

Social Enterprise Associates
Tip Sheet #11

This document shares a suggested concept for a Business Plan adapted for mission oriented enterprises.

Such a document provides clear definitions of the venture's main targets and assures its stakeholders.

Tip Sheet #11

Business Plan Outline for Social Enterprises

Create a meaningful business plan to identify your goals, document your direction, and engage your stakeholders

This outline was adapted from the [Non Profit Assistance Fund](#), a U.S. technical assistance provider. It is particularly helpful for mission oriented businesses and non-profits.

Outline

- I. **Executive Summary.** A brief summary of only the most important information for readers to get the concept. Ideally, it can be a stand-alone document of 2-4 pages with clear highlights and the financial information.
- II. **Mission.** A social venture should clearly state its mission, vision and value proposition. Some include theory of change.
- III. **Organization's background and structure.** Legal entity, governance, organization's history, programs and how the venture will fit in to the larger picture.
- IV. **People.** The people involved are very important, especially to investors and donors. Highlight: key personnel, advisors, supporters/partners, organizational chart, and forward looking human resources plan.
- V. **Market analysis.** The market analysis is externally focused; setting a business plan apart from many grants or strategic documents. Solid research is necessary. No mission or commitment overcomes a lack of market. Include: current market situation, target market(s), customer characteristics, their needs and why they consume a product/service.

Business Plan Outline for Social Enterprises, continued

- VI. Competitive analysis.** Section describes competitors - direct, indirect and alternatives. There is ALWAYS competition or other options for any idea.
- VII. Products/services.** Information on all major products and services should be listed. An overview and description is sufficient, with additional details in the appendix. Future options are good to include, as well.
- VIII. Operations.** “How to” section, describing creation and delivery of products or services. The facilities required and costs are important details. Include a timeline and milestones.
- IX. Marketing and sales.** Describes how the organization will reach the target market and turn prospects into revenue or earned income. Useful sub-headings: marketing strategy, sales channels, marketing activities, advertising/ promotions and a budget.
- X. Evaluation and impact assessment.** Social ventures have a “triple bottom line”. This section details social and environmental benefits generated, how measured, and monitoring/tracking. Qualitative and quantitative information are both valued.
- XI. Risks.** Detail major risks and how they are mitigated. This should include external and internal risk. Always show possible solutions you have thought through.
- XII. Financials.** The section provides historical, current and projected views (3 years future and past). This should include start up needs, on-going profit/loss, and break-even. Assumptions and comments should be clearly detailed, as should capital requirements and sources.

Online Resources

- [The U.S. Small Business Association](#) (SBA): has an online business plan template
- [Harvard Business School](#): provides websites, articles, books, videos & cases for business plans
- [National Entrepreneurship Network](#) (India): offers online business planning courses
- [Business Knowledge Resource Online](#) (India): caters to business related information needs
- [Social Impact Exchange](#): a national effort with guides to scale up social good
- [IdeaEncore](#): a nonprofit resource center for information exchanges
- [seToolbelt](#): an open content resource hub for social entrepreneurs
- [REDF Social Enterprise Business Plan Template and Presentation](#): provides a template for a social enterprise business plan, and offers guiding questions to fill in the chapters

For more information, such as fellowships and business plan competitions focused on social impact or social entrepreneurship, please visit our [website](#) and refer to **Tip Sheet #4: Socially Responsible Business Plan Competitions Summary**.

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Social Enterprise Associates, a registered “B” Corporation, fosters 'triple bottom line' solutions supporting entrepreneurs, their organizations, and the industries in which they operate. This management consulting firm applies business and market principles to social, environmental and community efforts seeking to 'do well by doing good.' Specializations include raising capital, business plans, market research, new product development and operational implementing. Efforts have led to clients raising more than \$100 million.

Social Enterprise Associates is devoted to building a better tomorrow today. Reach **Managing Partner, Drew Tulchin**, by email info@socialenterprise.NET or phone 202-256-2692.