



Characteristics of Successful Social Enterprises

Introduction

- Approach to Identifying Characteristics of Success
- Some Structural and Strategic Factors
- Some Functional and Operational Factors
- Practical Examples



Characteristics of Successful Social Enterprises

Approach to Identifying Characteristics of Success

- Review wide and diverse portfolio of SE clients
- Review of regional and national case studies
- Identify some main issues critical to SE success
- Analyse the concept and practice of factors of SE success



Characteristics of Successful Social Enterprises

Practical Examples: Structural & Strategic Factors

Peoples Media Development Association

Contact: David Lindo Email: pmda@pmmuzik.com

- Introduces school curriculum through current musical styles and DJ skills
- Musical and recreational approach to learning numeracy, technology, literacy, poetry, geography
- Youngsters choose own music which is then used for the teaching

Cycle Training UK

Contact: Adrian Monk Email: info@cycletraining.co.uk

- Provide cycling and road use training and support to adults and children
- Sell block training to local authorities - for the benefit of local residents
- Change from company limited by shares to company limited by guarantee



Characteristics of Successful Social Enterprises

Some Structural and Strategic Factors

(Balancing social and enterprise goals)

- Integrate social goals within products and services
- Provision of citizen NEEDS *through* satisfaction of consumer WANTS
- Dual market/service obligations
- Appropriate legal structures

Cases: [Cycle Training UK]

[Peoples Media Development Association]



Characteristics of Successful Social Enterprises

- Some Functional and Operational Factors
(Optimal use of tools from the social and enterprise sectors)
- Response to product life cycle
[Hyde Plus]
- Partnership and dealership
[Groundwork Southwark]
- Complement and compete
[Groundwork Southwark]



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Practical Examples: Functional & Operational Factors

Hyde Plus

Contact: sorwar.ahmed@hyde-housing.co.uk

- Structured approach to community needs research
- Beyond bricks & mortar - employment & finance schemes
- Support of sustainable community hub

Groundwork Southwark

Contact: rebecca.towers@groundwork.org.uk

- Strategic partnerships leading to commercial contracts
- Social and commercial partnerships throughout the supply chain
- Local consortium of social enterprise horticultural services providers



Characteristics of Successful Social Enterprises

- **Some Functional and Operational Factors** *[Continued]*
(Using tools from the social and enterprise sectors)
- Identify niches within negative market conditions
[Manor Gardens Centre, Big Issue]
- Steering and cheering committees
[Thessaly Community Project, LB Newham, LA Connect]
- Effective business planning
[Waterloo Community Print Resources]
[Planning Aid for London]



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Practical Examples: Functional & Operational Factors

Health Ideas (Manor Gardens Centre)

Contact: Christa Moeckli E: christa@manorgardenscentre.org

- Participatory appraisal training for refugees and new arrivals
- Reliance on healthcare skills and access to hard-to-reach groups
- Provision of community health research services

Big Issue

Contact: Annie Turner Email: annie.turner@bigissue.com

- Limited public selling skills of vendors
- Relevant career related on the job training
- Progression from street vendor to other work



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Practical Examples: Functional & Operational Factors

Thessaly Community Project

Contact: Ruth Farmer Email: ruth.farmer@tcp.uk.net

London Borough of Newham

Contact: Leon Clarke Email: leon.clarke@newham.gov.uk

LA Connect

Contact: Ali Somers Email: ali.somers@sel.org.uk

- Stakeholder analysis and influence mapping
- Support from appropriate agents of influence and brokers
- Networking for practical social enterprise benefits



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Mini Case Study

Waterloo Community Print Resource

Contact: Von Slughtman Email: spreading_vine@yahoo.co.uk

- Market research and community consultation
- Enterprise through state of the art competitive printing service
- Social benefit through; environmentally friendly service, maintenance of local printing heritage, subsidised printing for voluntary and community groups, support for local newspaper which focuses on employability, training and heritage issues
- Use of print, social enterprise and sustainable business specialists
- Print work partnership and business mentoring
- Use of champions including a board member of Big Issue
- Marketing through corporate social responsibility and employer group
- Unity Trust Bank to manage syndicated capital funding



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Gibril Faal FRSA, JP

(BA Hons, MSc, MSc, ACI Arb, MCMI)

Director - GK Partners

T: 0870 1904 178 M: 07951 877 449 E: gfaal@gkpartners.co.uk

Katharine Ford FRSA

(BSc Psych)

Director - GK Partners

T: 0870 1904 179 M: 07903 190 820 E: kford@gkpartners.co.uk