

What is a Social Entrepreneur?

- **The five core dimensions of social entrepreneurs (Dees 2001)**
 1. Adopt a mission to create and sustain social value –
 2. Recognize and relentlessly pursue new opportunities to serve that mission –
 3. Engage in a process of continuous innovation, adaptation, and learning –
 4. Act boldly without being limited to resources currently in hand –
 5. Exhibit a heightened sense of accountability to the constituencies served and for the outcomes, created



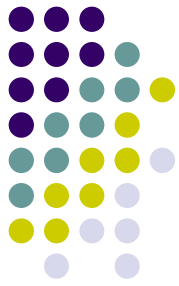
What is a Social Enterprise?

- Offers social or environmental goods and services (for example recycling or childcare)
- Trades to improve (or cross subsidise) social or environmental goods or services (for example, the trading arms of charities) and
- Uses processes or ways of working that have a significant social benefit (for example, cooperatives, social firms and fair trade organisations).



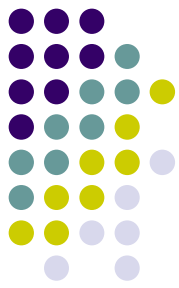
What Makes a Successful Social Enterprise?

- Gaining independence and autonomy through trading
- Entrepreneurial, innovative risk taking behaviour
- Flexible and adaptable practices
- Customers and community focus
- Stakeholder engagement
- Democratic and participative management
- Delivering socially and/or environmentally as well as financially
- Financially viable



Fund Raising – general considerations

- Fundraising is not a charitable activity as defined by law, but is a crucial activity for many not-for-profit organisations in order that they can ensure that they can meet their charitable aims.
- Fundraised income is important to allow organisations to maintain sustainable levels of funding, particularly those organisations depending principally on project and statutory funding.
- As fundraising is so reliant on public support and generosity, it is crucial that fundraisers perform their function with integrity, respect and consideration of their donors and adhere to best practice.



Marketing in not-for-profit organisations

- **Multiple publics/stakeholders**
- **Different basis for measurement of success and conflicting objectives**
- **Different Degree of Public scrutiny**
- **Marketing procedures for not-for-profit organisations**
- **Target marketing and differentiation**
- **Developing the marketing mix**



Formative and Summative Evaluation

- **Formative Evaluation** –carried out during the early stages of the project before implementation has been completed. It focuses on ‘process’ issues such as decision-making surrounding the planning of the project, the development of the business case, how the project was implemented, and progress towards achieving the project objectives.
- **Summative Evaluation** – The main focus is on outcome issues. It is carried out during the operational phase of the project. Summative evaluation builds on the work done at the formative stage



Arnstein's Ladder of Participation

