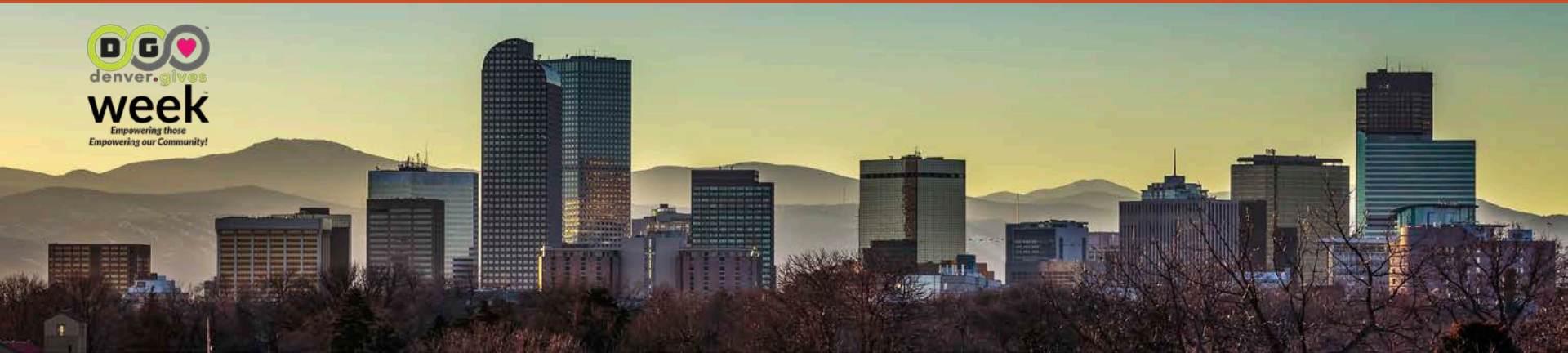


Strategic Planning for Non-Profits & Social Enterprises



Kimberly Arnold | CEO, Escalate Solutions | August 15, 2016

www.escalatesolutions.com/events

Kimberly Arnold.



 @EscalateAdvisor

- CEO/Founder, Escalate Solutions
- 3-time business owner
- Entrepreneur
- Growth strategy expert
- Community champion, charity advocate, philanthropist
- Board member (compensated and non-profits)
- Speaker, author, conference producer

Mission, Vision & Value Proposition.

Supporting Growth Across Multiple Disciplines

- Grow, scale and achieve long-term sustainability via effective strategic planning.
- Work exclusively with clients who incorporate innovation, creativity, deliberate growth, culture, values, philanthropy and business ethics as cornerstones of their mission.
- Transform emerging, growing and transitioning entities that need cross-disciplinary support across multiple departments and functions.
- Guide emerging organizations utilizing the four pillars/tactics of strategy, alignment, implementation and optimization.
- Leverage non-traditional, personal, culture and intangible operational considerations.

Talking Points for Session.

Denver Gives Week

- What can charities, non-profits, social enterprises and social businesses adopt from for-profit and entrepreneurial organizations? Transforming success through core business practices.
- Strategic planning workshop
 - 9 critical topics leaders must address in strategy.
 - 11 core steps to achieve alignment of stakeholders.
 - 8 focus areas for execution and implementation.
 - 9 must-apply optimization practices - “pivot” and “profit” are not 4-letter words.

Definitions.

ORGANIZATIONAL STRUCTURES

DEFINITIONS

- For-Profit / Entrepreneurial Organization
 - Organization with bottom line results driving outcomes and strategy.
- Charity / Non-Profit
 - An organization that prioritizes cause and mission over revenues and profit.
- Social Enterprise / Social Business
 - A for-profit organization with a an equally emphasized social or impact mission; social enterprises invest profits back into the business while social businesses typically feature investors who receive a general ROI but no profit beyond that.

ORGANIZATIONAL STRUCTURES

DEFINITIONS

- Benefit (B) Corporation (certified via independent organization BLab) – www.benefitcorp.net
 - +/- 1,700 orgs with social impact focus and enhanced performance, legal, transparency and accountability standards.
- L3C
 - A low-profit-priority that combines the financial advantages of an LLC with the social advantages of a non-profit entity.
- Social Financers / Impact Capital
 - PE, VC and other financial organizations that invest in socially responsible companies in order to have an impact as well as receive ROI.

SOCIAL ENTERPRISES & BUSINESSES

BUSINESS AS A FORCE FOR GOOD

- Ben & Jerry's, Newman's Own, Patagonia...
- Emerging social enterprises as identified by San Diego State University

- **Recyclebank** - rewards people for taking everyday green actions with discounts and deals from local and national businesses.
- **Sarvajal** - for-profit social enterprise which creates franchises that providing clean drinking water to individuals living on less than \$1 / day.
- **VerTerra Dinnerware** – manufactures stylish, sustainable and compostable disposable dinnerware made from banana leaves.
- **PhilanTech** – an online grants management system: an online grant proposal, reporting and management system that enhances accountability, transparency, and efficiency.
- **climatesmart** - trains businesses and provides them with software tools to track and reduce their greenhouse gas emissions.
- **x-runner Venture** - provides waterless toilets and waste management services to families that do not have standard toilets.
- **Emerge financial wellness** – a workplace-based financial wellness program that partners with employers to help their workers plan their financial futures.
- **Project Repat** - upcycles t-shirts into more fun and fashionable clothing accessories while creating jobs for disadvantaged populations.
- **Social Good Network** – uses software to create and measure the success of digital cause marketing campaigns for brands.
- **Yellow Leaf Hammocks** - a mission-driven, market-based social enterprise dedicated to supporting high-wage weaving jobs for artisans in the hill tribe communities of rural northern Thailand.

ENTREPRENEURIAL PARALLELS

ES DEFINITION

- “Big Businesses” with resources dedicated to philanthropy and charitable giving vs emerging/start-up environments with fewer resources that require more creativity.
- Entrepreneurial + Visionary + Strategic + Structured + Pivot-Capable + Flexible + Passionate + Dedicated + Resource Limited + Impactful + Innovative + Experimental + Imitative + Perceptive + Tech-Savvy + Analytical + Risk-Tolerant + Fearless + Cross-Disciplined + Balanced + Customer-Focused + Value Generating + Imaginative + Inquisitive + Networked + Social + Time Intensive + Energetic + People-Centric + Personal + Involved + Philanthropic

Strategic Planning.

MYTHS ABOUT PLANNING

“STRATEGIC PLANNING IS DEAD”

Myth #1

TRUTH

“Anyone who tries to assert that strategic planning is dead doesn’t understand the methodology or core principles of what it is.”

If the pillars of Strategy, Alignment, Execution and Optimization are applied and revisited as intended – all which encourage assessment, analysis and pivoting as needed- the practice inherently can never be irrelevant.”

MYTHS ABOUT PLANNING

“TECHNOLOGY CHANGES DICTATE FOCUS ON TODAY”

Myth #2

TRUTH

“Don't get so caught up in the idea of short-term results that you forget about scaling for the long-term.”

Whether a non-profit, bootstrapper, VC seeker, growth hacker, or more traditional firm seeking diversification and aggressive growth...the common tie is that being strategic and deliberate is what makes organizations successful and sustainable.”

MYTHS ABOUT PLANNING

“PLANNING & AGGRESSIVE GROWTH CAN’T CO-EXIST”

Myth #3

TRUTH

“It is erroneous to assert that pioneering implementation tactics associated with models such as entrepreneurial, passion, viral, buzz, guerrilla marketing and growth hacking can’t co-exist with strategic planning.

To the contrary, the more aggressive and out-of-the-box the scheme, the more the guiding framework of strategy is needed.”

KEY TAKEAWAY

STRATEGIC PLANNING IS ANY ENTITY'S MOST VALUABLE ASSET

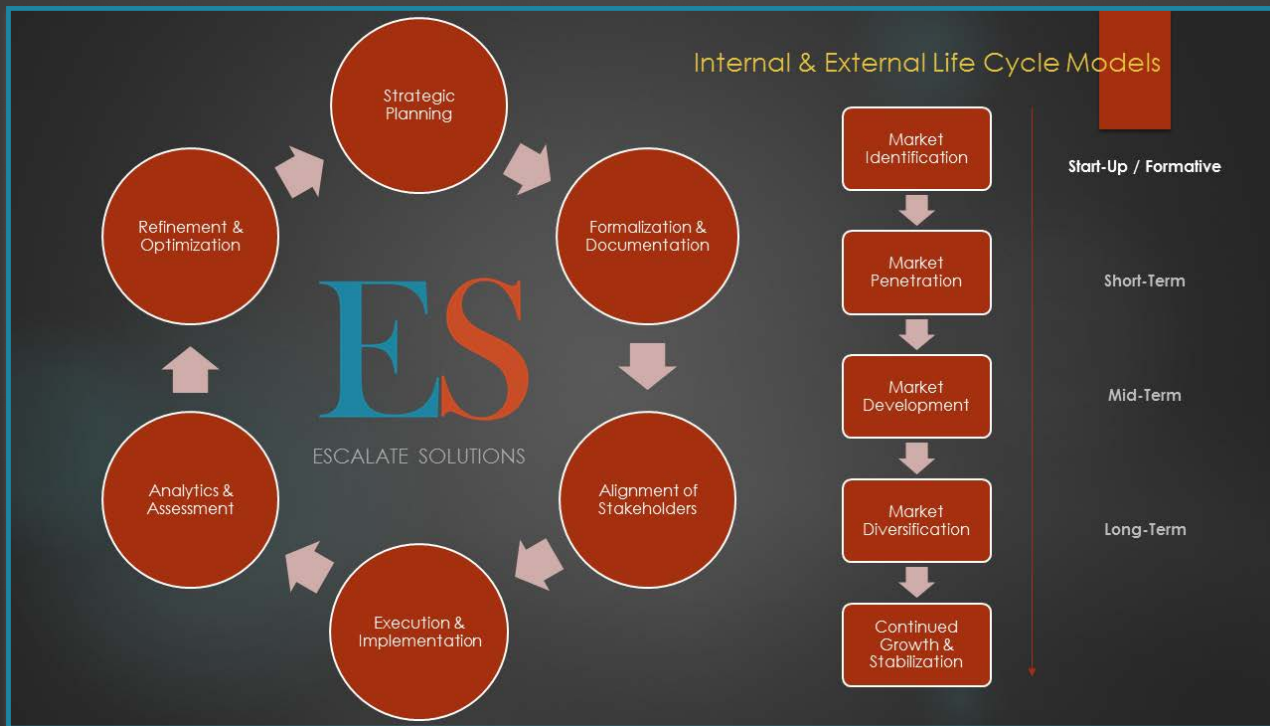
TRUTH

An investment in a dynamic, ongoing, evolving and flexible strategic planning exercise is the most beneficial investment that an organization can make.

Life Cycles & Tactics.

LIFE CYCLES & GROWTH TACTICS

INTERNAL & EXTERNAL CONSIDERATIONS



GROWTH TACTICS (INTERNAL)

STRATEGY & POSITIONING

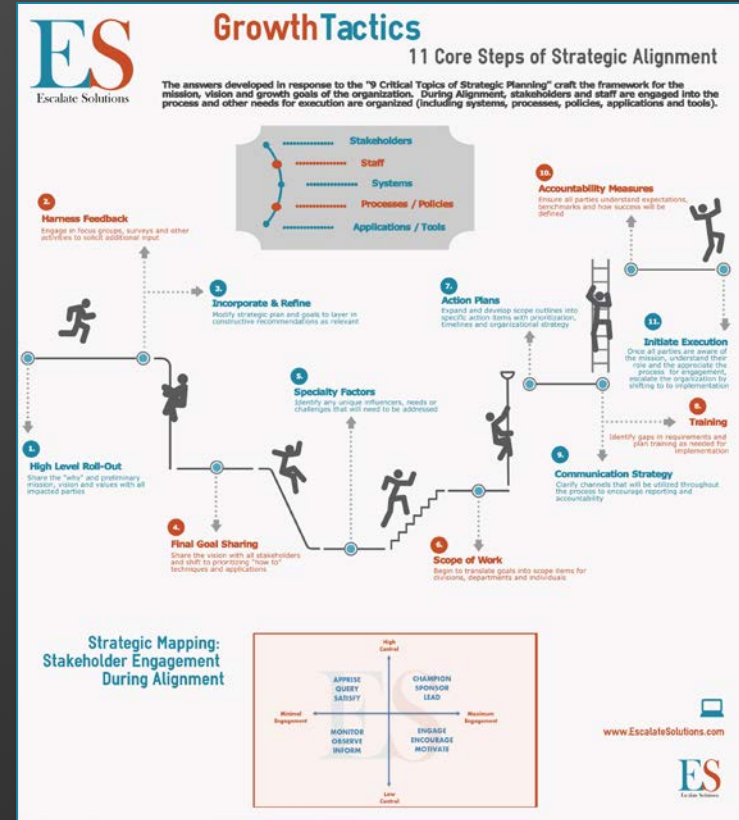
- In traditional and entrepreneurial marketing, better outcomes stem from asking the right questions.
- 9 Critical Topics = Aspiration, Assets, Challenges, Competition, Acumen, Customers, Infrastructure, Analytics and Profit Centers.
- For this environment...enhanced importance answering with a balance of both analytics AND creativity.
- Sustainable energy example.



GROWTH TACTICS (INTERNAL)

ALIGNMENT

- Mission, vision, values, culture, goals and outcomes are clear.
- Every stakeholder, department, function and individual at every level understands their role.
- Enhanced importance for the non-profit and social enterprise environments...but applicable to all.
- Professional services firm example.



GROWTH TACTICS (INTERNAL)

EXECUTION / IMPLEMENTATION

- Plans, tools, products and activities that will be launched, tried and tested.
- Advances in tech have opened up new doors and opportunities to what those action items can be (where misperception of irrelevancy of planning stems from).
 - Classic channels
 - Innovative channels
 - Classic channels in innovative ways
- Second professional services firm example.



GROWTH TACTICS (INTERNAL)

OPTIMIZATION / REFINEMENT

- Technological advancements have impacted this step significantly.
- Engage in the process assuming pivoting, adjustment.
- Prioritize KPIs and metrics that measure what matters; all analytical tools not created equal .
 - Overall qualitative and quantitative information, voice of customer feedback, social media monitoring, experimentation testing and comparison, competitive intelligence, and/or conversion monitoring.



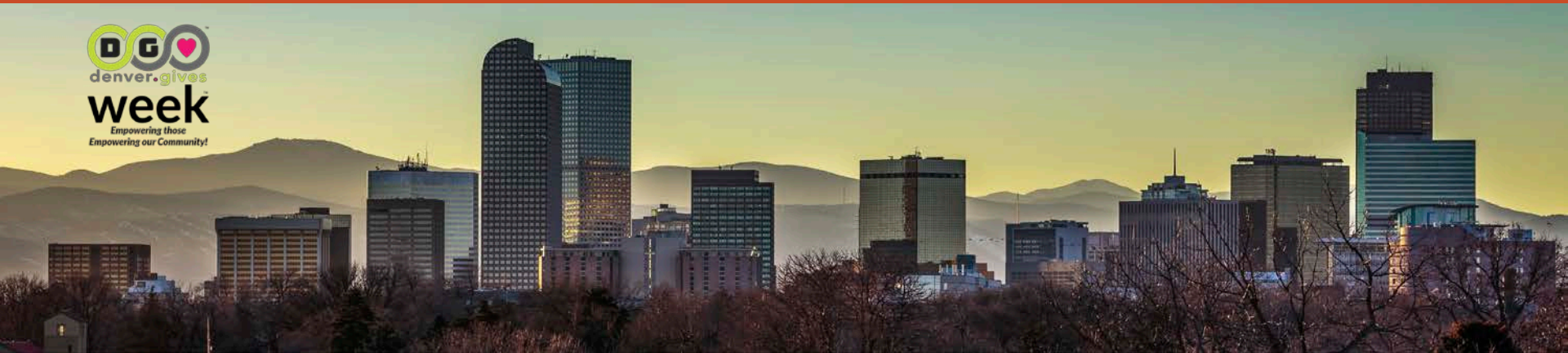
Closing Advice.

LESSONS LEARNED

ES CLOSING THOUGHTS

- Strategic planning is your greatest asset if you engage in the process correctly... assuming pivoting, adjusting and re-tooling.
- Charities, non-profits, social enterprises and social businesses can adopt various applications for-profit and entrepreneurial organizations.

Strategic Planning for Non-Profits & Social Enterprises



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Escalate Solutions helps organizations grow strategically and deliberately.



EscalateSolutions.com

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Are you asking the right questions in your planning? And are you balancing analytics and creativity when answering?



Assets

What do we do best?

What does the organization excel at producing/offering at a level that distinguishes us in the marketplace? What key individuals do we have committed that enable this exceptionalism? What is integral to the organization in terms of people and placement that the company can't afford to lose?



Competition

How do we dominate the market?

What does the competitive assessment reveal? Does the organization understand its position within the marketplace? When the SWOT assessment was completed, how did competition influence Weaknesses and Threats? Are there hyper-competitive considerations? Have horizontal scaling and vertical diversification been appropriately considered?



Customers

Why do our clients engage us?

Do we fully understand our existing and potential customers? Are the demographic and geographic targets in our marketing plan yielding expected results? What are we doing proactively to ensure we are in tune with the Voice of the Customer? Are we maximizing all channels for outreach, communication and marketing? What are our clients telling us there is additional demand for?



Analytics

How do we measure success?

Do we get distracted or caught up in analytics that don't truly measure what we are trying to achieve? If so, how do we establish and monitor key performance indicators (KPIs) that help us evaluate success? Do we understand refinement and optimization needs and adapt effectively with changes that will maximize our effectiveness?

01

Aspiration

Do we have definitive direction?

Is there an accurate assessment of our home base or status quo? What is our "why"? What do we hope to accomplish? Is there consensus among stakeholders as to the direction? Are the mission, vision, values and culture clear? What have we learned to date? Do we need to learn differently?



02

Challenges

Are issues surmountable?

What internal issues exist that detract from the organization's goals? What keeps owners, managers and other stakeholders awake at night? What has the company tried and failed...and does it understand why? Does the organization have a culture that allows it to confront challenges openly, directly and constructively?



03

Acumen

Can we improve business intelligence?

Where do we thrive in terms of performance and technical expertise? Which systems, policies, procedures and approaches are working? What isn't? What are the specific functions and departments in need of disruption, innovation and re-engineering? How do we further leverage our acumen as a source of revenue and growth?



04

Infrastructure

What are the gaps to growth?

What is missing from the organization in terms of people, skill sets, knowledge base, technology, investment, communication or other resources? Do we have the team in place to execute the strategy and action items put forth for advancement? If not, what are those gaps and how do we fill them? What core competencies are needed moving forward that were not previously on our radar?



05

Profit Centers

What are key revenue generators?

Given all of these other factors, do we understand how the organization has historically made money and how it plans to do so in the future? What are the financial priorities that will serve as the foundation for our growth as well as long-term sustainability?



06

07

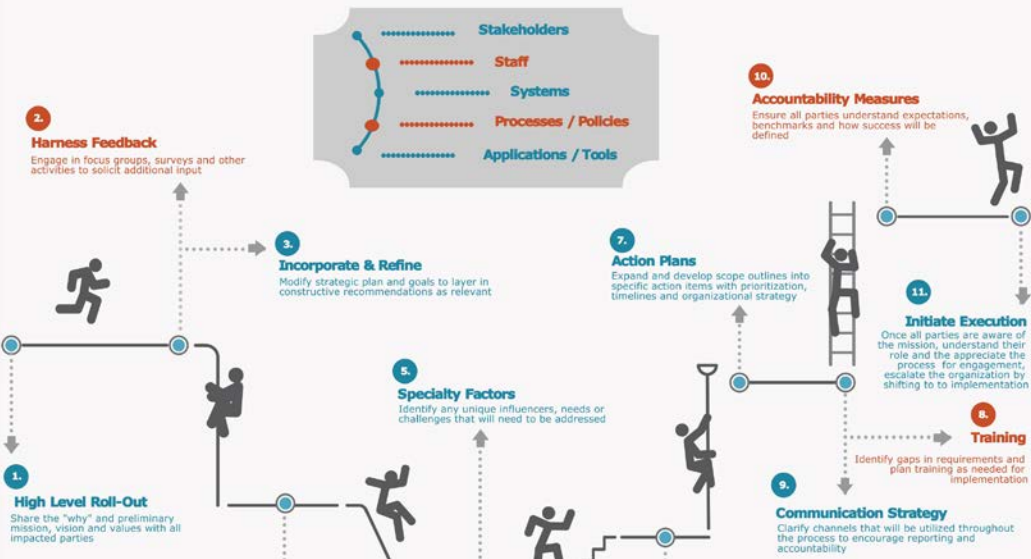
08

09

GrowthTactics

11 Core Steps of Strategic Alignment

The answers developed in response to the "9 Critical Topics of Strategic Planning" craft the framework for the mission, vision and growth goals of the organization. During Alignment, stakeholders and staff are engaged into the process and other needs for execution are organized (Including systems, processes, policies, applications and tools).



Strategic Mapping: Stakeholder Engagement During Alignment





