



SOCIAL ENTREPRENEURSHIP TOOLBOX

This “toolbox” of social entrepreneurship resources is provided courtesy of Authenticity Consulting, LLC of Minneapolis and Toronto.

It is a part of the handout materials for our workshop, “Social Entrepreneurship: A Introductory Workshop for Nonprofit Leaders.” Contact our workshop leader, Andy Horsnell, for details at andy@authenticityconsulting.com .

Authenticity Consulting, LLC provides practical, action-focused approaches to nonprofit management and organization development. See our website for details at www.authenticityconsulting.com

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Minneapolis (763) 971-8890
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www.authenticityconsulting.com

ARTICLES

Enterprising Nonprofits: What Do You Do When Traditional Sources of Funding Fall Short?

by J. Gregory Dees, Harvard Business Review, January/February 1998, 55-67. 12 pages.

“Because they face rising costs, more competition for fewer donations and grants, and increased rivalry from for-profit companies entering the social sector, many nonprofit organizations are looking for commercial ways to raise more funds. For example, San Francisco's Delaney Street program for addicts has opened a restaurant staffed by clients, which helps pay the bills while providing on-the-job training. There are many such opportunities but also many pitfalls in this approach. Professor J. Gregory Dees of the Harvard Business School offers a framework to help nonprofit leaders figure out when commercial activities will or will not work.”

Available for \$6.50 at www.hbsp.harvard.edu/products/hbr/

The Meaning of 'Social Entrepreneurship'

by J. Gregory Dees, October 31, 1998.

Available for free at www.the-ef.org/resources-Dees103198.html

Sources of Financing for New Nonprofit Ventures

by J. Gregory Dees and Nadine Dolby, Harvard Business Review, July 1996. 11 pages.

“Designed to help nonprofit entrepreneurs design fund-raising strategies that are appropriate for their specific organizations. Discusses the major fund-raising alternatives, including foundations, corporations, government sources, wealthy individuals, and the public, and provides references for further research.”

Available for \$6.50 at www.hbsp.harvard.edu/products/hbr/

The Social Enterprise Spectrum: Philanthropy to Commerce.

by J. Gregory Dees, Harvard Business Review, May 1996. Seven pages.

“With the boundaries between philanthropy and commerce blurring, this note briefly gives nonprofit managers and social entrepreneurs a framework (the Social Enterprise Spectrum) for thinking creatively about structural options in the social sector. Teaching Purpose: To help students understand the economic diversity of the social sector as it ranges from philanthropic to commercial enterprise.”

Available for \$6.50 at www.hbsp.harvard.edu/products/hbr/

Genius at Work

“With his potter's hands, Bill Strickland is reshaping the business of social change. His Pittsburgh-based program offers a national model for education, training - and hope.”

by Sara Terry, Fast Company issue 17, page 170.

Available for free at www.fastcompany.com/online/17/genius.html

The New Landscape for Nonprofits

“The entry of for-profits into social services raises fundamental questions about the mission and future of nonprofits.”

by William P. Ryan. Published by Harvard Business School, January 1999. Ten pages.

Available for \$5.50 at www.hbsp.harvard.edu/products/hbr/

Merging Mission and Money: A Board Member's Guide to Social Entrepreneurship

by the National Center for Social Entrepreneurs

Available for free at www.socialentrepreneurs.org (you can view only, no printing allowed)

Profit Potential: Advancing Your Mission Through Social Entrepreneurship

by the National Center for Nonprofit Boards. 16 pages

Available for \$10.00 (members price is \$7.50) at www.ncnb.org

REPORTS

Charities Doing Commercial Ventures

Toronto: The Trillium Foundation, 1998.

Executive summary available for free at

www.trilliumfoundation.org/english/info_resources_commercial_ventures.html

New Social Entrepreneurs: The Success, Challenge and Lessons of Nonprofit Enterprise Creation.

by Emerson, Jed and Fay Twersky, editors, The Roberts Foundation, Homeless Economic Development Fund, San Francisco. September 1996. "The Roberts Enterprise Development Fund produced *New Social Entrepreneurs: The Success, Challenge, and Lessons of Non-Profit Enterprise Creation* in 1996. The book was written to provide an up-to-date report to the growing number of people interested in nonprofit business development. Not intended as a definitive statement, but as a 'report from the trenches' it is offered in contribution to what has fast become a major national dialogue."

Available for free at www.redf.org/pub_nse.htm

REDF Box Set - Social Purpose Enterprises and Venture Philanthropy in the New Millennium

"The Roberts Enterprise Development Fund and its Portfolio members produced this three volume set to answer three questions. First, practitioners within social purpose enterprises were asked: If you were starting out again, what would you be interested in learning about and what do you wish you had known? (Volume 1: Practitioner Perspectives) Then, REDF staff and partners provided candid answers to the question: What is REDF's approach to venture philanthropy? (Volume 2: Investor Perspectives) Lastly, Teresa Moore tackled the critical question: Who is the successful social entrepreneur? (Volume 3: Practitioner Profiles)"

Available for free at www.redf.org/pub_boxset.htm

Holding the Center: America's Nonprofit Sector at a Crossroads

by Lester Salamon, Nathan Cummings Foundation, New York, 1997. An excellent overview of the challenges and opportunities that are driving nonprofit leaders to consider new ways of operating their organizations.

Available for free at www.ncf.org/reports/special/rpt_hc/rpt_hc_contents.html

Unleashing New Resources and Entrepreneurship for the Common Good: A Scan, Synthesis, and Scenario for Action

by Tom Reis. Battle Creek, Michigan: W.K. Kellogg Foundation, 1999. "This scan presents an overview of changes and corresponding opportunities related to how philanthropy and social change organizations and leaders are integrating market concepts into their work, value sets, and organizational structures. This paper makes the case that a critical mass of organizations and leaders is engaging in these opportunities, resulting in a perceptible demand for new learning environments and related services, actions and solutions, and spaces for convening."

Available for free at www.wkkf.org

EVENTS

***The Third National Gathering for Social Entrepreneurs*, Seattle, September 12 to 15, 2001**

"The National Gathering will:

- Bring more than 300 social entrepreneurs from across the nation and abroad to the Seattle Gathering;
- Deliver a multi-track program that adds value for experienced social entrepreneurs, novices, funders, corporate partners, and academics;
- Evolve into a membership association for social entrepreneurs, with the goal of 750 members within two years;
- Continue annual Gatherings, with Minneapolis chosen as the site of the Fourth, in September 2002;
- Provide membership services, products, and networking opportunities to serve both novice and established social entrepreneurs;
- Become a formidable public advocate for social entrepreneurship;
- Plan strategically for the advancement of social entrepreneurship."

For details, see www.nationalgathering.org

BOOKS & WORKBOOKS

The Nonprofit Entrepreneur: Creating Ventures to Earn Income

by Edward Skloot, ed. Foundation Center, New York, New York, 1988.

"In a relatively brief number of pages, Skloot presents information on legal concerns, organizational development, and a number of other issues of interest to the social entrepreneur. A great overview document..." ~ Jed Emerson

Available for \$19.95 from www.amazon.com

Enterprising Nonprofits: A Toolkit for Social Entrepreneurs

by Jed Emerson, J. Gregory Dees, and Peter Economy. John Wiley & Sons, Inc., New York, NY. 2001. From the book jacket: *"...offers concise and engaging explanations of the most successful business tools being used by nonprofits today. The authors clearly describe all the concepts so you'll be able to embrace the methods of social enterprise for your organization."*

Available for \$27.96 from www.amazon.com

Social Entrepreneurship: The Art of Mission-Based Venture Development

by Peter C. Brinckerhoff. John Wiley & Sons, Inc., New York, NY. 2000. From the author: *"This cutting-edge book focuses readers on the key parts of becoming a social entrepreneur including risk taking, idea generation, and complete guides to feasibility studies and business planning. Financing strategies, UBIT and corporate structures are also thoroughly covered."*

Available for \$44.95 from www.amazon.com

Venture Forth! The Business Development Workbook for Nonprofit Organizations

by Rolfe Larson, Amherst H. Wilder Foundation, Saint Paul, MN. 2001. From the author: *"This book is intended for nonprofit managers and board members who want a hands-on guide to business planning and venture development."*

Available Fall 2001 at

www.wilder.org/pubs/index.html

The Complete Guide to Money-Making Ventures for Nonprofit Organizations

by Peter C. Brown, The Taft Group, Washington, D.C. 1986. From the author: *"This book will help you through the formative stages of identifying and structuring money-making ventures, organizing agency resources and commitment, avoiding costly mistakes, and generating the most earned income for the least*

cost while contributing directly to the nonprofit mission of the agency."

Out of print, but used copies may be available on www.amazon.com

Managing for Profit in the Nonprofit World

by Paul B. Firstenberg. New York: The Foundation Center, 1986.

Out of print, but used copies may be available on www.amazon.com

Exploring the Climate for Earned Income Development

by Andrew (Andy) Horsnell. Minneapolis: Authenticity Consulting, LLC, 2000. From the author: *"This practical, fill-in-the blanks workbook is designed to help you explore the support and challenges that are that are present for developing earned income¹ in your nonprofit organization."*

Available for \$5.00 from www.authenticityconsulting.com

Taking Stock of Your Earned Income Assets

by Andrew (Andy) Horsnell. Minneapolis: Authenticity Consulting, LLC, 2000. From the author: *"This practical, fill-in-the blanks workbook is designed to help you take stock of all the various assets and resources you have to develop earned income."*

Available for \$5.00 from www.authenticityconsulting.com

Identifying Your Earned Income Opportunities

by Andrew (Andy) Horsnell. Minneapolis: Authenticity Consulting, LLC, 2000. From the author: *"This practical, fill-in-the blanks workbook is designed to help you identify, rank, and select your best earned income opportunities."*

Available for \$5.00 from www.authenticityconsulting.com

¹ In this workbook, we define earned income as money received (either from the user or a third party) in return for the provision of specific services or products. It includes (but is not limited to) user fees, contract revenues, product sales; it does not include donations and grants.

SOCIAL ENTREPRENEURSHIP TOOLBOX

RESOURCES & ORGANIZATIONS ON THE WORLD WIDE WEB

Social entrepreneurship

The following three websites will link you to the huge and growing social entrepreneurship network:

About.com's "Social Enterprise" page:

<http://entrepreneurs.about.com/smallbusiness/entrepreneurs/cs/socialenterprise/>

Authenticity Consulting's "Social Entrepreneurship" page:

www.managementhelp.org/soc_entr/soc_entr.htm

The Roberts Enterprise Development Fund's "Links" page:

www.redf.org/links_main.htm

Nonprofit Management

These two websites will link you to the massive amount of free, practical nonprofit management resources that are on the World Wide Web:

Authenticity Consulting's "Free Management Library":

www.managementhelp.org

Corporate Alternative Inc.'s "Links" page:

www.missionbased.com/links.htm

About.com's "Nonprofit Charitable Organization" page:

<http://nonprofit.about.com/careers/nonprofit/>

Entrepreneurship & Small Business Management

Authenticity Consulting's "Free Management Library":

www.managementhelp.org

The Kauffman Center for Entrepreneurial Leadership's EntreWorld – a world of resources for entrepreneurs:

www.entreworld.org

About.com's "Entrepreneur" page:

<http://entrepreneurs.about.com/smallbusiness/entrepreneurs/>

About.com's "Small Business Information" page:

<http://sbinformation.about.com/smallbusiness/sbinformation/>

CCH Incorporated's Business Owner's Toolkit – "total know-how for small business"

www.toolkit.cch.com

The Small Business Administration's website: www.sba.gov

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CONSULTANTS & OTHER SERVICE PROVIDERS

Please note: Authenticity Consulting, LLC accepts no responsibility and offers no warranty for the services provided by any of the organizations listed below (except Authenticity Consulting, LLC). We receive no remuneration from these organizations for including them in this list. They are provided purely for your information.

Authenticity Consulting, LLC

“Practical, action-focused approaches to non-profit management and organization development.”

Minneapolis, Minnesota and Toronto, Canada

www.authenticityconsulting.com

Phone: (763) 971-8890

Fax: (763) 592-1661

Brody Weiser Burns

“Our mission is to help focus and strengthen the efforts of organizations working toward progressive social change. Emphasizing participation and cooperation, we work with you at every step to help your staff, directors, key customers, and other constituents realize a common vision of what your organization can do and how to do it.”

Branford, Connecticut

www.brodyweiser.com

Phone: (203) 481-4199

Fax: (203) 481-9536

Community Wealth Ventures, Inc.

“A consulting firm that assists in all aspects of entrepreneurial wealth creation for the social sector. Our objective is to teach our clients how to best leverage the Community Wealth concept to meet their mission and revenue objectives.”

Washington, D.C., and New York, NY

www.communitywealth.com

Phone: (202) 478-6570

Fax: (347)-5868

Corporate Alternatives, Inc.

“Offering the Mission-Based Management® line of publications, training, and consultation for not-for-profit organizations.”

Springfield, Illinois

www.missionbased.com

Phone: (217) 787-6993

Fax: (217) 787-9316

The Learning Institute for Nonprofit Organizations

“The premiere provider of educational programs for the nonprofit sector.”

Madison, Wisconsin

www.uwex.edu/li

Phone: (800) 214-8326

Fax: (608) 274-9978

National Center for Social Entrepreneurs

“Our mission is to increase the effectiveness and financial self-sufficiency of the nonprofit sector by helping individual nonprofits that act in a more businesslike and entrepreneurial manner.”

Minneapolis, Minnesota

www.socialentrepreneurs.org

Phone: (800) 696-4066

Fax: (763) 595-0232

Pinchot & Company

“...teaches the art of intrapreneuring – releasing the entrepreneurial spirit within a corporation.”

Bainbridge Island, Washington

www.pinchot.com

Phone: (206) 780-2800

Fax: (206) 780-9669

Pioneer Consulting Services

“Nonprofits can become more financially self-sufficient and diversify revenue sources while serving and strengthening their mission. Pioneer Consulting Services can work with you to assess and strengthen your nonprofit's capabilities for social entrepreneurship.”

Seattle, Washington

www.pioneerhumanserv.com/Consulting.html

Phone: (206) 768-1990

Fax: (206) 768-8910

Rolfe Larson Associates

“A marketing, finance and venture consulting firm...that has worked with dozens of nonprofit organizations and small businesses to help them develop successful business strategies.”

Saint Paul, Minnesota

www.rolfelarson.com

Phone: (651) 696-1090

The United States Small Business Administration

Go to www.sba.gov/regions/states.html to locate an SBA office near you.

This is the most basic source of funds for any company and hopefully the method that brings in the most money, and is known as retained earnings. These funds can be used to reward shareholders in the form of dividend payments or share buybacks, but are also used to invest in projects and grow the business. 2. Debt Capital. Like individuals, companies can and borrow money. This can be done privately through bank loans, or it can be done publicly through a debt issue. When evaluating companies, it is most important to look at the balance of the major sources of funding. For example, too much debt can get a company into trouble. On the other hand, a company might be missing growth prospects if it doesn't use money it can borrow. Sources of Financing for New Nonprofit Ventures by J. Gregory Dees and Nadine Dolby, Harvard Business Review, July 1996. 11 pages. "Designed to help nonprofit entrepreneurs design fund-raising strategies that are appropriate for their specific organizations. Discusses the major fund-raising alternatives, including foundations, corporations, government sources, wealthy individuals, and the public, and provides references for further research." Available for \$6.50 at www.hbsp.harvard.edu/products/hbr/. The Social Enterprise Spectrum: Philanthropy to Commerce. by J. Gregory Dees, Harvard Business Review, 1996. pp. 55-67. Domínguez, J. (Ed.). (1994). Social movements in Latin America: The experience of peasants, workers, women, the urban poor and the middle sectors. New York: Garland. Drucker, P. F. (1985).