

**Social Venture Business Plan Competition**  
**TEMPLATE**  
**Seattle Pacific University**

This template provides the building blocks for developing a social venture plan for the University's Social Venture Plan Competition (SVPC). The template guides students through the development of a business plan for their ventures. The template is the outline for BUS 4661. It is recommended that the template be used in conjunction with a more detailed business plan outline.

**Introduction: Defining the social venture**

*This strategic step of the planning process enables the social entrepreneur to evaluate both the viability of the business enterprise (or profit generator) as well as the social service.* In its finished form the business plan explains how to achieve the social impact goals described in this first section. While it is often difficult to quantify intangible outcomes and benefits, the social entrepreneur must develop ways of measuring and communicating success.

**I. Introduction**

- a. Vision Statement
  - i. Describe in a sentence the problem you want to help solve or the opportunity you want to create (e.g. preserve the Amazon rainforest).
- b. Mission Statement
  - i. Describe in 25 words or less what you want to do (e.g. develop a food bank) and the business enterprise/profit generator (e.g. produce, organic baby garments and use profits to aid children/families in Bangladesh).
- c. Strategy Statement
  - i. Describe in two paragraphs how you will go about doing what you what to do (e.g. who to serve, the specific products and services you will provide)
  - ii. What is it about your product or service that makes it different from others currently available?
  - iii. What social impact or transformation in people's lives do you want to make?
- d. Financial Statement
  - i. Describe the major expenses and revenues associated with the social venture. Include your sources of funding and initial investment.
  - ii. Include an income statement and either a balance sheet or cash flow statement projected over 3-5 years (worksheet to be provided by the School of Business and Economics).

## **II. Social Impact**

- a. How will you determine the success of your venture with respect to your mission statement?
  - i. What measurements or metrics will you use (e.g., number of people fed; tons of food distributed)?
  - ii. What are the 3-5 keys to success in this business--those factors that are really important to those you serve?
  - iii. How will you report these to your investors, donors and external audiences?

### **Market Research: Understanding the Nature of the Market to be Served**

Next develop a clear understanding of the market you will be serving and how you will reach that market. With respect to social ventures, the market will be both a social or human need and a product or service. Think about the following questions:

## **III. Market Research:**

- a. How will you identify your customers (buyers) and clients (recipients) and the extent of their needs?
  - i. Identify important demographics, psychographics, etc. Include size of market (e.g., number of people needing the service).
  - ii. How easy is it to enter this market?
    1. Are there barriers or obstacles to providing this good or service?
- b. What other organizations, if any, serve the same group or a similar group of people?
  - i. Briefly describe what they do and how well they do it.
  - ii. How different is your product/service and social service from what is currently available? What advantages does your venture bring that others do not? How does your product or service compare to those of other organizations in terms of the keys to success?
- c. What are the important political, social and economic factors influencing your ability to serve your client group?
  - i. Briefly describe what these factors are, their relative importance, and how you will deal with them.
- d. How will you decide the price?
  - i. What price can you make and sell the product or services that will cover all costs, including the repayment of your initial investments and any debt?
- e. What are your options for advertising and promoting your product or service? How will you determine an advertising and promotional program and its costs?
  - i. What will be the manpower, consulting or outsourcing costs?
  - ii. What will the overall cost be to carry out the program?

## **Production and Distribution: Developing and Delivering the Products or Services**

This section details *what* and *how* of your plan.

### **IV. Production and Distribution:**

- a. What are the specifications of the product or service and the social service?
- b. How will the product/service be produced? The social service?
- c. How will the product/service be distributed? The social service?
- d. Who will supply raw materials and from where?
- e. Who will be needed to carry out the functions of the organization (e.g., employees) over the duration of the plan?
  - i. How many?
  - ii. Include an organizational chart.
  - iii. What will be the cost of recruiting employees?
  - iv. Where will you find the needed employees?
  - v. What special, if any skills will these employees need?
  - vi. What preparation/training will be needed by employees to deliver the service/product?
  - vii. What fixed assets (plant, equipment, etc.) will you need and how much will it cost?

**Finance and Risk Analysis:** Finally, the plan should address the questions of financial viability and risk surrounding the enterprise both qualitative and quantitative.

### **V. Financial Viability and Sustainability**

- a. What is the potential for the venture to receive financial support from additional investors/donors (including opportunities for funding from foundations, social venture funds, angel investors and venture capitalists)?
- b. Describe the rigor and feasibility of the venture's financial model and goals.
- c. Discuss the potential for follow-on funding to grow the venture through self-sufficiency or profitability.

### **VI. Risk Analysis**

- a. Qualitative risks:
  - i. What are the major risk factors in the enterprise (i.e., What might cause your project to fail)?
  - ii. How did you identify them?
  - iii. How will you mitigate these risks?
- b. Quantitative risks:
  - i. What do you expect your financial resources to be in 2 or 3 years?
  - ii. If your initial plans do not work, what alternatives do you have for the organization?
  - iii. When do you expect the venture to be sustaining (i.e., when will earned revenues cover expenses? Exceed expenses?)?

## VII. Presentations

- a. What does it take to create a display that captures the value of a social venture?
- b. What will you include in your “elevator” speech?
- c. How will you present your venture during the Showcase to make maximum impact?
- d. What will be the division of labor of the team to maximize impact?
- e. What feedback have you received and what have you learned?
- f. What changes will be needed prior to the Showcase?

## VII. Review of plan: SVPC provides ample coaching to teams by third parties (e.g., faculty members, community members from business/social services) on the effectiveness of their plan, including how they will present their “wares”, in advance of the Showcase.

- a. What do you think the strengths are of your plan? Your message/presentation? Weaknesses?
- b. How should you use the time of your coach to obtain the maximum value?
- c. What questions should you ask the coach?
- d. What did you learn from the coaches?
- e. What changes should you make in your plan, if any, before the Showcase?

