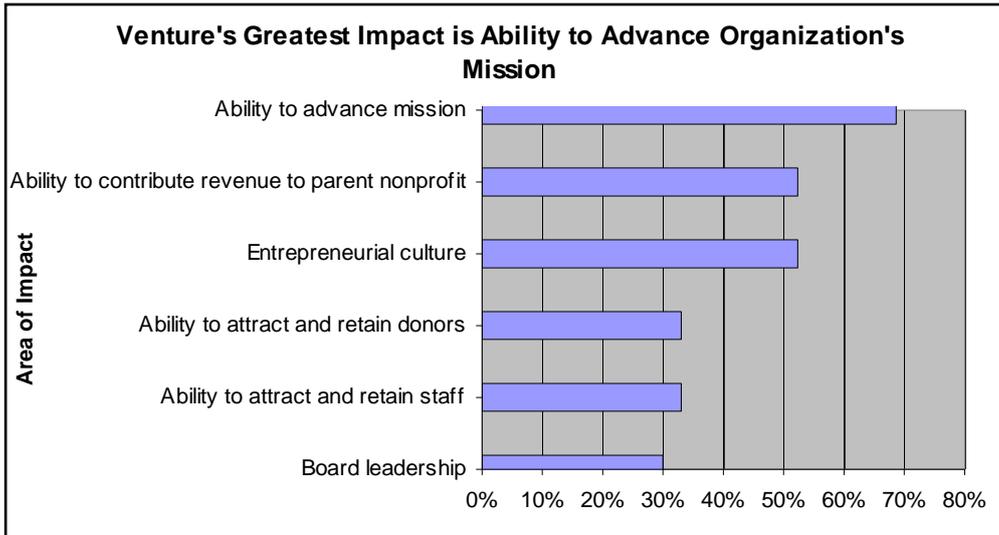
The vast majority of nonprofits are securing capital to launch their venture, with over 80% of nonprofits funding the venture through external means. When securing capital, nonprofits are typically using more than one source, and are primarily turning to foundations and the government for grants. While most organizations are using donations, grants and funds from their operating budget to launch their venture, 20% of organizations report that they did not obtain any capital to launch their venture (self-funded).



*multiple answers permitted as organizations tap multiple sources of capital.

Impact of Venture on Nonprofit

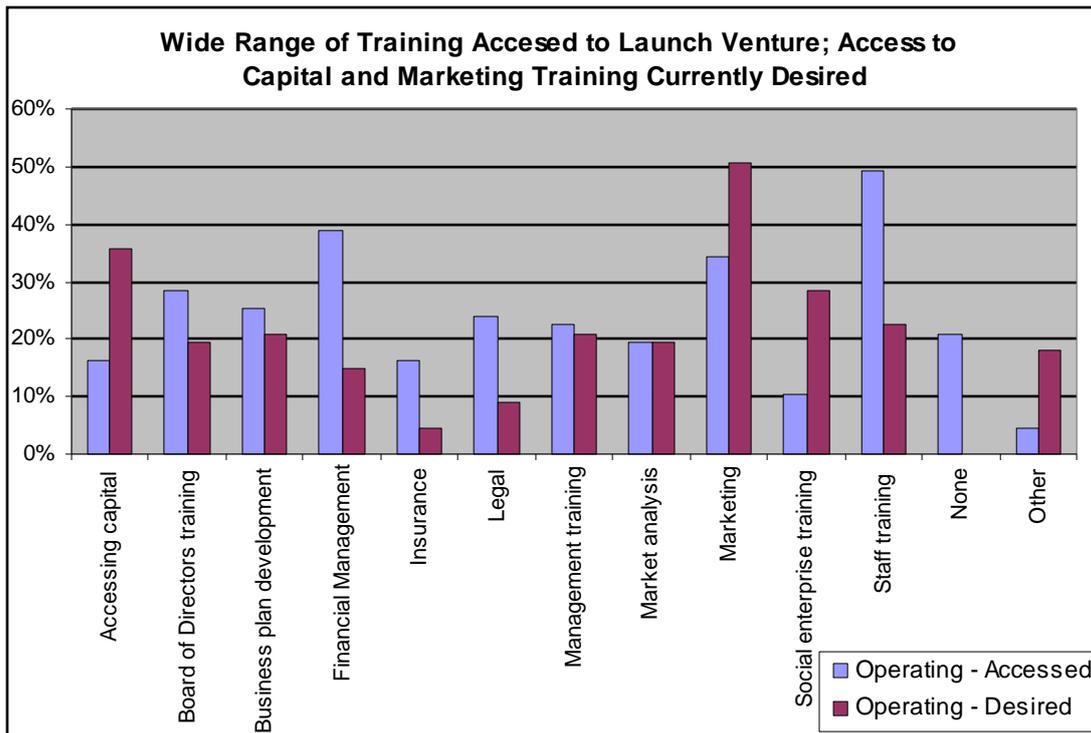
Social enterprise in Central Appalachia is having the greatest impact on nonprofits' ability to advance their mission, with 7 of 10 organizations citing a positive impact on mission advancement. More than half of the organizations with ventures also cited the importance of the venture's ability to contribute revenue to the parent nonprofit, and positively impact the nonprofit's entrepreneurial culture.



VI. Challenges and Training

Training Accessed and Desired

Organizations in Central Appalachia are securing training to launch ventures, with only 14% of those operating a venture reporting they had no training to launch. While the training initially utilized by organizations to launch their venture primarily centered on financial management and staff training, the training desired after launching and operating their venture centers primarily around marketing and accessing capital. This marks an opportunity for support organizations to provide training in these areas to organizations with ventures.



Of the organizations accessing some type of assistance or training, more than 75% utilized more than one type. Nonprofits are turning to both national organizations as well as local and regional resources for such training, with the majority of sources being regional. While there was a broad range of regional resources, Neighborworks was the most frequently used national resource, utilized by approximately 15% of organizations. Lawyers doing pro bono work were utilized by 14% of those organizations using resources.

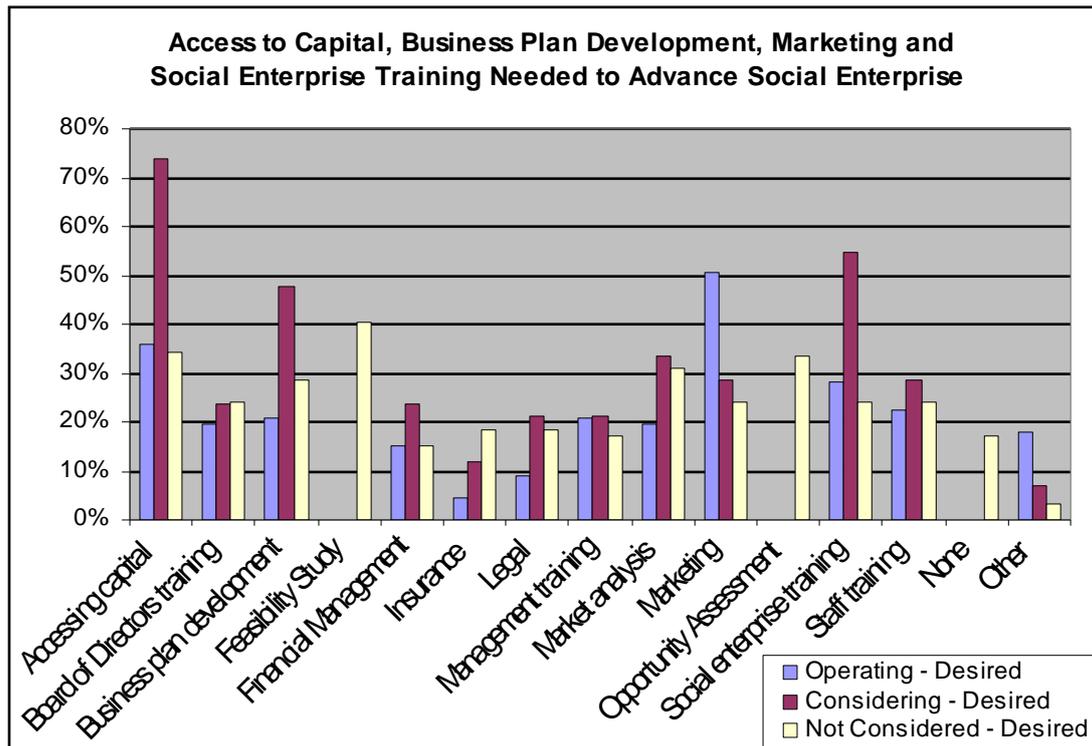
Interviews with organizations operating social enterprises echo the survey findings regarding training and technical assistance. Initial training accessed included feasibility study/business plan development as well as social enterprise training.

Training Desired to Advance Social Enterprise

The training requested in order to advance social enterprise in Central Appalachia is distinctly different based on the audience type:

- Nonprofits already operating ventures cite a need for training in marketing.
- Organizations that have considered social enterprise believe training in accessing capital, business plan development as well as general social enterprise training will help them move forward with social enterprise.

Interviews with existing social enterprises emphasize the need for training/technical assistance on marketing, as well as general venture growth strategy. Those considering a social enterprise report the same training needs identified in the survey: accessing capital, feasibility study/business plan development as well as general social enterprise training.



Challenges for Organizations Operating Ventures

Social enterprise practitioners learn through operating a venture, as evidenced by the change in organizations' initial challenges versus those they face currently.

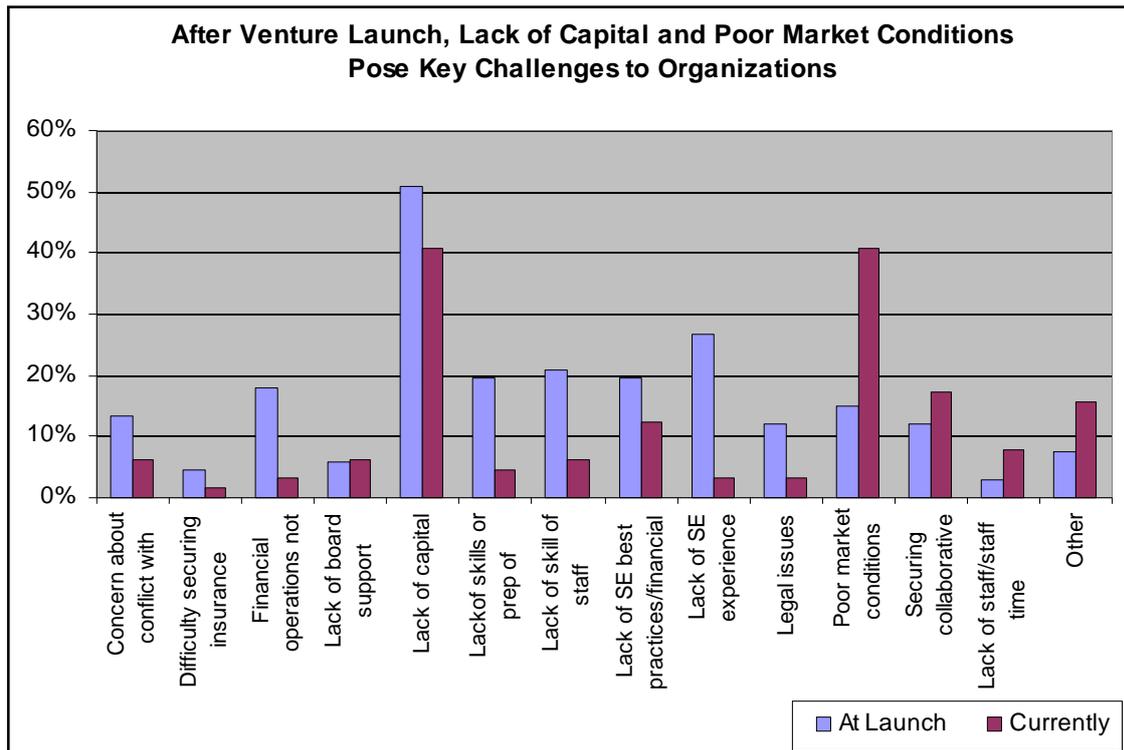
Key challenges cited at launch were:

- Lack of capital.
- Lack of social enterprise experience.
- Lack of skills or preparation of management.
- Lack of SE best practices/financial knowledge.

While noted as a challenge by fewer nonprofits now than initially, access to capital still remains a current challenge. Notably, "market conditions" rose in prominence as a key challenge.

Interviewees emphasized that the primary challenge in launching ventures was the lack of start-up capital and the lack of a well-developed feasibility study or business plan, both of which impacted the organizations' ability to effectively manage the venture at the onset. In addition, one interviewee noted that working with the existing staff at the nonprofit organization was a challenge when the venture was launched, primarily due to the internal culture shift that was necessary for the venture to be successful.

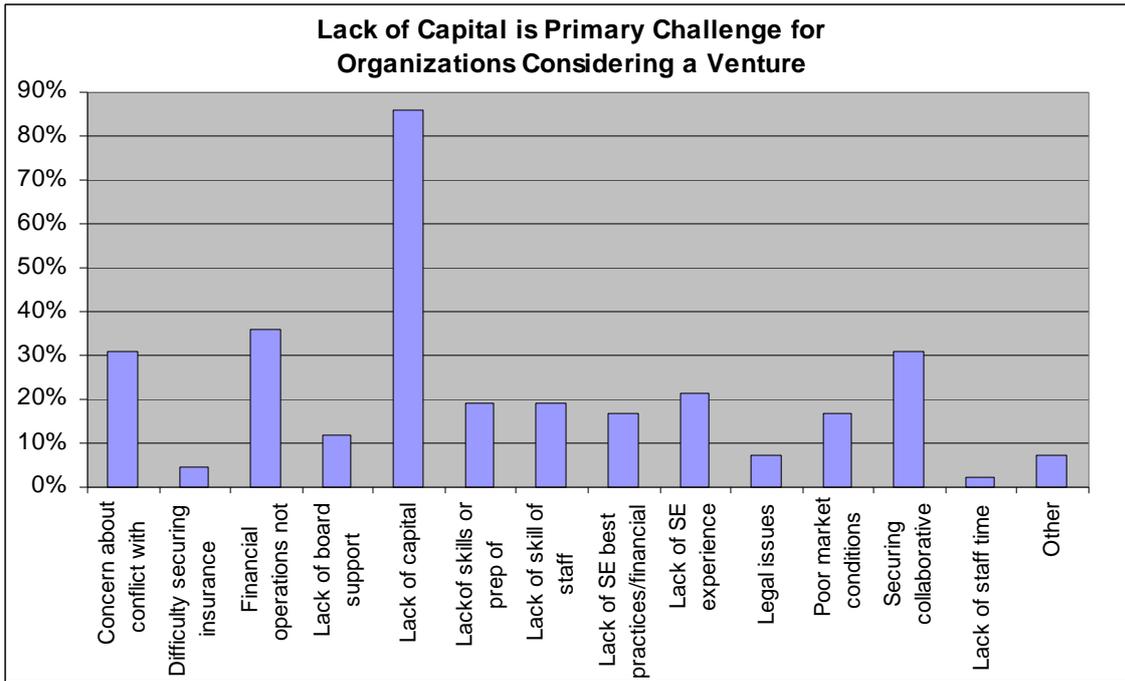
All of the interviewees noted that the primary challenges currently facing their ventures revolve around the organizations' ability to grow the venture. Specifically, interviewees noted the need for access to low-cost or free growth capital, as well as overcoming poor market conditions.



Challenges for Nonprofits Considering Operating a Venture

For nonprofits not operating a venture but considering one, 86% (36 organizations) view a lack of capital as the key obstacle to launching a venture. Secondary challenges for engaging in social enterprise are nonprofits' concern over social enterprise conflicting with their mission, financial operations not being ready for operating a venture as well as difficulty in securing collaborative partners.

Interviewees noted the difficulty in obtaining start-up funding for working capital requirements as well as capital improvements, as well as difficulty in obtaining qualified staff to manage the venture.



VII. Recommendations

The survey findings and interviews reveal that a solid foundation of social enterprise exists in Central Appalachia, and that the social enterprises are having a positive impact on their parent nonprofit organizations. The region is ripe for leveraging the existing social enterprise foundation and furthering growth – for organizations operating a venture, for organizations considering a venture, as well as for those organizations that do not operate and have not considered social enterprise. The following recommendations address specific opportunities and challenges in an effort to promote and stimulate social enterprise growth in the region.

Develop Regional Infrastructure and Support Services

Survey and interview findings reveal that nearly 86% of organizations with a social enterprise accessed some type of training prior to its launch. However, there was a wide variation in the provider of training, representing national, regional and local sources. There does not appear to be any one entity that nonprofit organizations in Central Appalachia are consistently turning to for social enterprise support and training.

To foster the growth and development of social enterprises in Central Appalachia, as well as to drive regional change in the nonprofit community, the development of regional infrastructure is recommended. This component would focus on creating a community-driven resource that could serve as the local entity for social enterprise expertise and service offerings could include a mix of the following support services:

- Provide technical assistance and training.
- Serve as a convener of resources and events.
- Foster and nurture social enterprise networks.
- Connect social enterprises with regional resources.
- Advocate and establish partnerships to increase sources, types and availability of capital for social enterprises in the region.
- Educate nonprofits on the spectrum of capital sources and types available.
- Maintain and manage a social enterprise fund.

This entity may be created as its own separate organization, may be built as a service offering within an existing organization, or may be a partnership between two or more existing organizations. Examples of different community-driven resources focused on supporting social enterprise include:

- The Social Enterprise Alliance and the University of Baltimore recently formed a regional chapter of the Social Enterprise Alliance in Baltimore, serving the Maryland, D.C. and Northern Virginia region. The aim of the partnership is “to cultivate the emergence of a vibrant, supporting ‘ecosystem’ for social enterprise by organizing learning, networking and information exchange opportunities for anyone interested in sustainable social innovation.”³
- The Social Innovation Accelerator is a private 501 c3 operating foundation focused on assisting nonprofit organizations in southwestern Pennsylvania develop and launch earned income ventures. unrestricted dollars for their organization. The goal of the Accelerator is to “concentrate investments of

³ www.se-alliance.org

capital, connections, knowledge, and field-tested systems to increase the viability and success of earned income ventures and their innovative approaches to social change.⁴

- Community Wealth Ventures partnered with the Center for Nonprofit Management (CNM) in Dallas, Texas to develop a long term strategy, infrastructure and skills for CNM in social enterprise. The goal of the three year relationship is to strengthen CNM's ability to support social enterprise in the region.

Offer Peer Based Training and Business Coaching to a Group of Existing Social Enterprises

Existing social enterprises report the need for the following types of training or technical assistance (in order of demand):

- Marketing: strategies and tactics.
- Accessing low cost or free growth capital.
- Social enterprise training/technical assistance that focuses on growing the venture.
- Staff and management training.
- Business plan development.

Interviews with organizations operating a venture suggest that developing a peer network of social enterprises to share best practices and lessons learned would be beneficial. In addition, interviewees stressed that training in the form of business coaching and mentoring, focused on developing strategies for growing the venture, would help to propel their ventures.

To effectively support existing social enterprises in growth business planning, a two-tiered approach that includes a peer learning component and individualized business coaching is recommended. This is a similar approach implemented by small business incubators.

The peer learning component should include representatives from 6 – 10 existing social enterprises in the region, be facilitated by experienced business consultants with social enterprise expertise, and convene for one day on a bi-monthly basis for a minimum of 6 months. It is recommended that sessions focus on business topics of interest to existing social enterprises, such as marketing strategies and tactics, as well as the exploration of solutions to pressing challenges, such as strategies for obtaining growth capital and overcoming adverse market conditions. If possible, participants would benefit from including an experienced social enterprise practitioner or entrepreneur as a keynote speaker to share lessons learned and best practices. The sessions will allow representatives from existing social enterprises to develop in-depth knowledge on particular business topics, as well as provide them with the opportunity to share their successes, seek advice and brainstorm possible solutions for ongoing challenges with peer organizations. It is expected that the in-depth monthly interaction with peer organizations will foster the creation of a network of regional enterprise leaders. This network of regional enterprise leaders can help raise the profile of social enterprise by serving as leaders and examples for other regional nonprofit organizations.

⁴ www.acceleratenow.org

In addition to the peer learning component, it is recommended that the same experienced business consultants provide customized, one-on-one targeted monthly coaching for each participating organization during the same time frame as the peer learning component. Due to the disparate location of many nonprofits in Central Appalachia, the coaching could easily be implemented over the telephone/webinar to reduce costs. The monthly coaching sessions should focus on helping each organization develop strategies and tactics for overcoming specific business challenges and/or growing the venture.

Offer Peer Based Training and Business Coaching to a Group of Organizations Considering Social Enterprise

Organizations not currently operating a social enterprise report the need for the following types of training or technical assistance (in order of demand):

- Accessing low-cost or free start up capital.
- General social enterprise training.
- Feasibility study/business plan development, as well as basic business skills.

Interviews suggest that offering peer-based training to develop business skills, as well as individual business coaching through the initial launch and first year of operations, would help to build the base of organizations engaging in social enterprise.

To address the needs of organizations currently not operating but considering a venture, a two-tiered approach that includes a peer learning component and individualized business coaching is recommended for organizations interested in launching a venture. Again, this approach is similar to those used by small business incubators, as well as the approach recommended for existing social enterprises. However, due to the unique needs of organizations at different stages in the development of their social enterprise, it is important to have a unique group for those currently operating a social enterprise and those interested in launching a venture.

The peer learning component should include representatives from 6 – 10 nonprofit organizations in the region committed to launching a social enterprise, be facilitated by experienced business consultants with social enterprise expertise, and convene for one day on a monthly basis for a minimum of 10 months. The peer learning sessions should follow a curriculum that covers important aspects of the feasibility study/business planning process, including:

- Market research.
- Financial analysis and modeling.
- Competitive analysis.
- Marketing strategies and tactics.
- Pricing.
- Operations.
- Capitalization.

If possible, participants would benefit from including an experienced social enterprise practitioner or entrepreneur as a keynote speaker to share lessons learned and best practices. The sessions will provide the participants with the knowledge needed to effectively engage in the business planning process for a social enterprise, as well as

the opportunity to receive feedback, share experiences and challenges with peer organizations. It is expected that the in-depth monthly interaction with peer organizations will foster the creation of a network of regional enterprise leaders.

In addition to the monthly peer learning component, each organization should also receive advice, technical assistance and coaching specific to the planning for its social enterprise through monthly customized consulting sessions with the same experienced business consultants. Again, due to the disparate location of many nonprofits in the Central Appalachian area, coaching could be conducted via phone/webinar. The monthly coaching sessions leverage the collective potential of the team to make sound business decisions. The meetings focus on analyzing data and business strategy decision making.

Offer Social Enterprise Community Workshops to Organizations Not Operating Nor Considering Social Enterprise

While the survey results and interview findings reveal that a solid foundation of social enterprise exists in Central Appalachia, 45% of survey respondents stated that they do not operate a social enterprise and have not considered social enterprise as a strategy for their organization.

In an effort to build awareness and interest in social enterprise, a three-part community workshop series in different areas of Central Appalachia is recommended. The community workshops should be facilitated by experienced business consultants with social enterprise expertise, should target a broad array of nonprofit organizations, and should be scheduled to align with other events targeting nonprofit organizations. The purpose of the workshops should be to educate a broader audience of nonprofit organizations on social enterprise by providing a conceptual framework and planting the seed for future earned income endeavors. Sample workshop topics could include:

- Introduction to Social Enterprise.
- Identifying your Social Enterprise Opportunities.
- How Feasible are your Social Enterprise Opportunities?
- Getting Started: Building a Successful Social Enterprise.
- Top Ten Lessons Learned from Local Social Entrepreneurs.

Regional social enterprise leaders could serve as speakers at the community workshops, sharing their experiences launching an operating a social enterprise and the impact that it has had on the parent nonprofit organization.