

International Social Enterprise Business Models Conference – Mergers, Acquisitions & Partnerships



Session 2

Gaining Business and Seizing Opportunities



Dharmendra Kanani

Big Lottery Fund



Kevin Lynch

Rebuild Resources

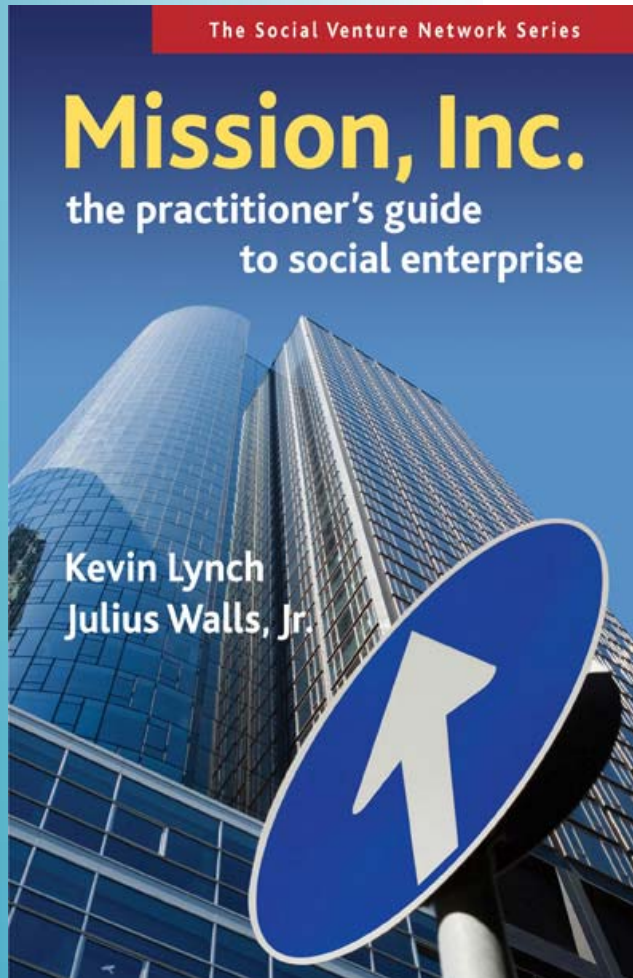




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Business Models Conference



**A PRACTITIONER'S
APPROACH TO
BUILDING BUSINESS,
RELATIONSHIPS &
PARTNERSHIPS**



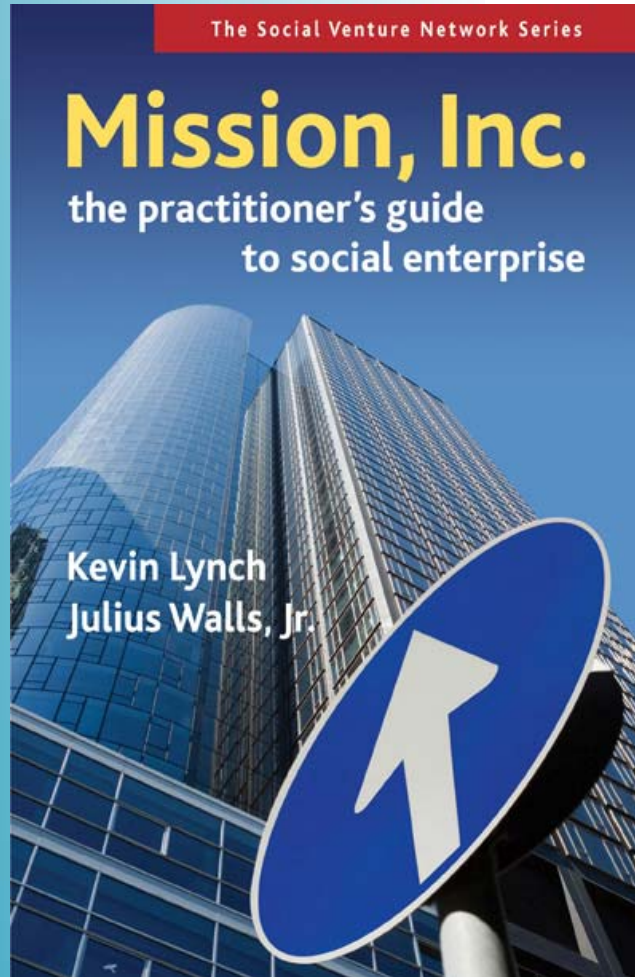
Mission, Inc.

Contributors

- **Rick Aubry - Rubicon**
- **Shari Berenbach - Calvert Foundation**
- **Scott Blackwell - Immaculate Baking Co.**
- **Allen Bromberger - Perlman & Perlman**
- **Jim Fruchterman - Benetech**
- **Cynthia Gair, Carla Javits - REDF**
- **Darell Hammond - KaBOOM!**
- **Mike Hannigan - Give Something Back**
- **Jeffrey Hollender - Seventh Generation**
- **Kevin Jones - Good Capital**
- **Scott Leonard - Indigenous Designs**
- **Chris Mann - Guayaki Yerba Mate**
- **Kevin McDonald - TROSA**
- **Clara Miller - Nonprofit Finance Fund**
- **Fred Miller - Kaleel Jamison Consulting Group, Inc.**
- **Joan Pikas - The Enterprising Kitchen**
- **Mal Warwick - Mal Warwick Associates**
- **Judy Wicks - White Dog Cafe**
- **Alfred Wise - Community Wealth Ventures**
- **Lee Zimmerman - Evergreen Lodge**



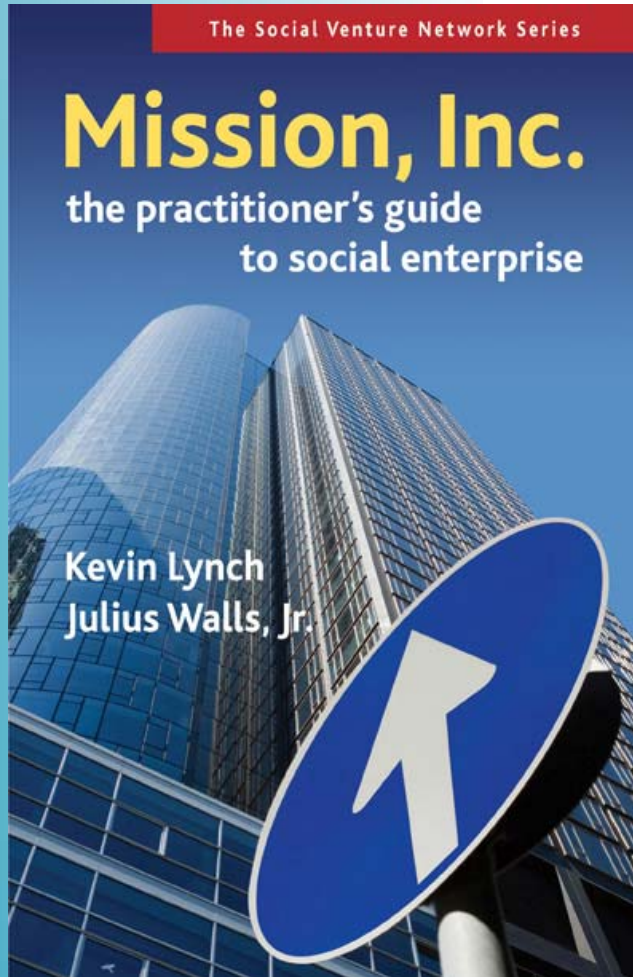
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**What
brings you
here?**



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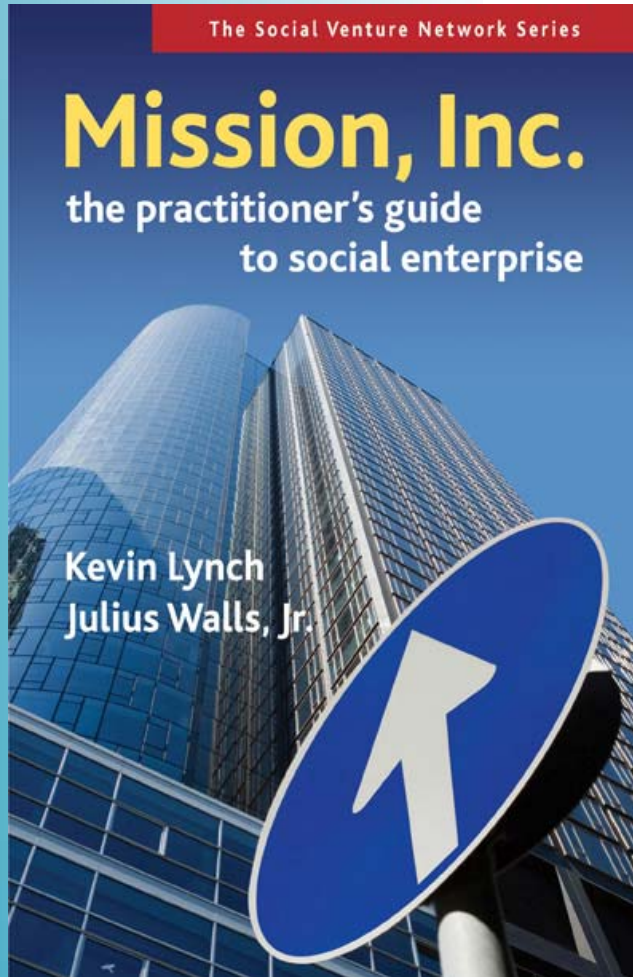


Why Social Enterprise?



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Social Enterprise Definition

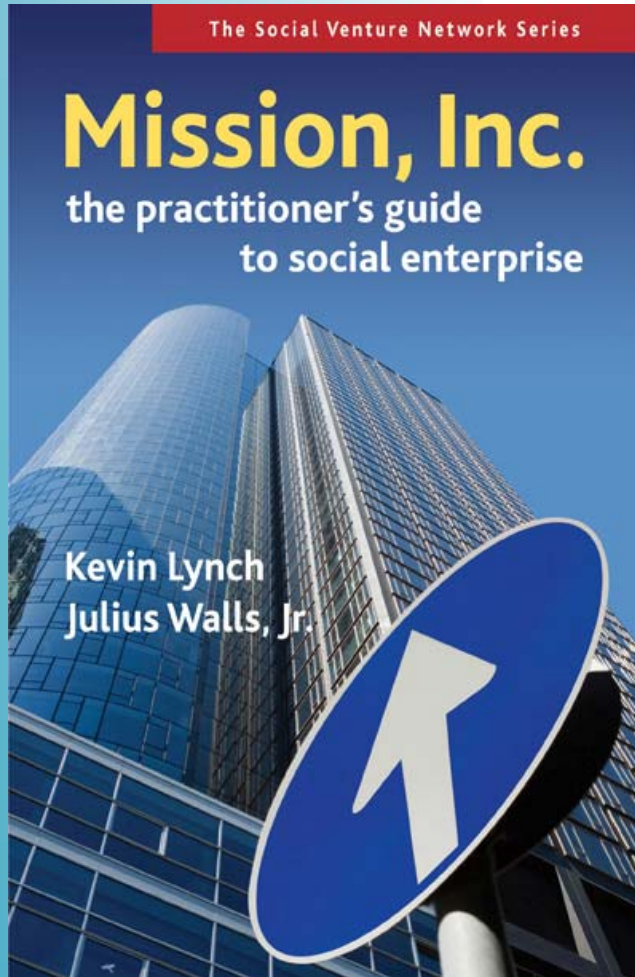


**A business whose
primary purpose is
the common good.**



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Social Enterprise Dilemma



**We're not doing
enough.**

**We have to get
better to get bigger
to do more.**



Why Businesses Fail:

TRADITIONAL BIZ

- **Lack of cash**
- **Lousy marketing**
- **Failure to innovate**
- **Poor service**
- **Inefficient ops**
- **Lack of leadership**
- **Unhealthy culture**
- **Low business skill**

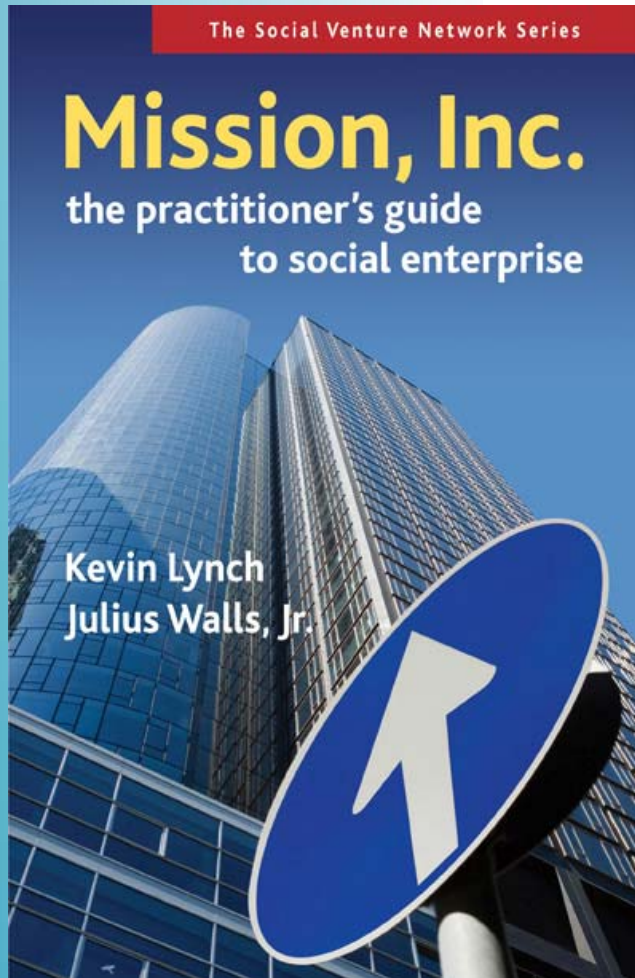
SOCIAL ENTERPRISE

- **Lack of cash**
- **Lousy marketing**
- **Failure to innovate**
- **Poor service**
- **Inefficient ops**
- **Lack of leadership**
- **Unhealthy culture**
- **Low business skill**
- **Unwarranted optimism**
- **Failure to cut losses**
- **Unrealistic belief in mission over reality.**



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The Practitioner's Formula



Do all the right things a traditional business does.

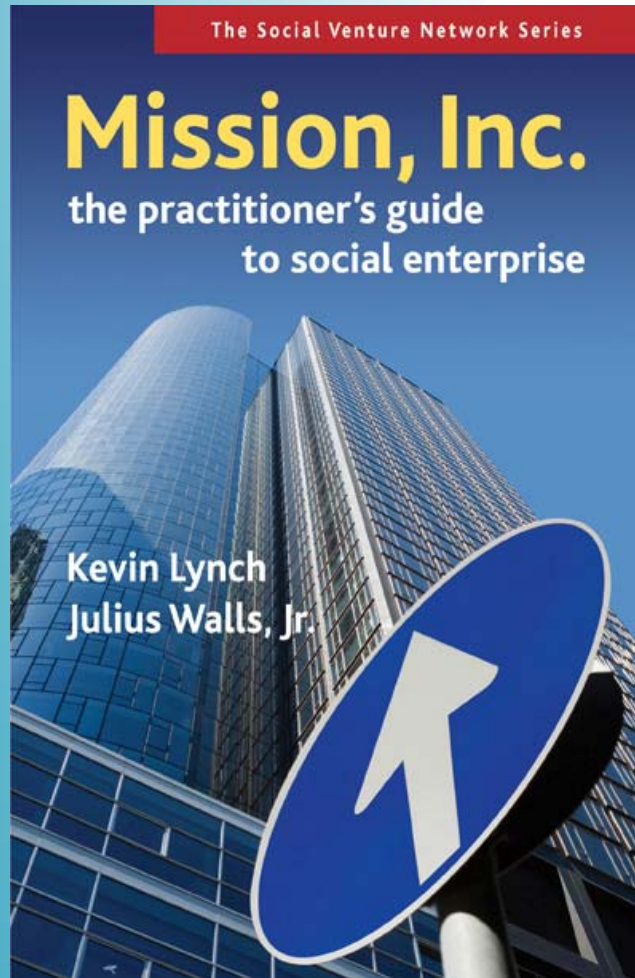
Avoid the social enterprise traps.

Grab the points of leverage available only to social enterprise.



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The Ten Paradoxes of Social Enterprise

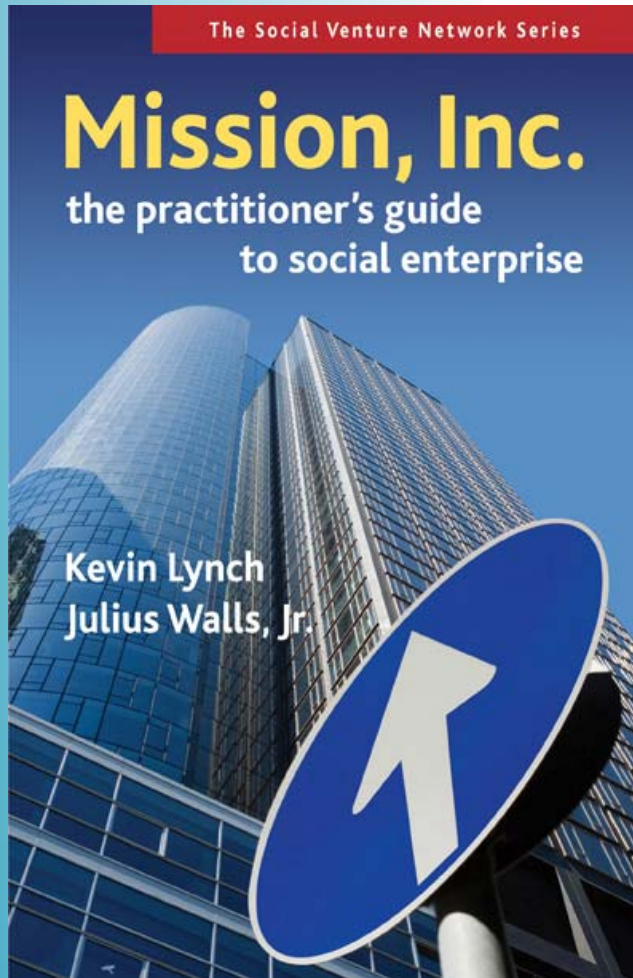


- 1. Doing Good vs. Doing Well**
- 2. Form vs. Function**
- 3. Planning vs. Practice**
- 4. Debits vs. Credits**
- 5. Do-Gooders vs. Good-Doers**



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The Ten Paradoxes of Social Enterprise

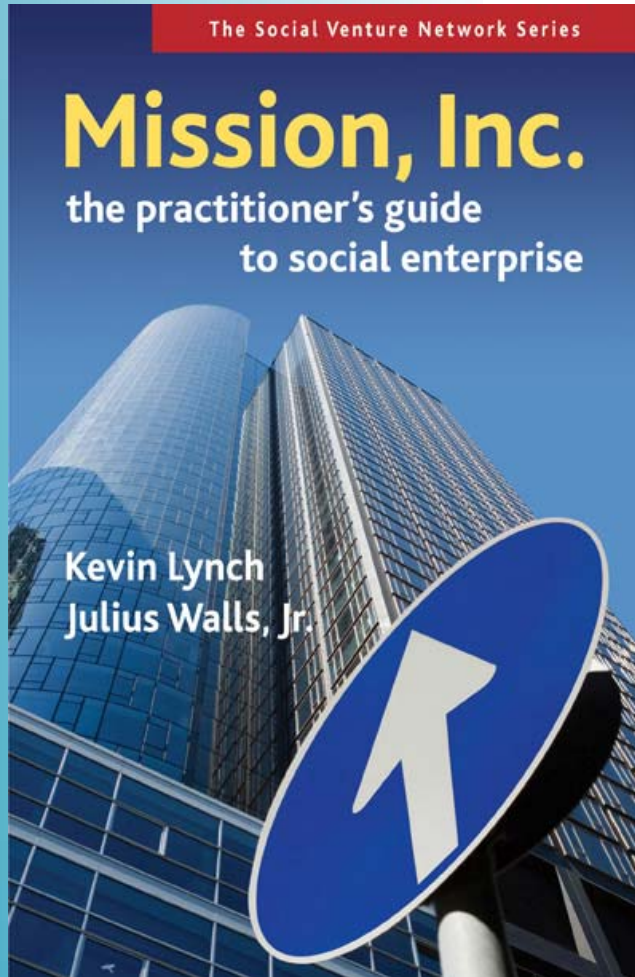


6. Perception vs. Reality
7. Value vs. Waste
8. Metrics vs. Instinct
9. Growth vs. Focus
10. Sweat Equity vs. Blood Equity



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Profound Opportunity for Social Enterprise

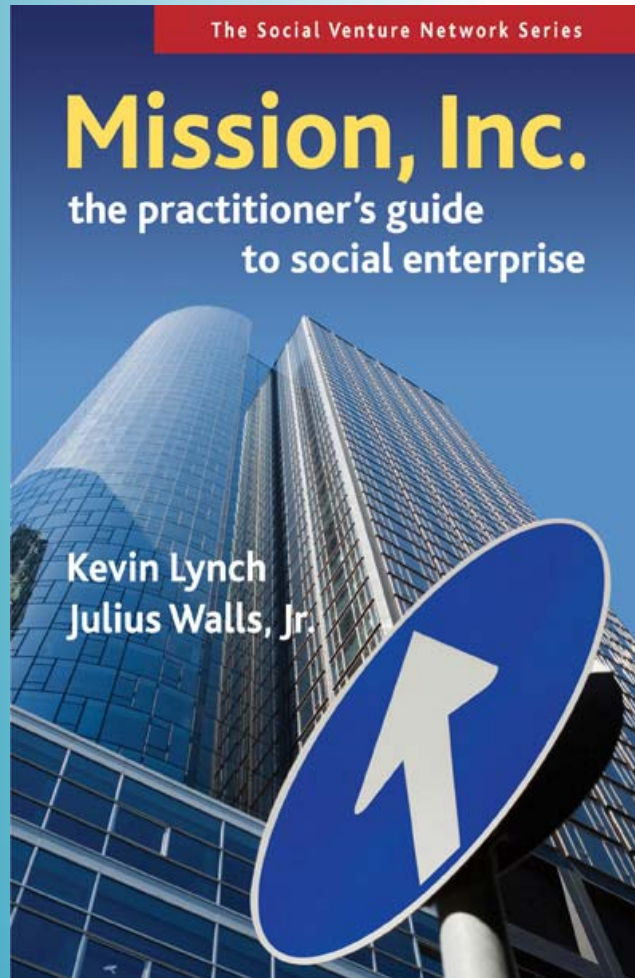


**Historic opening
due to lack of
confidence in
traditional
economy.**



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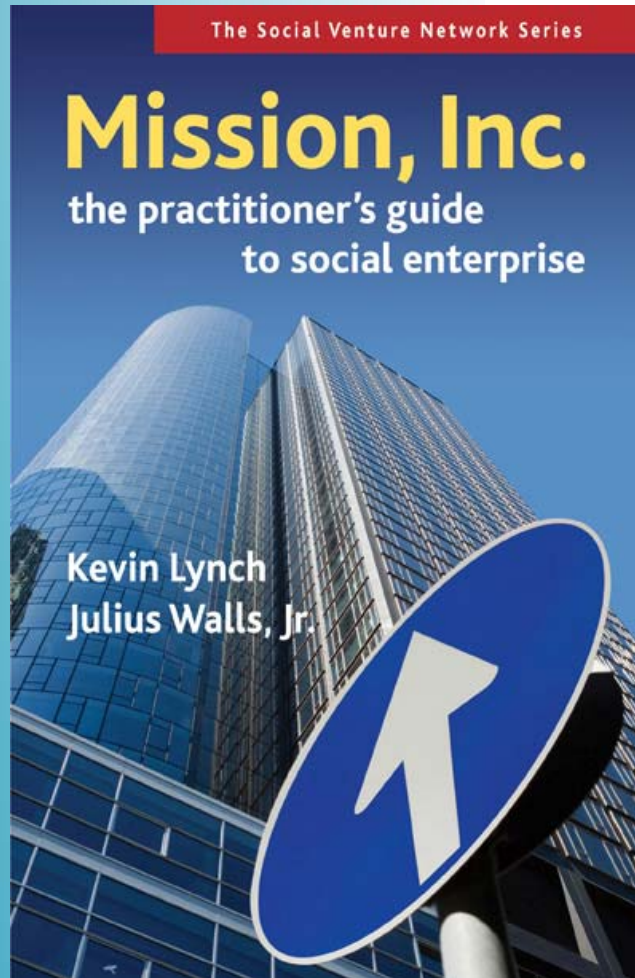
Corollary:



**New
Opportunities Up
For Grabs When
Marginal
Businesses Fail**

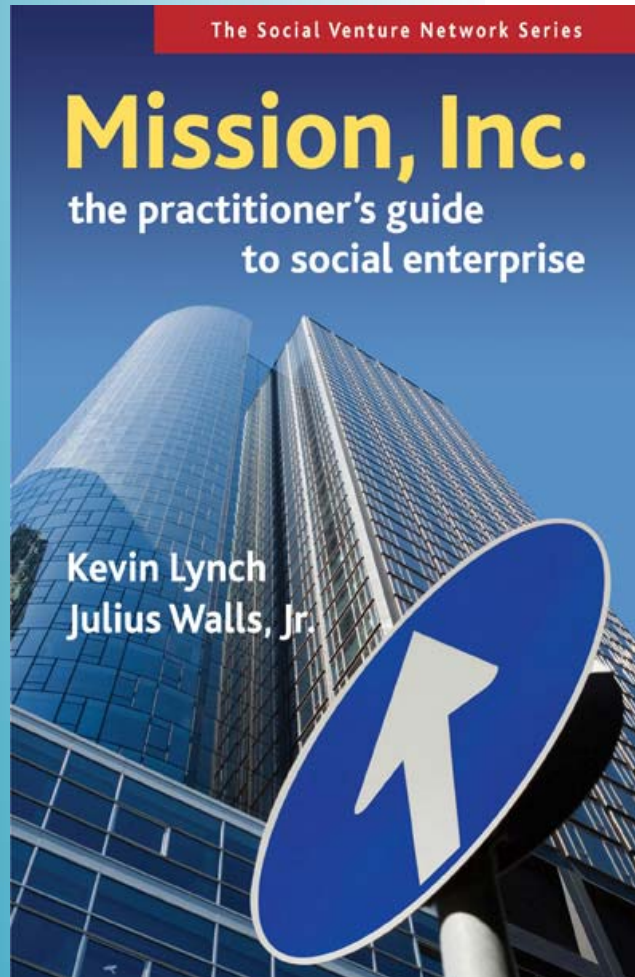


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A PRACTITIONER'S APPROACH TO BUILDING BUSINESS, RELATIONSHIPS & PARTNERSHIPS

Practitioner Approach **#1**

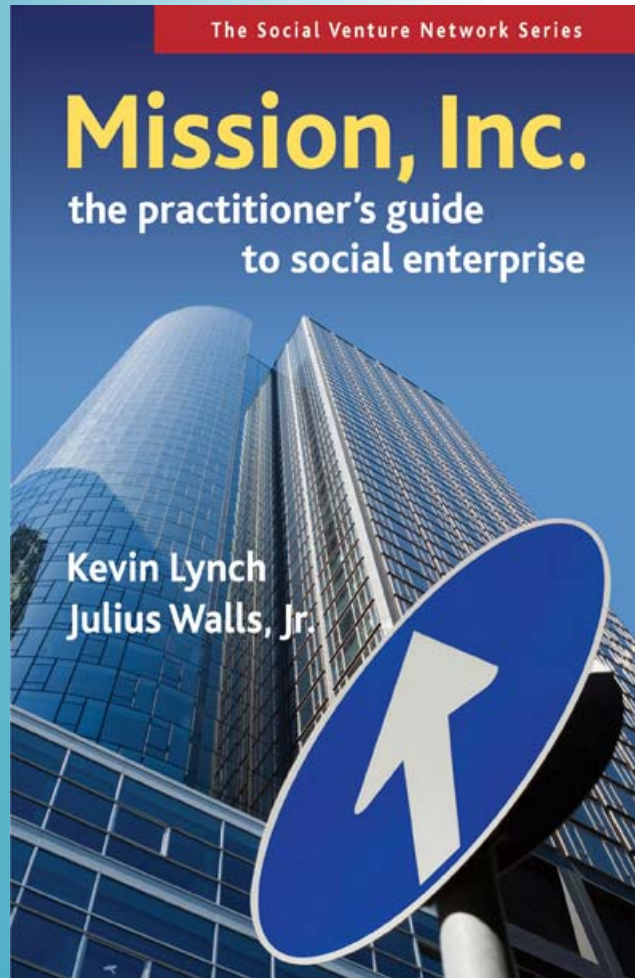


**Good
competitors
make good
partners.**



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Practitioner Approach *#2*

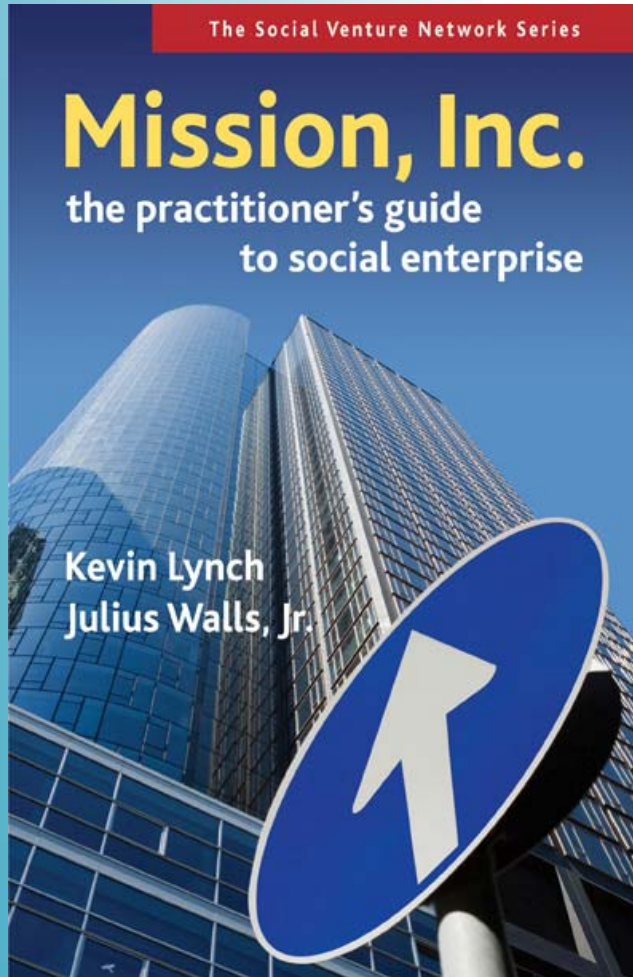


**Mitigate
partners' risk
through
operational
excellence.**



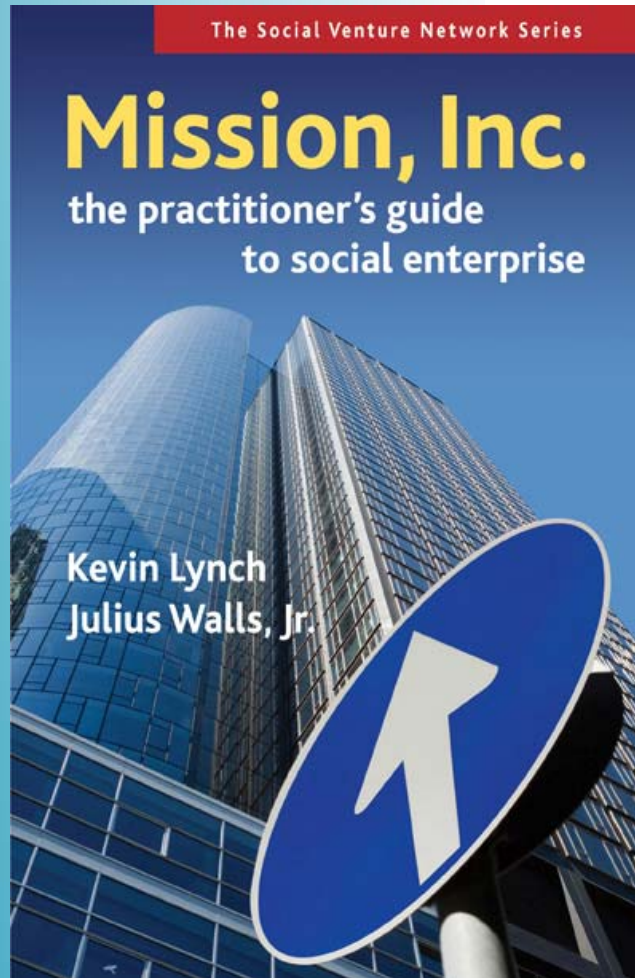
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Practitioner Approach *#3*



**Clearly account
for cost of
business and
cost of mission.**

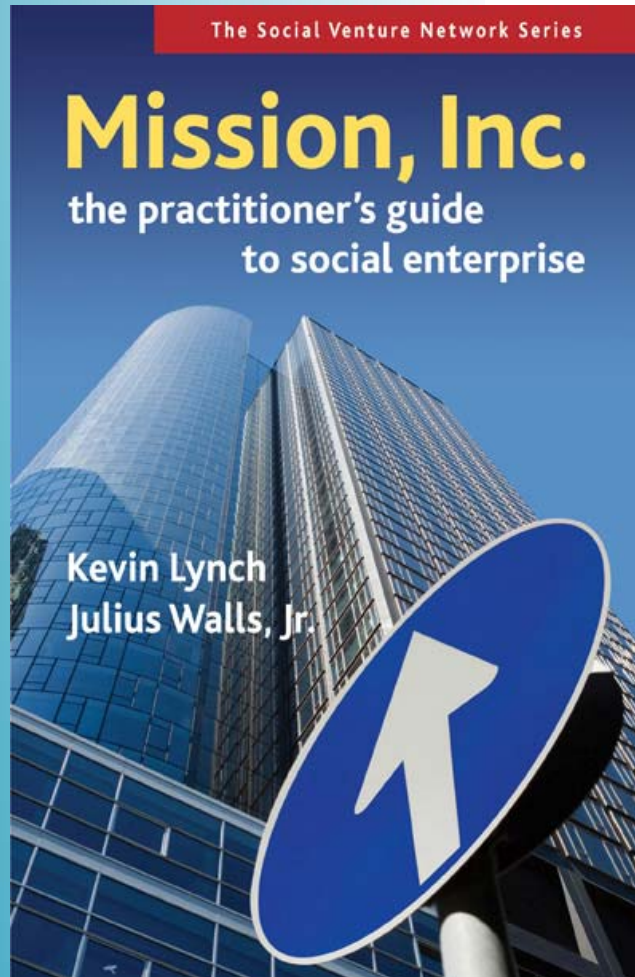
Practitioner Approach *#4*



High leverage partnerships:

A. Technology and Infrastructure

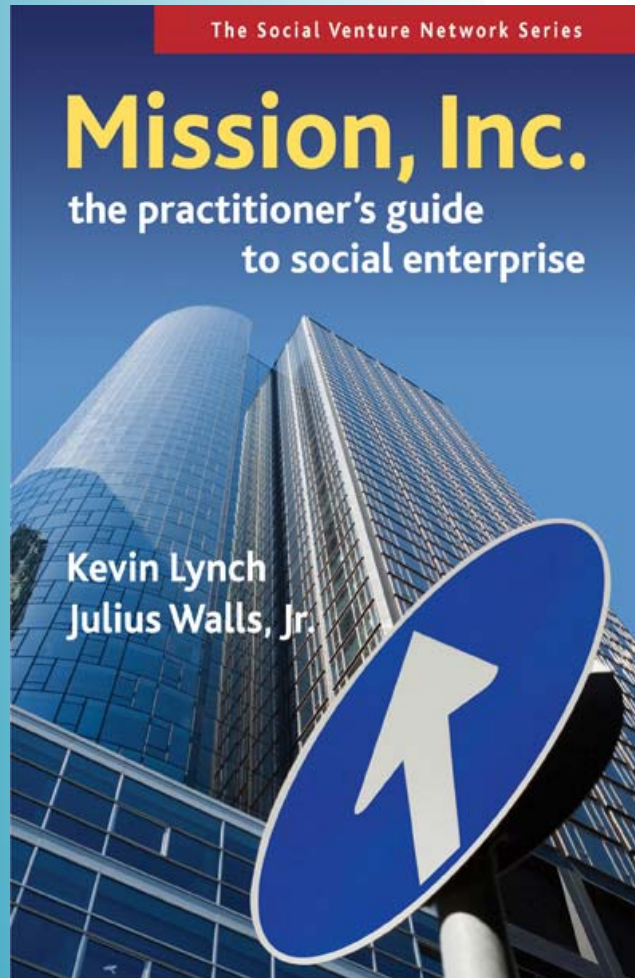
Practitioner Approach *#4*



**High leverage
partnerships;**

**B. Do-Gooders
and Good Doers**

Practitioner Approach *#5*

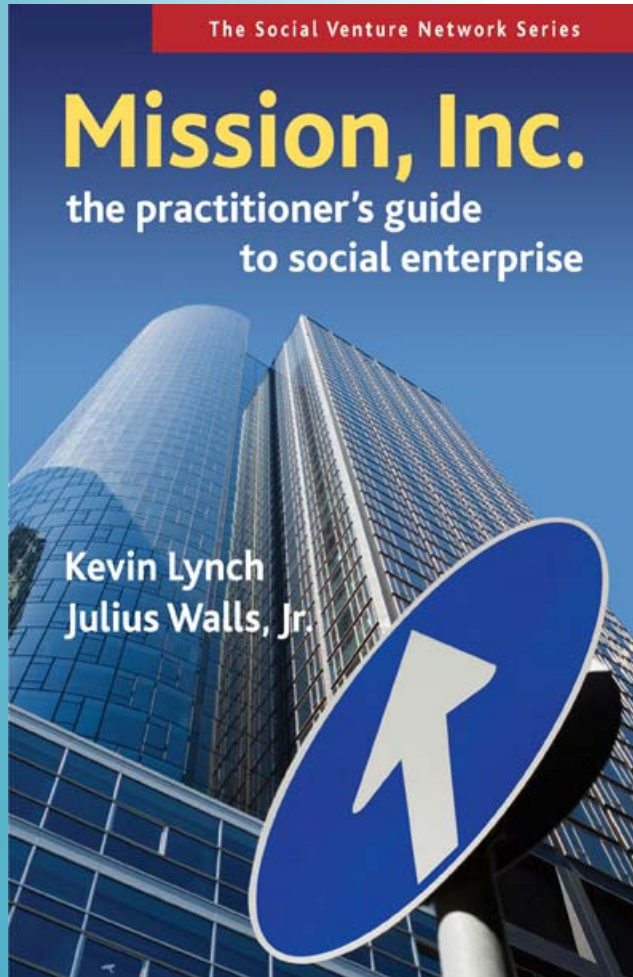


**Above all,
build healthy
cultures.**



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For further conversation...



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