

### Executive Summary (max 2 pages)

The executive summary will be a concise write-up of the most important aspects of your social enterprise. Keep descriptions at a high level and leave the detailed descriptions of the social enterprise for the main body of the business plan.

After reading this section, the reader should have a basic understanding of your social enterprise (including the business model and social benefit offered), the product or service you are offering, the type and number of participants your social enterprise will serve/support, the revenues of the social enterprise and financial and business objectives of the social enterprise over the next 3 years.

Below are suggestions for guiding you through the sections. Use the questions only as guidelines to ensure you are covering the necessary points under each section.

Section	Suggested areas to explore for each section
<b>Business description</b>	<i>Briefly describe your business and its financial and social objectives</i>
<b>Organization</b>	<i>Who (person or organization) will be managing the business? And is there any previous history managing similar operations</i>
<b>Products and Services</b>	<i>Describe the products/services you are offering and who are your target customers</i>
<b>Nature of operations</b>	<i>Where and how will you be offering your product or service</i>
<b>Anticipated social outcomes</b>	<i>how many participants<sup>1</sup> you will employ, what are the employment/training you will be offering them and what other wrap around supports are included</i>
<b>Financial Projections</b>	<i>Business revenues and costs of operating the social enterprise over the first 3 years? Operating profits/loss? Funding required</i>
<b>Risk Assessment &amp; Contingency Plans</b>	<i>What are the major risks and backup plans</i>

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<sup>1</sup> Participants are people with multiple barriers to employment, whom your Social Enterprise will either employ, or provide training leading to employment (or self-employment).

### The Business Plan (max 15 pages, excluding appendices)

The business plan will contain the detailed analysis of the organizational structure, the marketing plan, the business operations plan, the social program strategy and the financial plan. Use this section to highlight the research done, the analysis performed and conclusions drawn to identify the strategies and model for the social enterprise.

Below are suggested sections and questions to cover for creating the business plan.

#### 1. Business Overview

Section	Suggested areas to explore for each section
<i>Business description</i>	Describe briefly the products or services offered, who are the target customers, through what medium or location will the product be sold through
<i>Mission and Vision</i>	Describe the mission, vision and goals (financial and social) of the social enterprise
<i>Value proposition</i>	Describe the value proposition of your business for customers

### 2. Ownership and Management Structure

Section	Suggested areas to explore for each section
<i>Background</i>	Describe the origins of the social enterprise, who were the lead staff or volunteers
<i>Business ownership</i>	Describe the proposed ownership structure ( <i>will it be incorporated as a non-profit or operate as a program of the parent organization</i> ), and the governance structure
<i>Business management</i>	<ul style="list-style-type: none"> <li>• Describe the key skills required to operate the social enterprise (both at managerial and staff level)</li> <li>• How many employees will be needed (both managerial and staff), what will be the management structure and who will lead the enterprise (<i>a new hire, the founder, staff from the parent organization?</i>)</li> <li>• If there is a parent organization – describe the role of the parent organization in the management and operations of the social enterprise (include roles for Senior Management and Board members of the parent organization)</li> <li>• Explain your plans for an advisory council (<i>this refers to external advisors brought together to advise on the various aspects of the social enterprise. This will be a requirement of the social enterprise if it receives seed funding from TEF</i>)</li> </ul>

### 3. Market Research

Section	Suggested areas to explore for each section
<i>Industry Analysis</i>	Describe the nature of the industry in which the social enterprise will operate, what are the major trends, and what are the employment trends in the industry.
<i>Market Analysis</i>	Describe the nature of the market in which the social enterprise will operate and what are the major trends. Describe the key challenges and opportunities
<i>Products and Services</i>	Describe the different products and services being offered in the markets and what is the demand or growth projections
<i>Customer Segments</i>	Identify the different customer segments within your target market. Calculate the number of potential customers in your market and the number who are likely to purchase from you
<i>Channels</i>	What are the major channels to reach your customers? Which ones will be most suited for your target customer segment?
<i>Competitors</i>	Who are the major competitors in the market? List their names, their products offered, prices they charge and the their target markets
<i>Suppliers</i>	Who are the major suppliers in the industry and market? What are the strengths and weaknesses of each of them?

### 4. Marketing Plan

Section	Suggested areas to explore for each section
<i>Customers</i>	Describe your most important customer segments. How will you reach and attract them to the social enterprise?
<i>Suppliers</i>	Identify the top suppliers you will be working with. What are their price points? What are their terms of service/credit?
<i>Place</i>	Describe the location from which the social enterprise will operate? What needs to be done to make the location visually appealing – internally and externally? What are the various costs?
<i>Advertising and Promotion</i>	Describe how will the product or service be promoted to the customers? What mediums will be used? Costs and budget?
<i>Pricing and Distribution</i>	Describe your pricing strategy. Will your product be high-end, mid or low-end? How will the pricing choice affect the customer decision making? Calculate the level of sales required to cover operating and non-operating costs

### 5. Business Operations

Section	Suggested areas to explore for each section
<i>Human Resources</i>	<ul style="list-style-type: none"> <li>• What are the essential skills needed to operate the social enterprise – both business and social aspects?</li> <li>• How many employees will be needed? What will be the staffing structure? How will the staff be hired, trained, promoted etc?</li> </ul>
<i>Location</i>	Identify the space and layout requirements for operations. What are the possible locations? Will the space be leased or owned? What are the costs for renovations/upgrades? Advantages and disadvantages of your location choice?
<i>Equipment, Furniture and Fixtures</i>	What equipment and furniture will be needed to operationalize the social enterprise? What is the approximate cost? Where will these equipments be purchased from and what are the terms of purchase, maintenance and return
<i>Production</i>	<ul style="list-style-type: none"> <li>• If creating a product, what are the steps of production?</li> <li>• What are the quality controls to ensure good products and service? What are your customer service strategies (policy on forms of payment, terms of payments, returns, delivery, warranties, complaints)?</li> </ul>
<i>Payment Systems</i>	How will you collect the payments from the customers? Will there be need for a PoS system? What are the banking & credit/debit card costs?
<i>Compliance &amp; Other</i>	<ul style="list-style-type: none"> <li>• What are the applicable government regulations for business operations? Are there insurance requirements for operations, staff or participants? And what are the costs for each?</li> <li>• Will you require legal assistance/advice and how?</li> <li>• What accounting system (e.g. Quickbooks) will you set up to measure the costs and revenues of the social enterprise? Or how will you collect info to inform management decisions?</li> <li>• What technology and technical expertise will you need for startup and operations?</li> <li>• Does HST apply to your business?</li> </ul>

## 6. Human Development

Section	Suggested areas to explore for each section
<i>Target Population</i>	<ul style="list-style-type: none"> <li>• Describe your target population, explain how your enterprise will improve the quality of life of your target group, describe the expected outcomes</li> <li>• How will you recruit the target population?</li> </ul>
<i>Social Outcomes</i>	<ul style="list-style-type: none"> <li>• Describe the kind of employment (FT/PT/other) your participants receive. How long will participants be employed? If participants are transitioned to other employment in a year or two, what supports will be provided for the transition?</li> <li>• What will be the compensation for participants – supplemental/living wage/other? What will be the Full Time Equivalent (FTE) number of participants?</li> <li>• What training and supports will be provided to participants to ensure smooth employability? Explain what additional supports and services are required to ensure long-term sustainability of employment</li> <li>• Identify what other assets the target population will develop as a result of participation in the business – social, financial, physical, personal and human</li> </ul>

### 7. Risk Assessment

Section	Suggested areas to explore for each section
<i>Organizational risk</i>	<ul style="list-style-type: none"><li>• Consider the risks to your organization of starting and operating this business (financial, human resources, reputation, cultural)</li><li>• Will there be reputational risk if the social enterprise fails?</li><li>• Assess your organization's capacity to survive the loss of its total investment in the enterprise and its ability to pay off accumulated debt</li></ul>
<i>Business risk</i>	<ul style="list-style-type: none"><li>• Consider the external and internal threats to the success of your enterprise (loss of funding, policy changes, economic downturn, etc.)</li><li>• Determine what strategies could be used to minimize or mitigate these threats</li></ul>
<i>Social risk</i>	<ul style="list-style-type: none"><li>• Consider the risk to participants if anticipated business goals and employment outcomes are not met</li><li>• Determine what strategies could assist participants to deal with these risks</li></ul>

### 8. Financial Planning

*\*Before you start this section, fill in the “Financial Planning Worksheet’ to generate Sales Projections, Cash Flow Forecast and Budget for the social enterprise.*

Section	Suggested areas to explore for each section
<i>Costs</i>	<ul style="list-style-type: none"><li>• What are the essential costs to start the social enterprise – describe them briefly? What percentage of that will be for salaries, production and participants? Provide best case and worst scenarios and mitigation strategies</li><li>• What investments will be required in the first 3 years to keep the social enterprise competitive</li></ul>
<i>Margins</i>	<ul style="list-style-type: none"><li>• What will be the margins of the business (gross profit margin)? How does this compare to industry standards or competitors?</li><li>• What is the trend of the business cost recovery? What steps will be taken to manage it if projected revenues are not achieved</li></ul>
<i>Sales and breakeven analysis</i>	<ul style="list-style-type: none"><li>• Provide details on forecasted sales and revenue, including best case and worst case scenarios. Will the business be able to breakeven?</li><li>• What funding will be required for startup and ongoing operations? What other supports (financially) will be required to operate the social enterprise?</li></ul>

## 9. Appendices

*Attach appendices in support of your business plan:*

- Results of market research
- Prospect list
- Quotes from suppliers
- Job descriptions
- Revised action plan