SOCIAL ENTREPRENEURSHIP

GUIDEBOOK FOR CSOs

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Irrespective of the society in which you live, there are problems around you that need solutions. The nature and severity of these issues, naturally, varies from community to community. In some cases, we expect the problems to be identified and solved by our local and national governments. In other cases, we look to civil society organizations (CSOs) to make society a better place. Increasingly, we are coming to realize that the private sector is just as important a stakeholder. On the one hand, some problems can be caused by businesses, such as pollution, labor rights abuses, depletion of natural resources, etc. On the other hand, businesses also help solve problems in society by providing jobs, creating wealth and through other means. This is the traditional view of business – the private sector creates and solves problems in society “as a side effect” of its main activity, which is creating wealth for its owners through the provision of products and services.

But that dogmatic view of business is changing. A new kind of business is gaining popularity around the world. This kind of company no longer sees community problem solving as a “side job” but is, in fact, the reason it was created. This is called a social enterprise.

Various definitions have been given to explain this concept.

The European Commission, for example, says – “A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible
manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.”

This definition considers the characteristic features of social entrepreneurship to be 1) the prioritization of social impact, 2) the provision of goods and services for the market, 3) innovation, 4) open and responsible management, and 5) stakeholder engagement.

The Skoll Foundation breaks down social entrepreneurship into the following components:

- The identification of a stable but inherently unjust equilibrium that causes the exclusion, marginalization or suffering of a segment of humanity;
- The development, testing, refining and scaling of an equilibrium-shifting solution, deploying a social value proposition with the potential to challenge the stable state;
- The forging of a new stable equilibrium that unleashes new value for society, releases trapped potential or alleviates suffering. In this new state, an ecosystem is created around the new equilibrium that sustains and grows it, extending the benefit across society.
- Unlike social—service providers, social entrepreneurs explicitly aim to permanently transform a miserable or unfair societal condition.

Unlike social advocates, social entrepreneurs act directly, creating a product, service, or methodology that spurs the transformation of the status quo.

So you can see that there are some differences to how people understand and define the term social entrepreneurship. The Skoll Foundation’s definition does not mention open and responsible management, for example. The European Commission believes that scaling or “permanently transforming” the situation is not a priority feature.

In many countries, the concept of social entrepreneurship is still evolving, so you will come across many other definitions as well. But for anyone considering getting involved in the area, we present the following practical definition:

“A social enterprise is an organization created in order to solve a social problem while making revenue and even profit, often in an innovative way, in order to scale up this solution and make it sustainable.”

The important features to note here are that 1) social enterprises are created to solve a social problem - this is their raison d’etre; 2) they are expected to have revenue and even profit; 3) innovation is a common characteristic among social enterprises; 4) scalability and sustainability should be a constant aim.

ADVANTAGES AND DISADVANTAGES OF SOLVING COMMUNITY PROBLEMS THROUGH SOCIAL ENTREPRENEURSHIP

If you have noticed a problem in your community and you want to spearhead the development of a solution, using social entrepreneurship is not your only option. You could go for founding a traditional civil
society organization (CSO), or even gather a group of social activists together and rally them around your new cause.

But if you do decide that social entrepreneurship is the way to go, these are the **caveats** that you should know well –

1. Social entrepreneurship is usually much more difficult than running a traditional CSO or coordinating an informal group of activists. The reason is that social entrepreneurship combines the strategic and everyday difficulties of running a business with the problem-solving and community-minded approach of CSOs and social activism. Running a purely commercial business is, in itself, a difficult endeavor, and various estimates suggest that 90% of startups fail. A socially-oriented startup also faces this high probability of failure, and arguably an even higher one than its purely commercial counterparts.

2. On a day-to-day basis, a social enterprise is like a business, which means that it is subject to the same competitive forces that all companies face in the given market. Depending on your business model and your product/service, you could be competing with commercial entities both large and small. Also, economic phenomena, like currency devaluation or a drop in remittances could mean that your own financial viability is suddenly at stake because your customers can no longer afford your products or services.

3. Communicating what a social enterprise does is still difficult in many societies. A large part of the general public still doesn’t grasp how a business can be set up with a mission of social good. You would have no problems explaining charity, or even volunteer work for a social cause. But changing people’s lives and making a profit? Many potential customers would find it difficult to reconcile those two aspects at first.
On the bright side, social entrepreneurship also has some advantages over other forms of community organization for problem solving.

1. Most CSOs and social activism initiatives are either purely voluntary, or dependent on donor funding. This means that you can sustain a certain level of activity only for as long as your budget allows, and your budget depends on third parties over whom you usually have no direct control. With social entrepreneurship, on the other hand, the people giving you money do so because they want the product or service you are providing. In many cases, they may also feel that their sentiments align with your social mission, but it is entirely possible that your income will include money from people who don’t know, or don’t really care about your social impact. As long as you have a market and a quality product or service to offer them, your budget is potentially unlimited, making your social impact highly scalable.

2. Being a business also allows you to approach and engage with stakeholders in a different way to a traditional CSO or social activist group. In many cases, you can convert people to your cause by raising their awareness about it through your product or service. They may not know about the problem at first, and their exposure to your social enterprise could be purely from a materialistic need to get your product. Once they get the product, based on their customer experience, product packaging through other mechanism, they might end up learning about the issue and engaging with it for the first time.

3. Being a business also helps you be perceived differently by the corporate world. Many big and small businesses sometimes perceive CSOs as “donation seekers” and “charities”, without understanding the broad scope of the work they do, and the importance of their activities. But because a social enterprise shares all the issues specific to the private sector, it allows commercial businesses to have a different
viewpoint about these entities, potentially giving you access to conversations from which traditional CSOs are left out.

An essential question that you should be able to answer for your social enterprise is: **what is the mission you are trying to accomplish?** This shouldn’t just be in the form of a spontaneous and emotional reply about the problem that you are trying to solve: it should be a clear and consistent statement presenting the purpose of a) why your organization exists, b) what issues you focus on and c) how plan to contribute to their resolution.

1. A well-thought out, understandable and comprehensive mission statement is important for several reasons —

2. It sets a clear direction for the company’s work that will serve as a motivating tool for employees as well as customers.

3. It helps as a decision-making tool, especially as the company grows and needs to make strategic choices on things like funding, scaling and so on.

4. It is critical to accurately and exhaustively evaluate the work of the social enterprise, especially its social impact.

Any social enterprise is centered around a problem. The first step to developing your mission statement is **to clearly define the problem that exists.** One way to identify an existing problem in society is to think of a goal, and then identify the barriers that exist before it can become a reality. For example, “a life of dignity and complete social inclusion for people with disabilities” could be a goal that you would like your community to achieve during your lifetime. What barriers make today’s reality different from this goal? Is it the lack of physical
accessibility of institutions, whether they are educational, healthcare or commercial structures? Is it a societal stigma against people who are different? Is it the lack of belief of people with disabilities themselves? It is common for problems to have several barriers and for these barriers to be interrelated. For example, in some societies, people with disabilities do not have the same education opportunities as their able-bodied peers, as a result of which they end up with a lack of belief in themselves.

Once the barriers have been defined, you can come up with the model that your social enterprise will adopt in order to overcome these obstacles. This will present a clearer picture of how your company is seeking to change society around it.

In order to prepare your mission statement, you need to define and confirm the “for whom,” “why,” “what,” and “how” of your social enterprise. Corresponding to each of those questions, the mission statement essentially consists of the following components –

1. The Beneficiary Statement—For who is this social enterprise? This is the definition of the target population affected by the social problem that you are addressing.

2. The Problem Statement—Why is there an issue that needs to be addressed? This describes the reason for the existence of your social enterprise.

3. The Statement of Purpose—What does your social enterprise aim to accomplish? This is a description of the solution to address the problem that you identified in the given beneficiary group.
4. The Business Statement—How will your social enterprise achieve its aims? This part of the mission statement states the specific activity that your enterprise will be implementing in order to address the problem that you identified in the given beneficiary group.

It is not uncommon for organizations to update their mission statement from time to time. But resist the temptation to do this too often. A mission statement loses its ability to be a guiding light if it changes all the time; both employees and customers want to see consistency.

This section will look at various models that your social enterprise could use to advance your mission, while also bringing in revenue. The presentation of business models that follows is not exhaustive, but it covers the main approaches used by a variety of social enterprises today. In the descriptions below, the phrase “target population” has been used to mean the population that is suffering directly the social problem at the focus of your social enterprise. For more details on these models, examples and other approaches, see Kim Alter’s Social Enterprise Typology.³

**The Entrepreneur Support Model**

Brief description—Your social enterprise sells business support and development services to your target population, who then sell their products and services in the open market.

³ [http://www.4lenses.org/setypology/models](http://www.4lenses.org/setypology/models)
What is the role of the target population? They act as the customers of your social enterprise.

Your enterprise provides the target population with opportunities that are usually not available to it in the regular economy. The social enterprise does not usually directly enter the market in this model.

Example—Grameen Bank is possibly one of the best known social enterprises in the world, established to combat poverty in Bangladesh, and it operates using this model. It works with the poorest farmers in Bangladesh and provides them with affordable loans without requiring collateral. Using the loans, the farmers can grow their businesses, and they sell their produce in the general market. The customers of the Grameen Bank are the same as its target population—poor Bangladeshis.

**The Market Intermediary Model**

Brief description—Your social enterprise acts as an intermediary to help your target population access the open market. Your social enterprise adds value to the products or services provided by the target population and helps them reach buyers that would otherwise have not been available to them. This often includes activities like product development, packaging, marketing etc.
What is the role of the target population? They act as the suppliers of the social enterprise, which sells the products or services provided by the target population. Note, however, that the target population is not directly employed by your social enterprise in this case.

Example—Homeland Development Initiative Foundation (HDIF) is a social enterprise based in Armenia that works with poor women and people with disabilities in the towns and villages of the country where unemployment levels are high. HDIF works with a number of artisans and family businesses (all registered separately and not structurally a part of HDIF) and helps them develop ideas for items to produce, e.g. crocheted dolls, knitted pillowcases, wood puzzles etc. The social enterprise helps the artisans with packaging and supervises the quality of the items produced. They then sell the items through offline and online distribution mechanisms, present them at international fairs etc., providing the artisans living in small Armenians towns with a potentially global market where their items can be bought. HDIF also arranges export and international delivery of the items, and makes its income through a percentage of the revenue the sales generate.
The Employment Model
Brief description—Your social enterprise employs representatives of the target population, usually a vulnerable group with limited employment opportunities.

What is the role of the target population? They are the employees of the social enterprise. This sets it clearly apart from the market intermediary model described above.

Example—Heavenly Manna is a social enterprise in Armenia that consists of a bakery employing women with disabilities. The women bake popular Armenian and Western pastries and earn a decent living. Before this social enterprise was founded, they did not have much perspective for stable employment because of their disability and the lack of a strong educational background.

The Fee–for–Service Model
Brief description—Your social enterprise sells its social services directly to the target population. The services it provides are usually not available to the target population, either because they do not exist in the given market, or they are too costly.

What is the role of the target population? They are the customers of your social enterprise. However, in contrast to the entrepreneur support model, the services they receive from your social enterprise are
for their own personal use, and not for the creation of a new product or service for sale.

Example—Bookshare.org is an accessible online library for people who cannot use regular print books. With the availability of a number of formats and corresponding computer software, people with visual impairment, for example, can use Bookshare.org’s services to access hundreds of thousands of books that would otherwise not be available to them. The social enterprise charges a one-time registration fee, followed by a subscription fee. It requires that its customers provide certified proof of their disability and only registers those of them that meet its target population criteria.

The Cooperative Model
Brief description—Your social enterprise is owned and managed by members who are representatives of the target population. Each member has a clearly defined stake in the company and has specific roles related to its activities.

What is the role of the target population? They are the owners and members of your social enterprise. They elect an administrative or managing body and each member has specific duties related to his or her role in the cooperative. This is different from the employment model because here each “employee” also owns a share of the business.
Example—Team Werks Co–op is a social enterprise in Canada owned and operated by people who use the state mental health and addiction rehabilitation services. It is an umbrella company that runs a number of businesses—a café, paper shredding service, recycling service and more. In all cases, the employees consist of people who face various mental health challenges.

**The Market Linkage Model**

Brief description—Your social enterprise helps its target population access the open market directly. In contrast to the market intermediary model, the social enterprise does not sell the target population’s products or services, it simply provides a way for them to do so directly to the customers, and it makes it revenue by charging fees or commissions for this service.

What is the role of the target population? They act as partners for the social enterprise by providing their products or services to customers through the platform created by the social enterprise. The target population is not directly employed by the social enterprise in this case.

Example—Glovico.org was founded in 2010, when it described itself as a “Fairtrade language school.” It was a website where people could learn French, Spanish and a number of other languages through one–on–one classes delivered online. The teachers were exclusively people
living and working in low–income countries. For example, the French teachers were based in Senegal and Cote d’Ivoire, where the colonial legacy of French schools means that many locals are native French speakers. Glovico.org provided them with the means to use their existing skills and deliver a service to a global market of language learners. Due to technical reasons and personal considerations by the founder, Glovico.org ceased operations after a few years, but the website can still be used to contact the teachers directly and make arrangements for classes with them.

**The Service Subsidization Model**
There are two alternative options in this model.

**Option 1**
Brief description—Most often seen when there is a civil society organization that has founded your social enterprise, this option is used when a product or service is sold simply to generate revenue for the organization’s social mission.
What is the role of the target population? The target population may have no direct role in the activities of the social enterprise.

Example—Oxfam’s network of shops has been set up to generate revenue for the organization’s social development programs. The items sold in the shops are often not directly related to the organization’s development activities and its beneficiaries may not be involved directly in any way.

Option 2
Brief description—Your social enterprise provides more or less the same services to everyone, but a part of the population pays (or pays more) to cover the costs for the target population, which would otherwise be unable to afford them.

What is the role of the target population? They are subsidized or non-paying customers of the social enterprise; the cost of delivering services to them is covered by non-subsidized or paying customers.

Example—The Aravind Eye Hospital was founded in India to tackle the problem of avoidable blindness. It provides the same services to everyone—eye surgery and other ophthalmological medical services—but pricing depends on the patient’s income, such that revenues from richer individuals is used to cover the costs of those who cannot afford to pay.

These are the main models used by social enterprises to create viable businesses that will bring them closer to achieving their social missions. There may also be certain combinations of the above models, depending on the specific characteristics of the social problem, target population or market.
This section is going to focus on an important fact to take into consideration when you position yourself as a social enterprise – your customers usually represent a diverse group of people, and you need to be able to attract different people to your business in different ways.

For some customers, what matters will consist of the core business functions and the specifications of your product/service. How accessible is your business, i.e. is it located conveniently for most people? Does the product/service offer good quality? Do the opening hours match other businesses in the same sector? Is it competitively priced? Is the customer experience a pleasant one? These are questions that anyone considers when they’re going to buy a television, go to the movies, travel by plane, subscribe to a mobile plan and so on. Your social enterprise needs to be a quality, competitive business in order to stay alive in the market and, through its activities, help achieve its social mission.

However, there will also be many customers who will come to you because they care about your social mission and want to be a part of the positive change that your social enterprise is producing. Such customers may be a little more forgiving of any slight inconveniences, or may be willing to pay a higher price in order to keep your social enterprise operational and add to your social impact. However, it is very difficult to build and grow a social enterprise by only relying on customers who care about the social mission.
So what is the best way to go forward? There isn’t one single answer to that question. But many social enterprises find that converting one kind of customer (those who care only about the business side) to the other (those who know and care about the social mission) can be a very powerful way to grow the business as well as have synergetic impact. This means that your social enterprise will have to have all the business aspects covered, but will additionally need to constantly communicate with customers and other stakeholders about what your social enterprise is doing, how they are part of that impact, and why this mission deserves attention. In this way, it is possible to not just create a base of loyal customers, but a community of individuals who can find other ways to help you achieve your business and social aims.

A common mistake many social enterprises make is to assume that everyone will care about their social mission and will line up to use their products/services in order to make a difference. This is far from true. Even people who tell you they “might be interested” in a business that tackles this or that social issue are not all going to be reliable customers. In order to be a successful social enterprise, your need to be a successful business.

**STAKEHOLDER MAPPING**

There are many definitions for the word “stakeholder” but the most concise one is this – a stakeholder is anyone who is potentially affected by the work you do, or has the potential to affect your work. Stakeholders are not just individuals – community groups, organizations, institutions, and even the environment can all be stakeholders for your social enterprise.
How can you decide how to categorize your stakeholders and which ones to give priority?

The interest–influence grid is a simple, yet practical way to develop actions related to stakeholders. As demonstrated in the figure below, you need to brainstorm and categorize your stakeholders based on 1) their ‘interest’ in your work, i.e. how engaged they would be with your mission, how much it affects them directly or indirectly, how much they would want to see change, and 2) their ‘influence’, which is a measure of how much power they have over you and your organization, their authority in general etc.

<table>
<thead>
<tr>
<th>Influence</th>
<th>Interest</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>high</td>
<td>low</td>
<td>Keep satisfied</td>
</tr>
<tr>
<td>high</td>
<td>high</td>
<td>Actively engage</td>
</tr>
<tr>
<td>low</td>
<td>low</td>
<td>Occasionally Contact</td>
</tr>
<tr>
<td>low</td>
<td>high</td>
<td>Keep informed</td>
</tr>
</tbody>
</table>

Low interest, low influence stakeholders are also a low priority for your work, but need to occasionally updated about general developments.

High interest, low influence stakeholders need to be informed regularly, and allowed to work with you on suitable occasions.

Low interest, high influence stakeholders should be kept satisfied because they have the power to block your work. Their low interest means that they are not generally inclined to do so, unless they are dissatisfied with a particular aspect of what you are doing.
High interest, high influence stakeholder need to be actively engaged in all processes. These are the people who stand to benefit or lose the most from what you do, and also the ones with the most power to stop you. They can be powerful allies, but also considerable opponents in your mission.

An important thing to understand is that stakeholders can move from one grid to the other, so none of them should be completely ignored. Additionally, stakeholders from one grid, e.g. high interest but low power groups, can make an ally from another grid, e.g. a low interest by high power stakeholder, and this combination is already equivalent to a high interest, high power stakeholder.

You can learn more about this and other tools through Community Tool Box developed by the University of Kansas⁴.

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A risk is any event that has a reasonable probability of occurring and, if it did occur, would have an impact on the ability of the social enterprise to accomplish its mission.

The practice of risk management involves taking steps proactively to prevent the risk-related events from occurring, or to control the impact that they have on the enterprise if they do occur. Risk management consists of the following four main steps—

1. Identify the risk
2. Assess the risk
3. Manage the risk
4. Review and report the risk

1. Identify the risk
Risk for social enterprises can be considered in one of the following five categories. For each category, there are several questions that will help you identify the risk—

**Income**
- Is the revenue flow secure? Do we have enough customers to keep our operations running in the short to medium term? Do we have a plan to increase our customer based?
- What is the current market situation? Is there a risk that our product or service will no longer be needed, or will be inferior to what is available, in the short to medium term? In the long term?

**People**
- Are all the members of our team sufficiently motivated? Is there a risk that anyone—especially key members—might leave the enterprise in the short to medium term?
- What are the working conditions like at our enterprise? Is there a
risk of injury or other damage to the health and wellbeing of our team?

**Property**
- Is our physical property reasonably safe from theft, fire, natural disasters or other occurrences?
- Is our intellectual property unique and, if so, is it safe from being stolen and replicated?
- What is the status of our brand and reputation among our customers and beneficiaries?

**Liability**
- Is there a risk that the product or services we are providing could cause harm or damage to our customers or the general public?

**Compliance**
- Are we at risk of breaking laws through our operations, e.g. damage to the environment, unfair labor practices etc.?
- Do we know all the laws and regulations that apply to our products/services, beneficiary group, mission etc.

**2. Assess the risk**
There are a number of ways to prioritize the identified risk. One of them is the preparation of a “probability vs impact” table, as illustrated below, and calculating the total score for each risk—
Risk probability → Risk impact ↓

<table>
<thead>
<tr>
<th>Risk probability</th>
<th>Low probability</th>
<th>Medium probability</th>
<th>High probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low impact</td>
<td>Risk score = 1</td>
<td>Risk score = 2</td>
<td>Risk score = 3</td>
</tr>
<tr>
<td>Medium impact</td>
<td>Risk score = 2</td>
<td>Risk score = 4</td>
<td>Risk score = 6</td>
</tr>
<tr>
<td>High impact</td>
<td>Risk score = 3</td>
<td>Risk score = 6</td>
<td>Risk score = 9</td>
</tr>
</tbody>
</table>

Risk score = impact points times probability points

Priority
- Low priority
- Medium priority
- High priority

3. Manage the risk
The four main approaches to managing the risks outlined above are –

- Accepting the risk—in some cases, you will not take any action. This may be, for example, because the risk is very low priority, or the available options for action provide benefits that are disproportionately costly.
- Treat the risk—this involves taking specific action that will reduce the probability of the risk occurring or its impact if it does occur.
- Transfer the risk—this is a strategy which places the consequences of the risk on another party, e.g. by taking insurance, you manage the risk of property damage.
- Avoid the risk—if there is a direct cause–effect relationship between a certain factor and the given risk, then that risk can be avoided if the cause is not triggered. For example, the risks associated with a new product can be avoided by deciding not to launch that product at the given time.

4. Review and report the risk
The risks identified and assessed should be noted in the company’s “knowledge bank” (ideally, in writing, but they should at least be dis-
cussed by the team) in order to note lessons learned and better prepare for similar situations in the future.

**FUNDING YOUR SOCIAL ENTERPRISE**

There are several non-profit organizations that can support social entrepreneurs around the world with funding (see the list of useful links), but most of them are not very flexible regarding application procedures, and the process is usually very competitive. Depending on where you want to open the social enterprise, there may also be local grants and competitions to which you could apply.

Naturally, since a social enterprise is a business for the most part, one solution to gaining funding is to seek a bank loan. Most commercial banks will look at your business case and analyze your financial forecasts—the social impact will not be of much concern to them.

Another option is to find impact investment through an individual or a fund. An impact investor works like a regular investor in many ways—he or she puts money into your company with the aim of gaining returns on it. But the returns in case of impact investment are usually in the form of social or environmental impact, or a combined impact/financial return. Impact investment is developing quite quickly, but the number of funds available globally is still relatively small.

Another option that has captured the imagination of the internet is crowdfunding. Several platforms such as Indiegogo and Kickstarter allow virtually anyone to set up a crowdfunding campaign and collect money online. Depending on how you design your campaign, the mon-
ey could either be a donation (where other users contribute financially and simply expect you to keep your promise to them regarding how you use the money) or a pre-sale (where you list your products/services as “perks” and promise to deliver them to your campaign contributors at a set point in the future). The first option is usually a harder sell, but there have been some big campaigns that have collected donations for social projects. For example, Code.org ran a crowdfunding campaign that aimed to train 100,000 computer science teachers and introduce the subject to 100 million children around the world. The campaign raised around $5 million dollars.

There is a lot of literature available now on how to run a good crowdfunding campaign; here are some points to consider if you’re thinking of raising money this way—

- Find the right platform—there are several advantages and disadvantages to Indiegogo, Kickstarter and the other options out there. Do your research before you choose one.
- Be authentic—crowdfunding campaigns are often about emotion. Make sure you feel strongly about the issue so that you can pass on that feeling to your potential contributors.
- Be clear and transparent in your communication – people who give you money expect to know exactly how it’s going to be used or what they are going to get for it. Keep them informed about how your campaign goes, and then also about the impact that their contribution made.
- Be prepared to your campaign full time—running a crowdfunding campaign can take up all your time, even if you’re a team of several people! You will constantly need to contact people, update the campaign page with news, research potential supporters, make public appearances, run events and more! Try not to plan much else for this period, or have a dedicated team run the cam-
campaign if you have other commitments.

- Lots of work before the launch—when a campaign launches, you should already have some of the money “raised”. You can either do this by lining up a big sponsor/supporter early and have their agreement on being a “matching donor” during the campaign, or by having a group of several friends and family members agree to donate within the first hours or days of the project. That way, other users will see the numbers constantly going up in the early period of the campaign and this will encourage them to donate too. The proportions vary, but some people say that your target will be achieved with the following percentages of contributions—
  - 30%—matching donations
  - 30%—friends and family
  - 40%—the “crowd”
  - Be as visual as possible—use high-quality videos, photos, and infographics to keep your audience engaged.
  - 97% of projects fail between 10–50%—work hard to get past the halfway mark because this will really increase your chances of success.

Setting up and successfully running a social enterprise is a demanding and difficult job. But it can be very rewarding because you have the best of all worlds—you create value that you can translate to both financial figures and also, more importantly, to a positive impact on society and the environment.

Acumen — https://acumen.org

Ashoka — https://www.ashoka.org

Awesome Foundation — http://www.awesomefoundation.org/en

Bridge for Billions — https://www.bridgeforbillions.org

Echoing Green — http://www.echoinggreen.org/

Impact Hub — http://www.impacthub.net

Omidyar Network — https://www.omidyar.com


Skoll Foundation — http://skoll.org
