

NONPROFIT FINANCE AND INNOVATION
IMPLICATIONS FOR TRAINING & EDUCATION

SUBMITTED BY



OLSZAK MANAGEMENT CONSULTING, INC.
2006

TABLE OF CONTENTS

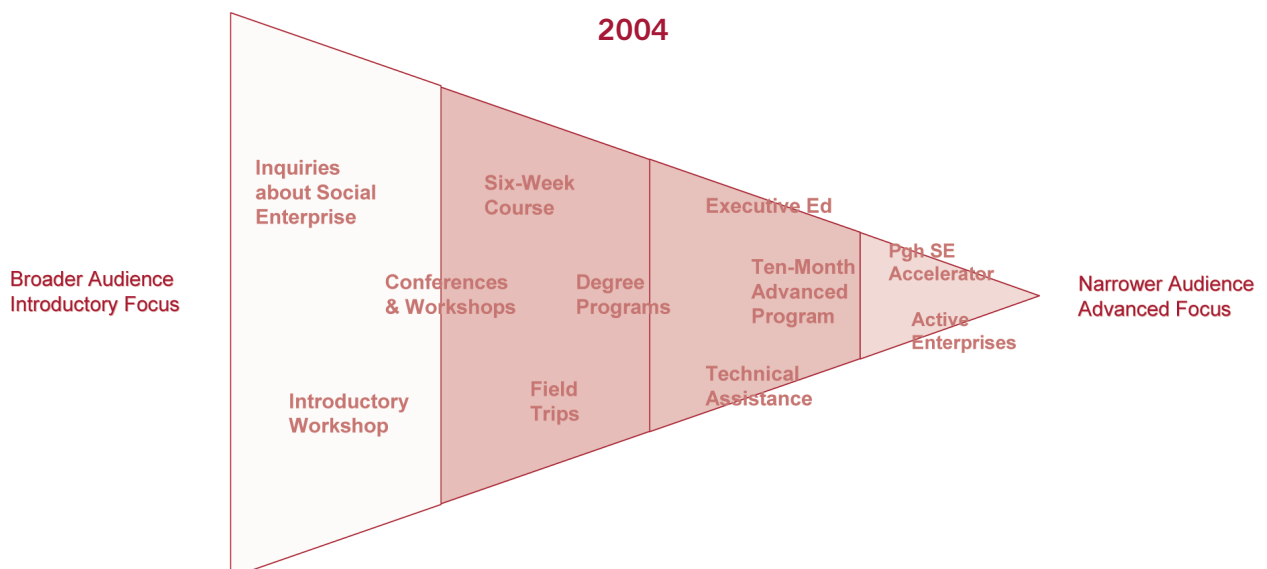
INTRODUCTION	1
ACKNOWLEDGEMENTS	4
REPORT SUMMARY	4
METHODOLOGY	5
FINDINGS	6
Financial Strategies and Implementation	8
Obstacles and Resources	10
Social Enterprise	14
Education and Training	26
IMPLICATIONS	28
Perceptions of Social Enterprise	28
Collaboration and Innovation	29
Education and Training	30
RECOMMENDATIONS	31
APPENDICES	
Appendix A: Nonprofit Executive Research Participants	35
Appendix B: Nonprofit Financial “Temperature Check” Survey	37
Appendix C: Focus Group Topics/Questions	39
Appendix D: Organizations that Exemplify Social Enterprise as Identified by Survey Respondents	41

For many nonprofit organizations in the Pittsburgh region, financial sustainability has become an increasing struggle, particularly in today's competitive funding climate. Government funding has been cut drastically, and foundations, traditionally a source of major programmatic support, also suffered economically in the early 2000s. For many nonprofits, it has become a necessity to investigate other possible sources of revenue, both earned and unearned. As a result, there is an even more pressing need to train and support organizations in their revenue diversification efforts.

In response to nonprofits' need for innovative revenue-generating strategies, a group of leaders in the Pittsburgh region, championed by Martha Perry at the McCune Foundation, formed the Pittsburgh Social Enterprise Committee. The Committee — consisting of funders, academicians, and technical assistance providers — sought to advance local knowledge and practice in the area of social enterprise. Over the past five years, the Committee has been instrumental in providing training opportunities and support mechanisms for organizations at all levels of operation and in promoting better understanding of social enterprise.

The Committee viewed these activities on a continuum, hoping to engage and track organizations throughout their exploration, development and implementation of social enterprise. This continuum was meant to ensure that all organizations — whether learning about social enterprise definitions, testing the feasibility of venture ideas, writing a business plan, exploring the more advanced elements of entrepreneurship or launching an enterprise itself — would have adequate opportunities to learn, share and grow.

Exhibit 1: Social Enterprise Training & Support Continuum



The types of activities across the continuum include the following:

1. Duquesne University, with support from local funders, began offering a six-week social enterprise course for nonprofit staff and boards in 2001, designed to explore the basic concept of social enterprise and give attendees the tools needed to examine their venture ideas. Topics included business planning, financial analysis, and market research. The course also provided participants with an overview of social enterprise on a national and international level. As of September 2006, the course has been offered fifteen times to over 175 participants and has been modified for programs in Erie and Baltimore. In addition, an Advanced Social Innovation Program was added to meet the needs of those organizations that need to build capacity and develop advanced skills around their social enterprises. The first ten-month offering of this course occurred during 2006.
2. In 2002, the Pittsburgh Social Enterprise Accelerator was formed to help nonprofit organizations develop successful social enterprise ventures. Since renamed the Social Innovation Accelerator, the organization works with a diverse portfolio of organizations to develop and improve social ventures, with the ultimate goal of increasing earned revenue and advancing operational acumen of these organizations.
3. In 2003, Pittsburgh's regional annual nonprofit conference, the Nonprofit Summit sponsored by the Grantmakers of Western Pennsylvania, concentrated on the theme of social enterprise and attracted record attendance of 625 nonprofit leaders.
4. The Bayer Center for Nonprofit Management at Robert Morris University has been instrumental in creating avenues for communication and collaboration between nonprofits and local businesses. Their work has engaged corporate leaders to become more active in supporting the work of nonprofits effecting social change.
5. Several technical assistance providers, such as Olszak and the Bayer Center, offer specific expertise in social entrepreneurship, giving an additional layer of assistance to social enterprise practitioners. In addition, Olszak has worked with the national association, the Social Enterprise Alliance, to develop the Social Enterprise Digital Library, which provides access to a cross-referenced listing of articles, books, papers and other sources of information about social enterprise.
6. David Bornstein became the inaugural speaker for a newly formed Social Innovation Speakers' Series in January 2005. This program is designed to bring national and international leaders in social innovation to the Pittsburgh region to encourage learning and dialogue.

7. Multiple field trips in 2005 and 2006, to organizations with active social enterprises such as Manchester Craftsmen's Guild and Bethlehem Haven, have been offered by the Nonprofit Leadership Institute and the Forbes Funds to provide a first-hand look at innovative practices and the benefits and challenges inherent in entrepreneurship.
8. In 2006, the Institute for Social Innovation was established at Carnegie Mellon to provide a degree and research complement to the efforts taking place in the region. The focus of the Institute will be to educate the next generation of social innovators (including developing graduate level courses), study and advance knowledge in the field of social enterprise, innovation and entrepreneurship, and link regional efforts to the global social entrepreneurship movement.

After five years of providing a variety of training and support opportunities, the Committee began to see a plateau in the level of interest from organizations that had not already explored the social enterprise option. Committee members saw the need to assess the current environment, asking a series of broader questions:

- How has the environment, and nonprofits' responses to it, changed in the last five years?
- How are local organizations continuing to address the issue of financial sustainability?
- Is there an opportunity to introduce new organizations to social enterprise and other innovative financial strategies, or is that opportunity "tapped out"?
- Are the training and support opportunities being offered still adequately meeting the needs of local nonprofits?
- What should our future training and support model look like?

As a result, research was undertaken to gain insight into future direction for the Committee and its activities. This research effort attempted to include a broad swath of local organizations, both those that have been included in social enterprise discussions, and those that have not. This report paints a picture of the nonprofit mindset regarding financial strategy. Moreover, the picture drawn will ultimately help direct local funders and nonprofit leaders to create more effective training and support models for our community, in turn helping local nonprofits to better operate and therefore enhance delivery on their missions.

ACKNOWLEDGEMENTS

Many people dedicated their time and energy to this research effort. 93 local nonprofit leaders gave of their time, expertise and insights to contribute to this report. A list of those individuals can be seen in Appendix A. In addition, several Social Enterprise Committee members served as Research Advisors for the duration of the project and contributed to the final product in invaluable ways:

- Diana Bucco, Senior Program Officer, The Forbes Funds
- Marie Coleman, Director of Development and Co-Director, Institute for Social Innovation at the H. John Heinz School of Public Policy & Management, Carnegie Mellon University
- Michele Garrity, Director, Office of Executive Education, Graduate School of Public & International Affairs, University of Pittsburgh
- Annette Romain, Venture Advisor, Social Innovation Accelerator

Special thanks goes to Michael Kumer, Executive Director, and his staff at the Nonprofit Leadership Institute at Duquesne University for being a steadfast partner on all of our training and research projects. Finally, we recognize the Pittsburgh Social Enterprise Committee and the inspirational work of western Pennsylvania's nonprofit social entrepreneurs, whose tireless efforts to better nonprofit knowledge and management will continue to impact our communities for years to come.

REPORT SUMMARY

This report is intended to provide an overview, or “temperature check”, of the local nonprofit mindset and activities regarding financial sustainability. The research conducted by Olszak Management Consulting, Inc., focused on four main areas:

1. **FINANCIAL STRATEGIES AND IMPLEMENTATION** – how financial decisions are made, what tools are used, and how they are implemented
2. **OBSTACLES AND RESOURCES** – what obstacles are faced when exploring or implementing a new financial strategy, what resources are available for support

3. **SOCIAL ENTERPRISE** – familiarity with social enterprise, perceptions of and interest in the concepts
4. **EDUCATION & TRAINING** – past training experiences, available opportunities, gaps in support, ideas for needed programs/opportunities

The report includes four primary sections: (1) research methodology, (2) research findings, (3) implications, and (4) recommendations. The report also includes appendices that provide more detailed data and support for its main content.

METHODOLOGY

The first step in our research was a telephone survey of nonprofit executives. We identified 50 nonprofit executives as participants, as well as 1 – 2 additional alternatives for each. The interview prospects were gathered from a variety of sources, in order to create a sample with diverse levels of knowledge and experience in the area of social enterprise. About half of the organizations in the sample were drawn from existing nonprofit databases housed by Olszak, which included a high percentage of organizations that had participated in at least one social enterprise-related event. The other half of those surveyed was drawn from other non-social enterprise-related mailing lists and databases, as well as a thorough Internet and library database search of local nonprofits. In total, eighty organizations were contacted and fifty telephone surveys were completed.

The survey questions were aimed at getting both a general view of nonprofit financial strategy, as well as gauging specific perceptions and activity surrounding social enterprise (the complete survey, including rating options, etc. can be seen in Appendix I):

- Is your organization considering any change in your financial strategies in the near future?
- What kinds of strategies are you thinking about implementing?
- What obstacles do you face in trying to implement these strategies?
- What community resources will you draw from in order to implement these strategies?
- How familiar are you with the idea of social enterprise?

- (If applicable) What led to your decision to pursue social enterprise?
- What is your understanding of what social enterprise is?
- How do you feel about the value of social enterprise for the nonprofit sector in general? For your organization in particular?
- What do you think about the potential for the success of social enterprise in the nonprofit sector? For your organization?
- What qualities of your organization do you feel make it likely or unlikely that you would be successful with social enterprise?
- From your perspective, what organization or organizations best exemplify social enterprise?
- How interested are you in learning more about social enterprise?

After completing a preliminary analysis of the survey data, Olszak formulated a number of follow up questions based on the results. We then facilitated five focus groups with another 43 nonprofit executives, none of whom were participants in the original survey. The organizations selected to attend these focus groups were selected in the same manner and from the same lists as the survey recipients, and represented a similarly diverse group of social enterprise participants vs. non-social enterprise participants. These groups were shown a presentation about the preliminary survey results, and asked for their feedback. The three primary topics covered during the focus groups sessions were (1) finances, (2) innovation, particularly with financial strategies, and (3) education and training. More detail of the focus group topics and questions can be seen in Appendix II.

FINDINGS

This section combines findings from both the surveys and the focus groups. As previously mentioned, four major topics were chosen for the survey and focus group questions:

- **FINANCIAL STRATEGIES & IMPLEMENTATION.** The structure of the research topics began with the premise that social enterprise is most often pursued out of a desire to diversify revenue sources and/or respond to the current financial climate. As a result, we began our survey (and focus group discussions) by taking a “temperature check” of their financial strategies. This discussion provided a framework in which to focus more closely on specific aspects of their financial approach.

- **OBSTACLES & RESOURCES.** Next, it was decided that this research should try to answer the question, “What are the reasons that an organization chooses or does not choose to try new and innovative financial strategies?” As a result, we focused first on determining the obstacles and constraints faced by nonprofits that would impact their ability to implement such strategies. We then asked them about the types of resources they utilize in order to be more innovative in their approach to finances and general operations. In our focus groups, this topic also sparked a discussion of innovation, and what the concept means for each individual organization.
- **SOCIAL ENTERPRISE.** The survey and focus groups then turned to the concept of social enterprise. The goal was to assess nonprofits’ familiarity with the terminology, and also their perceptions of what social enterprise meant — both in a general sense and for their individual organization.
- **EDUCATION & TRAINING.** The final topic discussed in our findings was not included in the survey, but was added to the focus group topics to gather further detail on organizations’ experiences and needs. Through this discussion, we gathered anecdotal information that would help make decision about future learning opportunities.

Organizations represented five broad sub-sectors, with those identified as health/social services comprising the largest number. Because many organizations offer multiple services and serve diverse clientele, the health/social services category was difficult to break down into further detail.

Exhibit 2: Categorization of responding organizations

Sub-sector	Percent of Total (n=50)
Health/Social Services	56%
Arts/Culture	14%
Community Development	10%
Youth/Education	10%
Other	10%
Total	100%

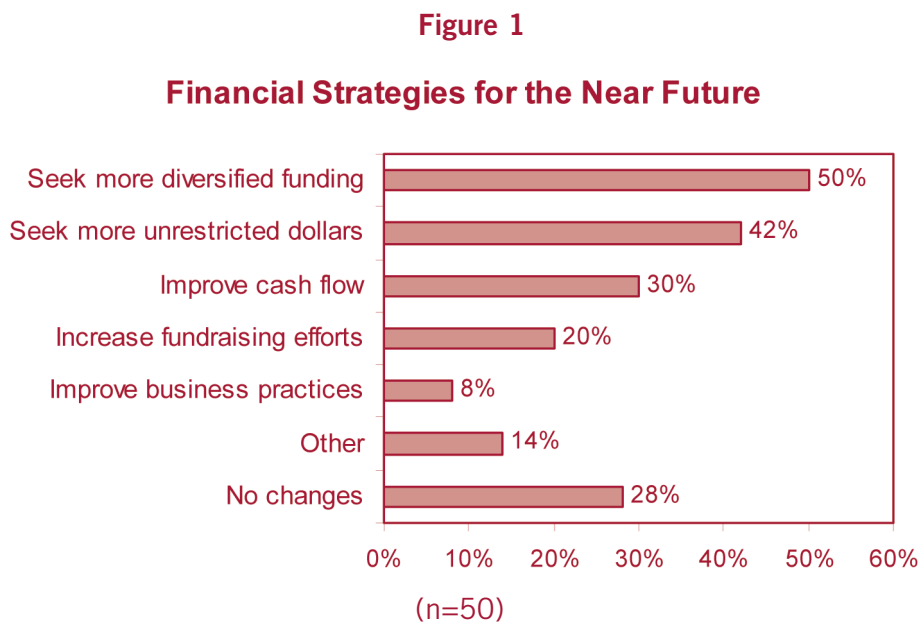
Organizations in the “Other” category include those whose missions address faith-based and environmental concerns.

FINANCIAL STRATEGIES AND IMPLEMENTATION

To convey a more inclusive approach – that is, not creating a presumption that this was a “social enterprise” survey – the first question was designed to elicit a very basic and general response regarding the financial posture of the organization:

Is your organization considering any change in your financial strategies in the near future?

The results appear below in Figure 1. The chart shows that most (72%) of the nonprofits intend to change their financial strategies, employing a mixture of approaches for finding and/or generating funds.

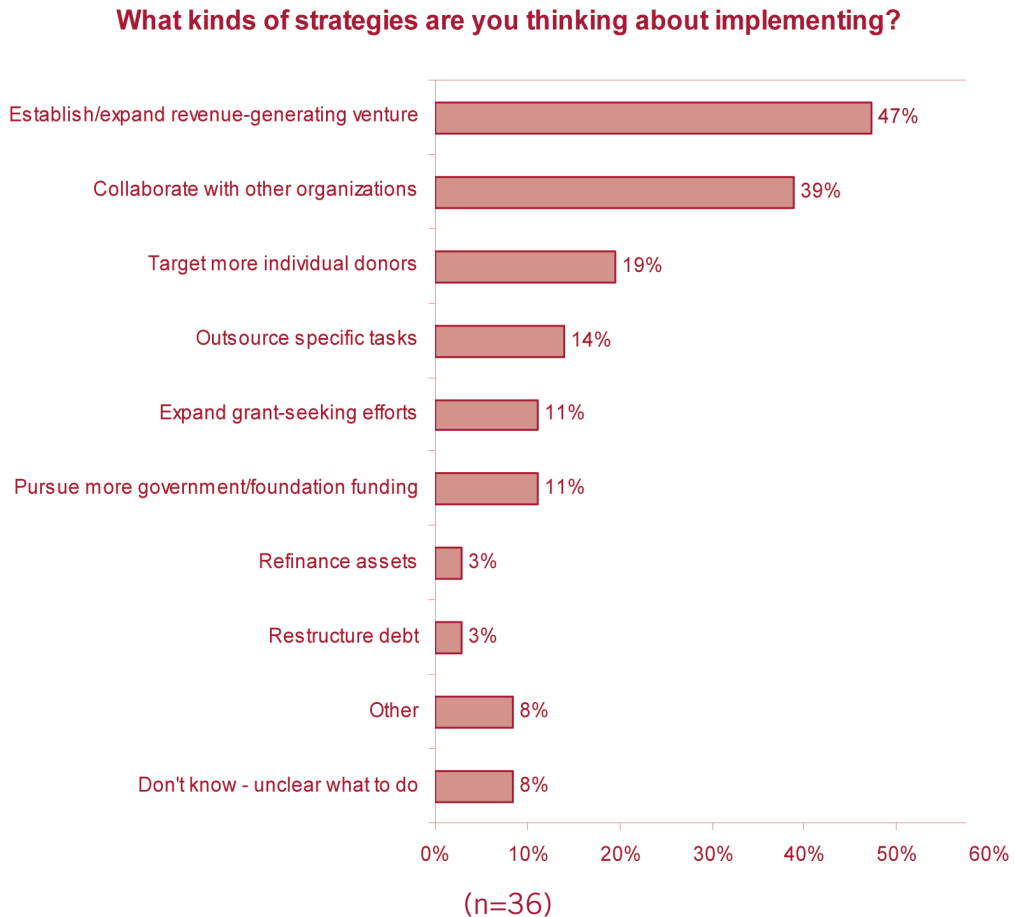


Commenting on the preliminary tabulation of these findings, focus group participants made the following points:

- Diversification helps to prepare you to address changes in the climate.
- More than one of these strategies is needed.
- Improved cash flow is not a strategy, but a result of implementing strategies.
- Cash flow shortfalls can be seasonal; nonprofits need to adjust their fundraising schedules accordingly, especially when staging a fundraising event.

Of the 36 survey respondents who indicated a change in financial strategies, large proportions cited “establishing or expanding a revenue-generating venture” (47%) and/or “collaborating with other organizations” (39%) as their primary strategies (See Figure 2 below). In addition, 8% of the respondents indicated that while they were considering a strategy shift, they were “unclear on what to do”.

Figure 2



It should be noted that a strategy considered to be “a change” by some respondents was often found to be routine for others. For example, some organizations that had previously relied on large grants were shifting to a strategy of targeting more individual donors, while other organizations were planning to do just the opposite. Moreover, the survey results show that often, a “new” strategy is not a replacement for existing strategies, but a supplement to them.

Focus group participants made these comments about earned income strategies:

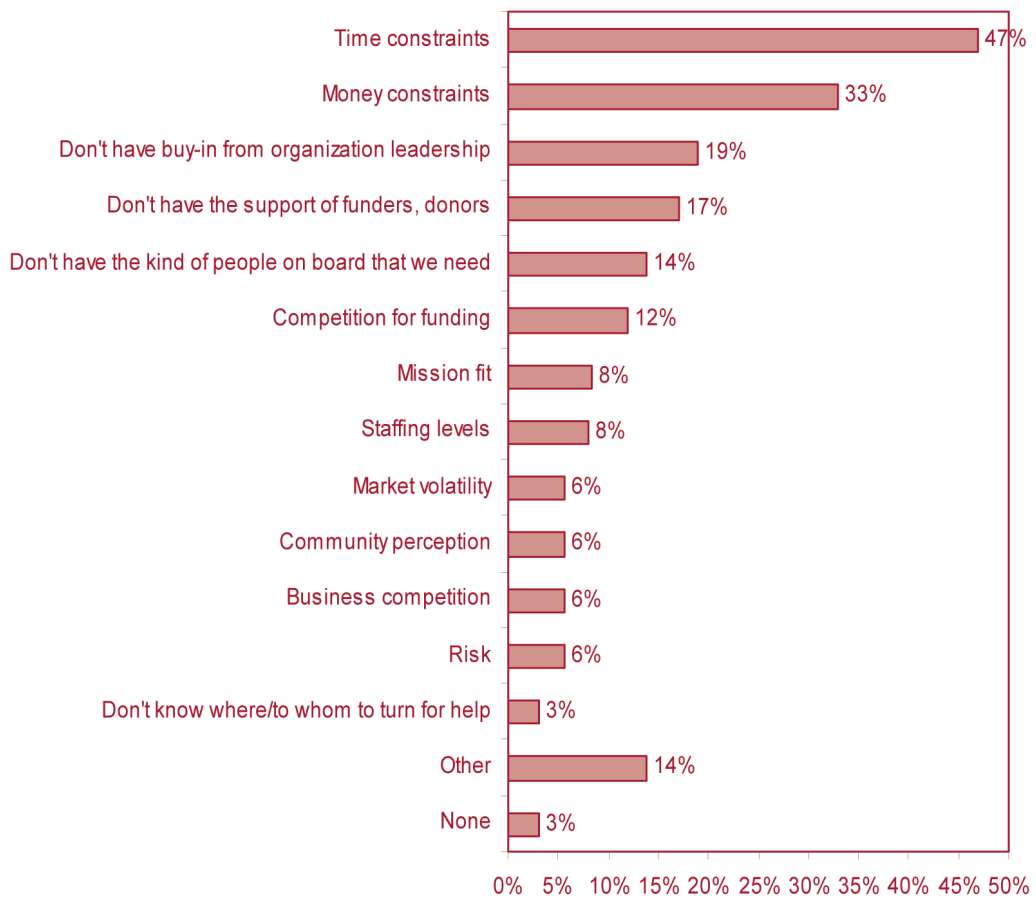
- Some organizations are more dependent on earned income than others; arts, for example.
- For some organizations, earned income is not a good fit.

OBSTACLES AND RESOURCES

OBSTACLES. The reported obstacles faced by nonprofits attempting to implement new financial strategies were as diverse as the strategies themselves. Besides the common constraints of time (47%) and money (33%), respondents also cited such factors as lack of buy-in from organizational leadership (19%), lack of support (for the strategies) from funders or donors (17%), and lack of appropriate human resources/skill sets (14%).

Figure 3

What obstacles do you face in trying to implement these strategies?

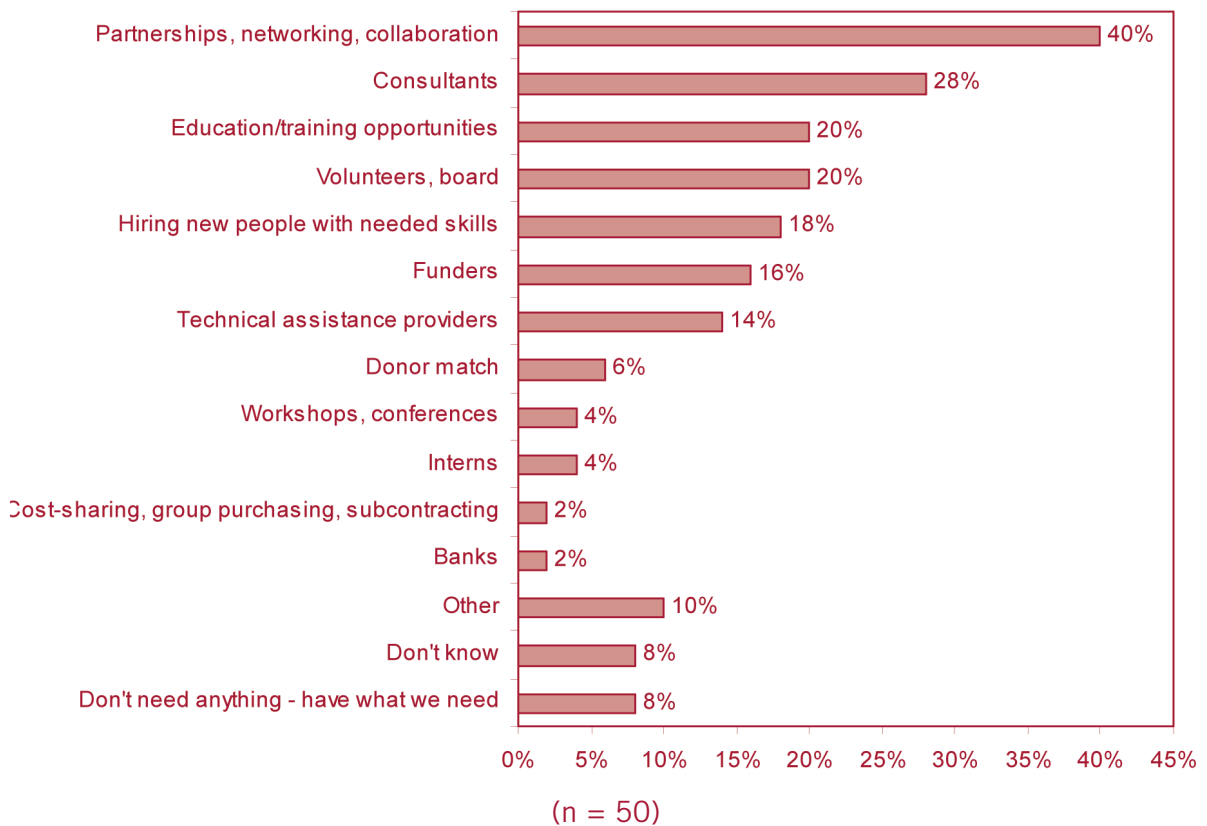


(n = 36)

RESOURCES. Respondents identified a variety of community resources that they would tap in order to implement their financial strategies (whether these represented a change or not). Chief among these resources were: other nonprofits — through partnerships, networking or collaborations, 40%; consultants, 28%; and education or training opportunities, 20% (education and training will be discussed further in Part D of this section). Respondents in large numbers also cited as potential resources their volunteers and board members (20%), as well as new employees with needed skills (18%).

Figure 4

What community resources will you draw from in order to implement these strategies?



Respondents reported a variety of ways in which they collaborate, including tax credit deals, marketing, job sharing, and artistic co-productions. Moreover, those collaborative organizations came from all sub-sectors of nonprofits — community development, healthcare, human services, arts, and groups that offer youth-based and education programs. Their partners include other similar organizations, nonprofits with complementary programs, schools, government agencies, and local businesses.

Many of the focus group participants also had been or are currently involved in successful collaborations. Some of the focus group participants, however, raised caveats about partnerships and collaborations:

- Collaborations are expensive and do not necessarily result in cost effectiveness, but may be a more effective strategy to improve service and mission delivery.
- There's a problem [with collaboration] when [organizations are always asking] "what's in it for me?" rather than "what's in it for us?"
- Collaborations and mergers are not good when driven by a foundation.

Survey respondents also reported using consultants for very specific purposes, such as:

- Market research
- Fundraising campaigns
- Internet services
- Staff training
- Focus groups
- Professionals such as psychologists and psychiatrists

Participants in the focus groups echoed this sentiment, and gave their perceptions of consultants and circumstances in which hiring a consultant is appropriate. Several attendees said that consulting is most appropriate when specialized assistance is needed; some said it makes sense to outsource to a consultant when it isn't justifiable to hire someone full-time. In a positive light, some participants said they were able to use specialized consulting assistance and transfer that knowledge to the whole organization. On the negative side, there was comment that consultants only tell organizations what to do, rather than coaching them on how to do it.

INNOVATION. The topic of innovation arose at the focus group sessions. Organizations were asked about their definition of innovation, as well as how they felt they were being innovative. Some of the focus group participants mentioned innovative techniques that they were employing to help realize their financial strategies:

- We launched an ePhilanthropy program for online fundraising – you send requests to individuals in the form of a link in an email, and they can just click and donate on a credit card.
- Niche fundraising – churches run the fundraising events so we put out no money into it; every dollar earned is great
- Niche marketing has also been very successful for us.
- [A bank] called recently and said they have someone to send on sabbatical – they are working for us for 40 hours per week for 90 days and are paid by [the bank].
- Each board member is required to... volunteer with us 20 hours per week.

Some organization leaders saw their boards as a resource in support of innovation, saying their boards “are the key to innovation” and “understand the risk of not changing”. However, other focus group participants characterized their boards as “risk-averse”, saying they are “not very quick on the trigger with innovation” and that their boards are reluctant to break out of thinking in the same old way.

Overall, the focus group attendees were mixed in their willingness to label their own organization “innovative”. There were several comments asserting that innovation is in the eye of the beholder — i.e., what one organization considers innovative for itself may not be new or progressive for another.

SOCIAL ENTERPRISE

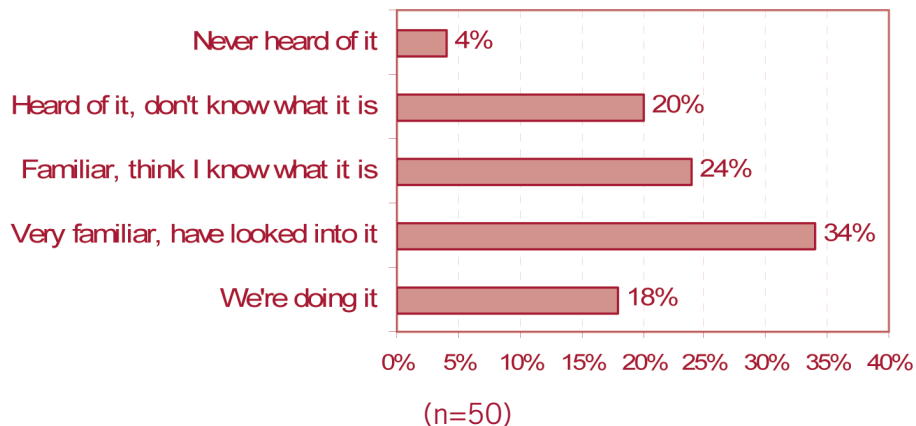
Both the survey and the focus group discussions moved participants from the general issues of finances and innovation to the topic of social enterprise. Among the survey respondents were a number of social enterprise practitioners, as well as some non-practitioners who were very familiar with the concept. An initial count of the two groups was derived from responses to the question, “How familiar are you with the idea of social enterprise?” Further analysis, as illustrated in the comments below, showed that some respondents were practitioners, but were not familiar with the *term* “social enterprise”:

- A number of projects that we've done over the past few years have fallen under the assumptions of what people think of as social enterprise.
- We already have earned-income programs that serve the organization’s mission. There was a need to elevate all of this earned income and a need to determine how to allocate resources.
- We've always done [social enterprise] but I'm not familiar with this terminology.

The responses were categorized to fit into the framework shown in Figure 5.

Figure 5

How familiar are you with the idea of social enterprise?



These response categories were then used to divide the respondents into two subgroups, as follows:

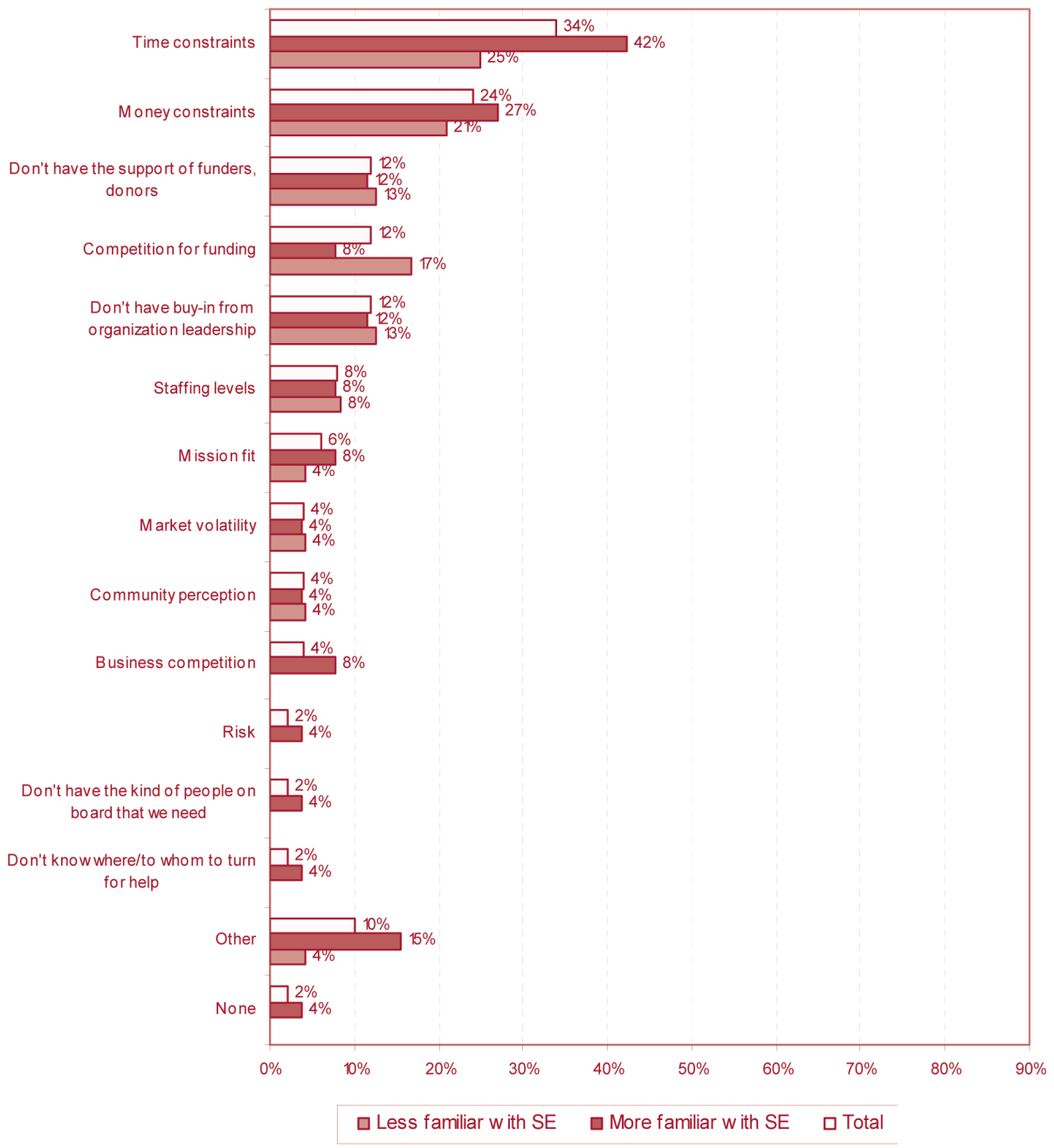
Response	Respondent Subgroup
Never heard of it	Less familiar with social enterprise (n=24)
Heard of it, don't know what it is	
Familiar, think I know what it is	
Very familiar, have looked into it	More familiar with social enterprise (n=26)
We're doing it	

Thus, a slight majority (26 of 50, or 52%) of the respondents were deemed as “more familiar with social enterprise”, while the rest were categorized as “less familiar with social enterprise”.

OBSTACLES AND RESOURCES. It was noted earlier that survey respondents most often cited time and money constraints as obstacles to realizing their financial strategies. This pattern was even more pronounced among those in the “More familiar with social enterprise” subgroup, as seen in Figure 6 on the following page. The chart also shows that those “Less familiar with social enterprise” were more likely to view competition for funding as an obstacle (17% vs. 8%).

Figure 6

What obstacles do you face in trying to implement these strategies?



(n=50)

Practitioners of social enterprise also identified some “other” obstacles:

- Demand from target markets
- Mission drift
- Time for new product development
- Staff motivation
- Building community awareness

RESOURCES. In general, those most familiar with social enterprise reported the use of a more varied set of resources than those who were less familiar. As shown in Figure 7 on the following page, the “more familiar” organizations had a greater tendency to use:

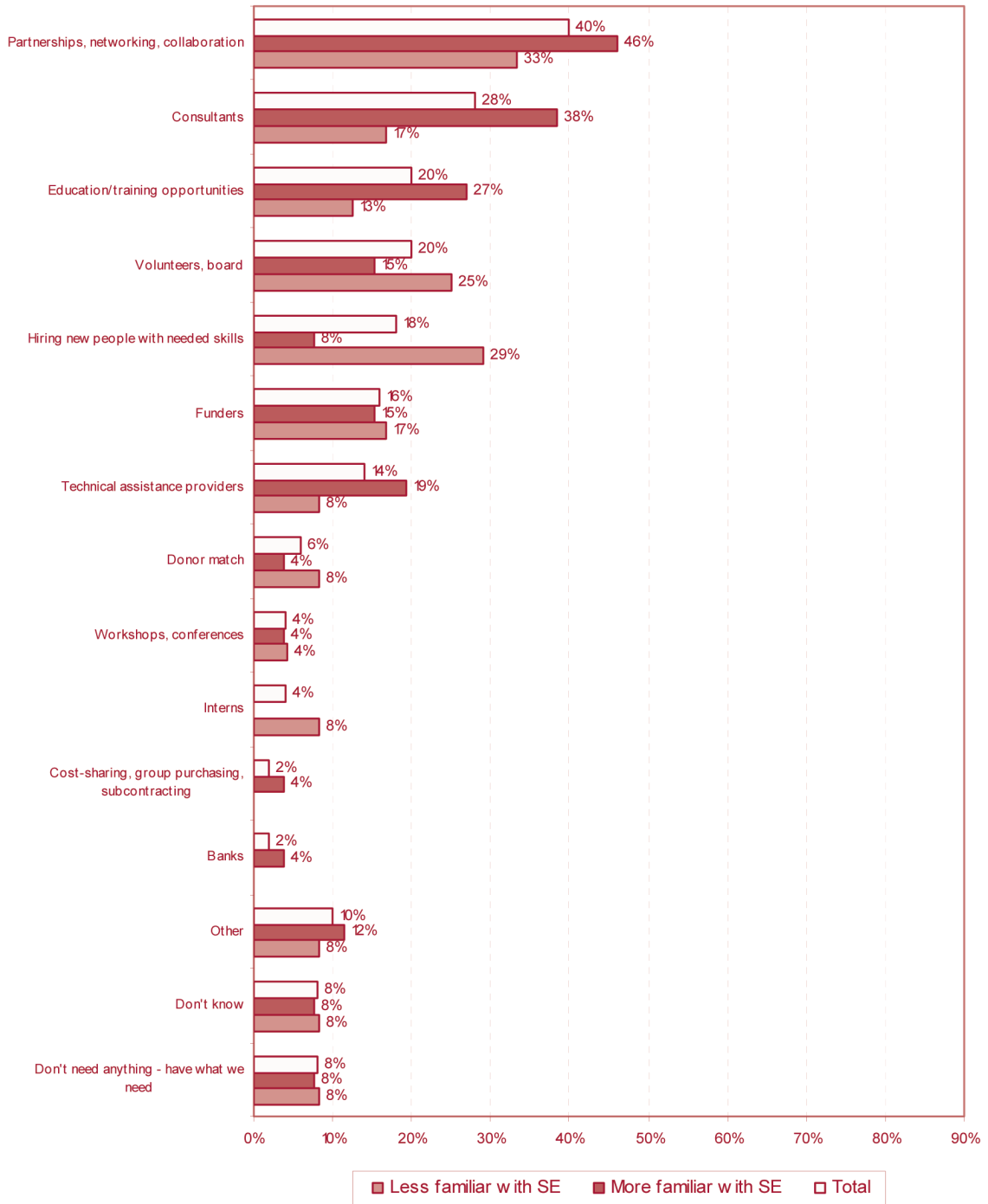
- partnerships, collaborations and networking (46% vs. 33%)
- consultants (38% vs. 17%)
- education and training opportunities (27% vs. 13%)
- technical assistance providers (19% vs. 8%)

The “less familiar with SE” organizations, on the other hand, more often said they would rely on:

- volunteers and board members (25% vs. 15%)
- hiring new people with needed skills (29% vs. 8%)

Figure 7

What community resources will you draw from in order to implement these strategies?



The kinds of resources used also varied by organizational sub-sector. As Figure 8 shows:

- Arts and cultural organizations reported more utilization of partnerships, networking and collaboration (57%).
- Community development organizations more often used technical assistance providers (40%), as well as workshops and conferences (40%).
- Those with a youth or education mission looked to consultants (60%) and education/training opportunities (60%).
- “Other” organizations relied more on their volunteers and board.

Figure 8

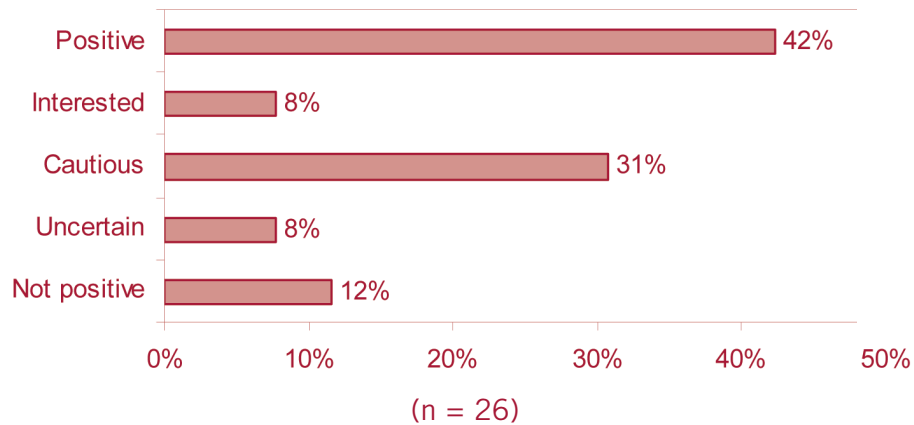
	Arts/ Culture	Community Development	Health/ Social Services	Youth/ Education	Other	Total
Response	(n=7)	(n=5)	(n=28)	(n=5)	(n=5)	(n=50)
<i>Partnerships, networking, collaborations</i>	57%	20%	46%	40%	-	40%
<i>Consultants</i>	29%	20%	25%	60%	20%	28%
<i>Education/training opportunities</i>	-	-	21%	60%	20%	20%
<i>Funders</i>	14%	20%	25%	20%	-	20%
<i>Technical assistance providers</i>	14%	40%	21%	-	-	18%
<i>Hiring new people with needed skills</i>	-	20%	14%	20%	40%	16%
<i>Volunteers, board</i>	-	-	11%	20%	60%	14%
<i>Don't need anything, have what we need</i>	-	-	7%	20%	20%	8%
<i>Workshops, conferences</i>	14%	40%	-	-	-	6%
<i>Cost-sharing, group purchasing, etc.</i>	14%	20%	-	-	-	4%
<i>Banks</i>	14%	20%	-	-	-	4%
<i>Donor match</i>	-	-	4%	-	-	2%
<i>Interns</i>	-	-	-	-	20%	2%
<i>Revenues</i>	14%	-	-	-	-	2%
<i>Don't know</i>	29%	-	7%	-	-	8%
<i>Other</i>	14%	-	14%	-	-	10%
Total	100%	100%	100%	100%	100%	100%

¹ The typology of organizations used in Figure 8 was not self-reported, but was assigned to respondents by Olszak. “Other” organizations included religious and environmental groups.

PERCEPTIONS. The survey respondents who were “more familiar” with social enterprise were asked what they felt about the prospects for implementing it within their own organizations. The open-ended responses were cast into five categories and tabulated, as shown in Figure 9 below.

Figure 9

How do you feel about the potential success of social enterprise for your organization?



Most of the current practitioners felt positive about their ventures, as indicated by these sample comments:

- [Our outlook is] very positive. We have put a lot of work into the business plan and we [have observed] the numbers. The profit margin held over a long period and even increased.
- The current social enterprise is very successful and anticipated to remain so. We are also exploring other enterprise ideas.
- We have seen some small but positive results, in another 1 – 2 years we are hoping to see more fruit from our endeavors.
- It should grow. We have a variety of opportunities and an advantage over website stores because you can actually see the merchandise and touch the products. We are currently exploring other opportunities as well.

Among those who have looked into or become very familiar with social enterprise, the perceptions of potential success are more mixed, with caution as the most prevalent sentiment:

POSITIVE

- [It will be] very successful. It will be something that mass markets the organization's outcomes.
- Really high!

CAUTIOUS, UNCERTAIN

- It depends on the staff and the product. I'm unsure at this point.
- I feel good about the potential success of this venture, [but] am worried about the importance of keeping sight of our mission.
- If I can convince some of my senior board then I would feel very strongly about it.
- There's not enough information at this time. We still need to research. We are going to proceed carefully.
- I believe it will be an interesting challenge. It seems to make perfect sense. However, I worry about blurring the line between for profit and nonprofit.

NOT POSITIVE

- We considered it but there was not enough info to pursue it. It was also a matter of networking and thinking outside the box. We felt it needed to fit the mission. But, we are always looking for new ideas.
- We looked into it with a consultant. We needed to expand [the program] and there were too many other [competitors]. It would not have been beneficial to pursue the enterprise.

In certain cases, some survey recipients indicated a negative (“not positive”) outlook towards social enterprise, and felt their organizations were not likely to be successful at it. However, their comments indicated some unusual perceptions and misconceptions about the nature of social enterprise.

- Not too good because the market is so low. There isn't a retail product that would fit with our organization.
- Not good; social enterprise is overrated! We would have to develop a mutually beneficial business plan.
- Social enterprise has a place for some organizations but not all. It seems like [social enterprise] is all anyone cares about anymore.
- It would be difficult. We are a community-based organization dealing with poor people. It might be possible to market a product to others but we couldn't involve our client base.
- It is very limited. We have [a budget of] only half a million dollars.

Survey respondents were also asked about the organizational qualities that make it likely or unlikely that their organization would be successful with social enterprise. Their open-ended responses were categorized into positively-oriented (likely) and negatively-oriented (unlikely). In addition, some respondents gave answers of both types.

For those who thought social enterprise success was likely, they indicated several qualities that they perceived as necessary to thrive. Many respondents classified their organizations as “entrepreneurial” or “risk-taking”. Respondents pointed out some specific areas of expertise, most related to business or entrepreneurship — finance, marketing, customer service, leadership, and understanding of markets were all mentioned.

The other identified qualities that could indicate social enterprise aptitude and success were mission fit, capacity, experience, and reputation.

Those perceived qualities of organizations that were unlikely to be successful in social enterprise fell into several categories:

- Poor fit with mission
- Lack of capacity
- Lack of entrepreneurial qualities
- Competition
- Risk-Averse

Exchanges among focus group participants also revealed very mixed perceptions about social enterprise. Some selected comments are included below:

RISK

- Nonprofits have a low tolerance for risk.
- The failure of other organizations who have tried it is also discouraging. For example, an organization that launched a social enterprise was the key highlight of a conference and they failed a year later.
- The culture in this city doesn't support taking risk either.

MISSION FIT

- We're hesitant to charge a fee because it takes away from our mission.
- Some staff left because they didn't agree with the course of "profit". We tried to explain that this wasn't just our organization and that it was a broader cultural shift.
- Nonprofits that want to do it and are in the right arena are already doing it.

GOVERNMENT AND TAXES

- Government regulations are also an issue — lots of red tape to get past.
- Unrelated business income tax is also a problem and we've stayed away from opportunities because of that.

SOCIAL ENTERPRISE AND FUNDING

- Social enterprise is totally driven by the foundations.
- You still need funding to do programmatic things.
- You need capital to start.
- I don't think they [funders] get how it is from the other side. They don't understand the dynamics [of social enterprise]. The notion is fantastic, but....
- There is a political reality, politics in funding. You have to be on the right political side.

The survey participants, in response to different question, named the organizations or activities that they thought best exemplify the practice of social enterprise. The organizations that were mentioned the most are well-known practitioners in the Pittsburgh area: Life’sWork/Ben and Jerry’s (9 mentions); Manchester Craftsmen’s Guild (9); and Goodwill (7). The list also included programs in other regions, as well as other states. Altogether, 35 different organizations were mentioned, about 30 of which are located in the Pittsburgh region. The organizations mentioned most appear in the list below (The full list appears in Appendix III).

These results suggest that most of the survey participants were not only knowledgeable about social enterprise, but also well aware of practitioners. However, the results do not indicate whether the respondents perceived the success of exemplary organizations as positive and/or desirable (i.e., “we could be like them if...”) or negative/undesirable (i.e., “we don’t want to be like them because...”).

From your perspective, what organizations or activities best exemplify social enterprise?

Organization/program	Number of mentions
Life's Work/Ben and Jerry's	9
Manchester Craftsmen's Guild/Bidwell Center	9
Goodwill	7
Bethlehem Haven	5
Boys and Girls Club	5
Achieva	2
Center for Creative Play	2
Girl Scouts	2
Good Grief Center	2
Pittsburgh Project	2

A few respondents felt that the whole concept of social enterprise is an anathema and responded this way:

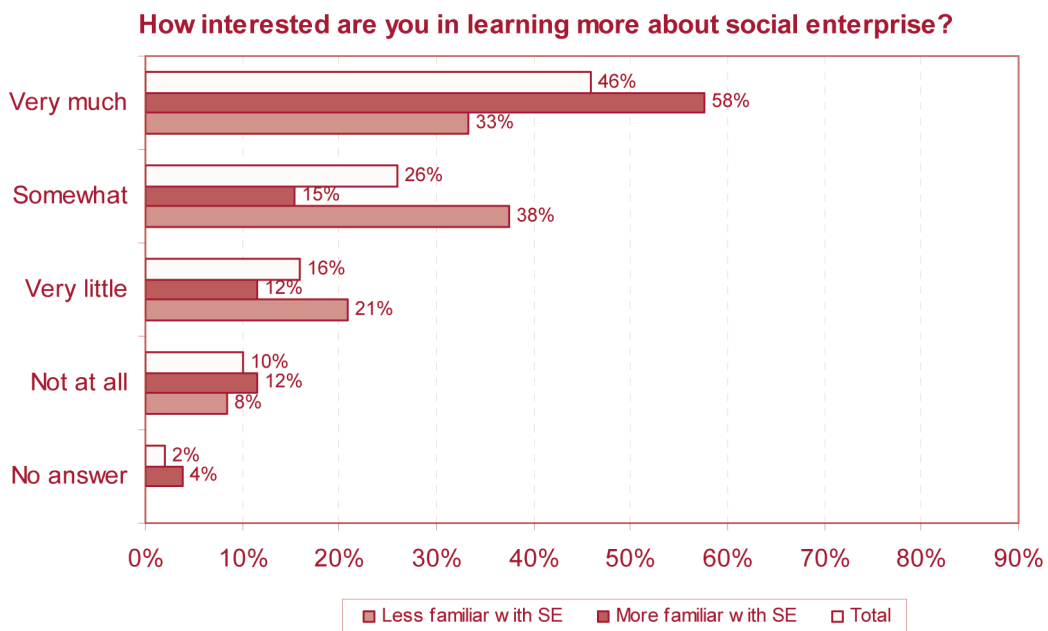
- There is a disconnect with nonprofits making a profit. It’s not what nonprofits are set up to do.
- [Social enterprise has no potential], it is overrated. Organizations are supported by foundations.

INTEREST. The survey respondents who were current practitioners or had some familiarity with social enterprise were asked, “What led to your decision to pursue social enterprise?” The responses varied by organization type:

- Most of the Arts/Culture (60%) and Community Development (100%) organizations reported a “historical” involvement in social enterprise.
- Youth/Education organizations cited survival (50%) and reduced government funding (25%) as motivating factors.
- Health/Social Service organizations mentioned the same motivating factors as above, along with the desire to “be innovative” (25%) and the influence of conferences or training on the subject (19%).
- “Other” organizations were most motivated by survival concerns (50%) and by the desire to be innovative (50%).

Although most of the respondents had already become familiar with social enterprise, the interest in learning more is still evident. Figure 10 shows the results of a question on this issue, tabulated by familiarity with social enterprise. It shows that the largest single response (58%) of those in the “more familiar” subgroup was “Very much”, while the responses of the “less familiar” subgroup was mixed. All told, however, more than two-thirds of the sample (71%) wanted to know more about the field.

Figure 10



(n=50)

The topics of education and training are explored in the next section.

EDUCATION AND TRAINING

The value of education and training in the implementation of financial strategies is underscored by the fact that 20% of the total number of survey respondents noted it as a resource that they would utilize in pursuing their aims. The topic of education/training was explored in greater depth during the five focus groups that Olszak conducted with nonprofit executives.

MOTIVATION. From the focus group responses, it was evident that many nonprofit leaders regard knowledge as the key to their successful navigation of changing financial seas:

- Education is essential to survival.
- Go to conferences, workshops. You can find [innovative ideas] at these things.
- There is a wealth of information out there and we need to keep up on it.
- Nonprofits need to train staff. There are funders who understand this.
- There is tension around where we are going as an organization and as a nonprofit community. We need a balance of formal and informal education.

The attendees felt there were many opportunities for learning and training that they did utilize, but that the pace of change necessitated innovation in the topics covered and methods used in educational programs.

RESOURCES USED. The focus group participants also reported using a variety of educational resources, including consultants, university programs (here in the region, as well as elsewhere), agency programs, websites, etc.:

- Duquesne University social enterprise course
- Engineeringlaw.com
- Foundation Center at the Carnegie Library of Pittsburgh
- Bayer Center for Nonprofit Management at Robert Morris University
- Pittsburgh Social Enterprise Accelerator
- Harvard Business School program

- PNC Partners.
- Development Training Institute (a national organization) provided access to a community development professional.
- SCORE small business counseling
- We partnered for training [with another organization] — we trained each other
- Various paid consultants

PREFERENCES AND NEEDS. Participants also identified aspects of available educational opportunities that they felt needed to be addressed. A sample of comments is listed below around some common ideas.

SPECIALIZED, ADVANCED TRAINING

- There's not a lot of training for the advanced manager.
- I prefer training that focuses on one issue rather than drifting all over.

TRAINING THAT FOCUSES ON THE SPECIFIC NEEDS OF THEIR ORGANIZATION

- [We need training that is] tailored to our organization.
- The concepts are not new but we need detailed, personalized information.

INDIVIDUAL COACHING OR MENTORING FOR NONPROFIT LEADERS

- Organizational training and individual coaching is valuable.
- I would like to see coaches available (even by e-mail or phone).

TRAINING THAT INVOLVES KNOWLEDGE-SHARING, DISCUSSION WITH PEERS

- Peer learning – perhaps a workshop, with time for discussion among participants.
- Having a network of people to rely on is very key.

TRAINING THAT INCLUDES FOLLOW-UP

- I would like to see follow-up.
- I attended training on performance evaluation and ironically, no one ever followed up after a year

CASE STUDIES/TRAINING THAT LOOKS AT BEST AND WORST PRACTICES

- I would like to see some serious time devoted to case studies.
- Pittsburgh is a brutal city! [Nonprofits in Pittsburgh are] not going to talk about barriers to success. If something goes wrong, we can't learn from it because no one talks about it.
- At my training, all the case studies were on a national level and they let down not only their hair but their pants. We need to know what really happened.

IMPLICATIONS

PERCEPTIONS OF SOCIAL ENTERPRISE

Overall results indicate that social enterprise is viewed in a generally favorable light by the study participants. This is evident from the findings that:

- A majority of the survey participants have either explored or pursued social enterprise ventures
- Respondents were able to name 34 different organizations that exemplify social enterprise, the vast majority from the Pittsburgh area
- Most of the practitioners of social enterprise in the study sample have a positive outlook about the likelihood of their ventures being successful.

These perceptions appear to be based on a fairly accurate assessment of what social enterprise entails. Those most favorably disposed toward adopting social enterprise for their organizations seem to know what it takes to be successful: entrepreneurial orientation, capacity, and good fit with mission. Those less inclined toward pursuing ventures appropriately recognize that the lack of these qualities within their organizations make it unlikely that social enterprise will succeed for them. However, within this latter group, there is also a sense among a small segment that the door to social enterprise may be closed to them – that there is already too much competition in their market, or that those who have the qualities to succeed in social enterprise have already done so.

While the study participants generally have a good sense of where they stand in the arena of social enterprise, there is evidence that at least a small segment of the nonprofit leaders have misconceptions, primarily negative, about what social enterprise is all about. Those who provide education and training experiences on this topic cannot assume that all nonprofit leaders understand the meaning of such terms as “entrepreneurial”, “social enterprise” or “social entrepreneurship” in the same way.

Even if the topic of social enterprise were to be presented under the larger umbrella of “social innovation”, attention would still have to be given to the ways in which that terminology is received and understood by nonprofit leaders. Many study participants demonstrated resistance to trends or “buzzwords” that they perceive as “foundation-driven” or otherwise derived from outside the sector, but that do not relate to the real-life experiences of nonprofit leaders.

COLLABORATION AND INNOVATION

With few exceptions, the study participants demonstrated a substantial acceptance of the need to be flexible, adaptable and open to change in direction, with regard to financial strategies. Indeed, comments by study participants suggest that many nonprofit leaders are keenly interested in “what works” for others as well as themselves. Regardless of the nomenclature used to describe a strategy, busy executives want to know whether it:

- is applicable to their organizations
- makes good use of their existing capabilities
- will receive support from the community and/or funders
- has been successful for practitioners and adapters

Survey respondents indicated that they find support for implementation of their financial strategies by exploring a variety of resources, including consultants, training programs, new hires, volunteers and board members, and many others. But the single most prevalent resource, mentioned by 40% of the respondents, entailed engaging other nonprofits through networking, partnerships and/or collaboration. It may be that through these resources, many nonprofit leaders are able to assess whether a particular strategy meets the four criteria mentioned above.

EDUCATION/TRAINING

There are certain learning venues that seem to resonate among the nonprofit leaders who participated in this study:

- One-on-one experiences with a coach or mentor who can provide personalized and ongoing support for dealing with everyday decision-making as well as overall strategy;
- Peer learning experiences that allow participants to share useful ideas, keep up with trends, and pursue networking or collaborative activities;
- Training that is very specific to the needs of an organization and provides opportunities for follow-up;
- Extensive exploration of case studies that highlight what has worked and what has not worked well, along with insights about why things turned out the way they did.

Working against the latter point is what some perceive as a culture of “risk-aversion” in the Pittsburgh area nonprofit sector: The penalty for failure is great, and nonprofits are reluctant to make their mistakes known, let alone put themselves under a microscope for the intense scrutiny of a case study. Regardless of whether this perception is accurate, education providers will need to deal with it.

Other points about learning made by participants include these:

- There do not appear to be enough training experiences for the advanced executive. Some participants felt that too much of the available training is “generic”.
- Different venues appeal to different kinds of organizations. For example, community development agencies appear to prefer workshops and conferences, while arts and human services groups seem to prefer networking and collaborative opportunities.

RECOMMENDATIONS

We have drawn several recommendations for future education and training opportunities that should provide direction as those supporting the nonprofit sector plan for future programming.

1. **MORE COLLABORATIVE LEARNING EXPERIENCES.** The organizations that participated in this study overwhelmingly indicated their preference for interaction with their peers. As it turns out, the most valuable learning for nonprofit staff and board members comes from their interaction and conversation with other practitioners. In fact, several of the attendees of the focus groups viewed the focus group experience as an opportunity to learn from their peers. Peer learning activities can take a variety of forms:
 - a. **NETWORKING EVENTS & ORGANIZATIONS.** Most nonprofit executives appreciate the opportunity to learn from their peers and meet new contacts. Nevertheless, the message from the study participants is that the value of such opportunities increases if networking events are less general, and more focused specifically on a subject that is relevant to them. Some nonprofits are beginning to create their own networks or associations, such as the local group of nonprofits that operate retail stores.
 - b. **COLLABORATIVE LEARNING MODELS.** There is a great deal of value for nonprofits in engaging in interactive learning with others who are going through similar processes. It will benefit the sector to build more interaction and teamwork into future educational programs, creating cohorts of organizations that can continue to share ideas and best practices long after the training is over. In addition, nonprofits' inclination towards collaboration can be used to develop training/education programs that are more effective and better capitalize on organizations' existing skills.
 - c. **STRUCTURED MENTORING & PEER LEARNING.** Although some informal mentoring has traditionally occurred among the nonprofit community, there is demand for a more structured program that allows less advanced nonprofit staff and board to benefit one-on-one from the knowledge and experience of others. In fact, there are programs currently under development that will address this issue — but those implementing these programs should ensure that participants have access to mentors with expertise in a variety of areas (i.e., finance, marketing, social enterprise, audience development). In addition,

one of the fundamental questions underlying mentoring programs is “what is in it for the mentor?” Ideally, mentoring programs will address this issue to provide a valuable experience to both mentors and those being mentored.

d. **TEAM TRAINING.** A significant portion of our survey respondents indicated that they were trying to implement new strategies essentially in isolation. These individuals indicate that they see their ideas as having little or no buy-in from board, staff, and/or funders. In fact, they lack an important element to being innovative and implementing social enterprise. This may be a sign that nonprofit leaders need to become more effective at teambuilding within their own organizations. Beyond providing training directly in teambuilding skills, it may prove that organizations receive more effective and lasting impact from training that allows multiple stakeholders to participate (including the Executive Director, key staff, and committed board members).

2. **TRAINING ADDRESSING SPECIFIC TOPICS, PROBLEMS, OR EXPERIENCES OF EACH ORGANIZATION.** The current model for training in the region is to offer programs and events that attract the greatest number of people. Often this is a function of an institution’s need to get “butts in seats”, i.e., to cover the costs of offering the program. However, it is clear from this research that more experienced practitioners would rather forego these introductory programs for training that is more advanced and/or addresses specific topics and issues. Focus group participants mentioned topics from understanding government grant programs to board leadership, emphasizing organization-specific — or even staff position-specific — learning opportunities. In many ways, it seems that this marketplace is beginning to adhere to the Long Tail theory recently popularized in Chris Anderson’s same-named book — i.e., selling smaller numbers of more choices. Although there will always be a place for the general learning activities that attract younger and/or less experienced practitioners, those in the nonprofit support community must also find better and more cost-effective ways to address the increasingly customized needs of the ever-more-advanced organizations we have created.

3. **KNOWLEDGE SHARING BY SUCCESSFUL PRACTITIONERS IN SOCIAL ENTERPRISE.**

It seems the biggest question that surrounds social enterprise is the most germane to its success — “does it work?” If the advancement of social enterprise and innovation is to continue, it is vital that those successful organizations lead the discussion about the exploration and implementation of social ventures. More importantly, we as a community must create an environment in which organizations can share both successes and failures, without nonprofits feeling that they will jeopardize their funding or reputation. Furthermore, it may be of value to create living case studies (that continue to be actively assessed and updated) that can be examined in the exploration of what works and does not work in the field. We also would recommend using those more recognizable organizations that were identified by survey respondents as case studies. The organizations with which the community is most familiar will also have the most resonance with other nonprofit leaders.

4. **ATTENTION TO MISCONCEPTIONS ABOUT SOCIAL ENTERPRISE.** Although a large percentage of our participants expressed familiarity with social enterprise, there still is a challenge before us to clearly communicate the definition, value, and risk associated with starting a venture. This message should be clear and unequivocal, particularly when the message is being marketed to potential participants. Some practitioners may require a “re-education” in what social enterprise really means, and just as importantly, why an organization should or should not engage in a venture. In addition, where this message comes from is just as important as what the message is. As mentioned earlier, the communication will be much more effective if it originates from experienced peers rather than perceived as emanating from the funding community.

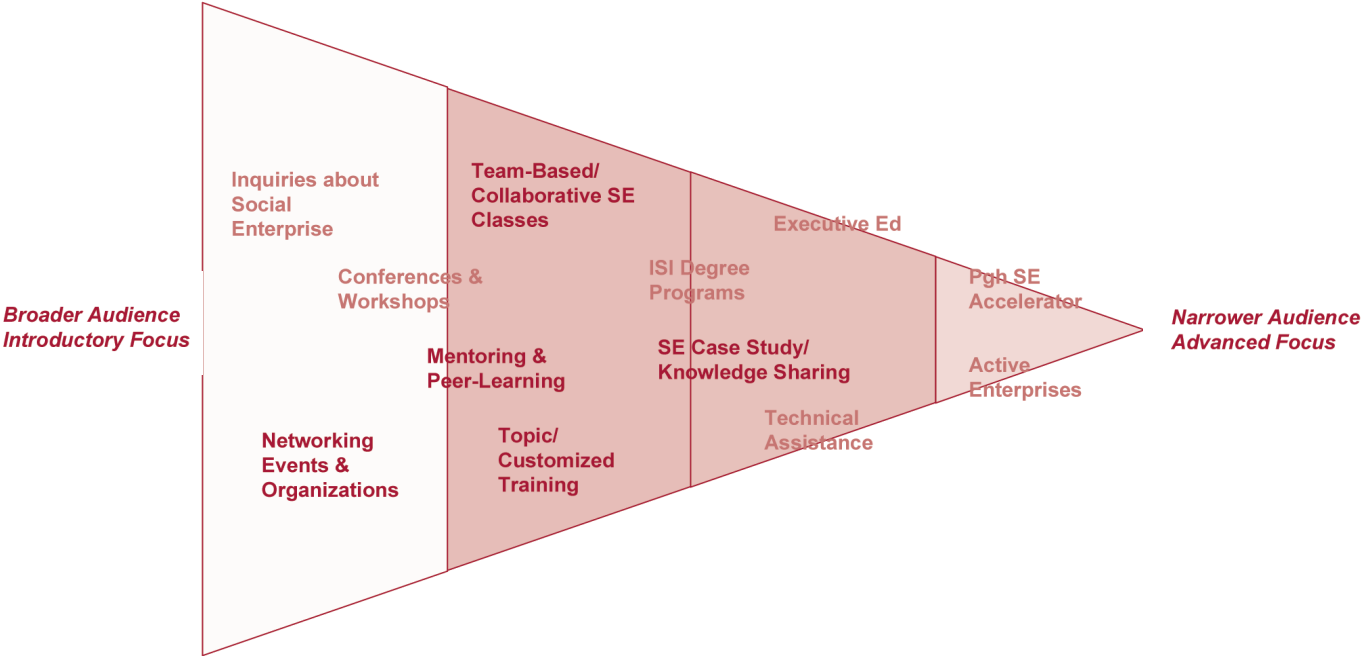
An additional critical finding is that the environment surrounding our regional nonprofit sector is for large part risk-averse, not only among nonprofits themselves, but funders, donors, government entities and media as well. In order to create an environment that supports innovation and provides resources to our nonprofit leaders and stakeholders, it seems that some re-education may be needed. The Social Enterprise Committee, as ambassadors for the “movement”, should engage in a strategy that communicates the value of financial innovation to our important nonprofit stakeholders.

As a final thought, we revisit the Social Enterprise Continuum to determine how these recommendations might be interpreted into action. The diagram below incorporates the findings of this report and will ideally provide the starting point for further conversation about social enterprise training and education. Ultimately, the findings and conclusions of this report should create a strategic foundation for providing resources and support to those nonprofits that are eager to learn and innovate.

Exhibit 3:

Proposed Social Enterprise Training & Education Continuum

2006



NONPROFIT EXECUTIVE RESEARCH PARTICIPANTS

Laurie Anderson, Radio Information Service

Joanne Andiorio, The Community at Holy Family Manor

Michael Augustine, Western Pennsylvania Conservancy

Malik Bankston, Kingsley Association

Marcia Barber, Girl Scouts of Southwestern Pennsylvania

Danielle Bauer, Camp Fire USA Western Pennsylvania

Harriet D. Baum, NAMI Southwestern Pennsylvania

Kate Bayer, Allegheny East Mental Health & Mental Retardation Center, Inc.

Diane Belitskus, Habitat for Humanity of Allegheny Valley

Michael Bernarding, ALS Association

Marsha Blanco, Achieva

Karen Block-Johnese, Pittsburgh Glass Center

Jim Bonner, Audubon Society of Western Pennsylvania

Karla Boos, Quantum Theatre

David Bugher, Light of Life Ministries, Inc.

Susan Chase, Working Order

Elenore Childs, Heartwood Institute

Dave Coplan, Human Services Center Corporation

Beth Corning, Dance Alloy

Tara Covelens, PULSE

Joann Cyganovich, Sisters Place, Inc.

Rebecca Davidson-Wagner, Central Northside Neighborhood Council

Susan Davis, EveryChild, Inc.

Jeffrey Dorsey, Friendship Development Associates, Inc.

Linda Ehrenreich, Jewish Family & Children's Services of Pittsburgh

Julie Farr, Society for Contemporary Craft

Gretchen Fay, Stephen Foster Community Center

Colleen Fedor, The Mentoring Partnership of Southwestern Pennsylvania

Brian Foltz, Allegheny Youth Development

Martha Friday, Pittsburgh Action Against Rape

Jan Glick, Contact Pittsburgh

Christine Goss, Brashear Association, Self-Sufficiency Program

Donald Goughler, Family Services of Western PA

Gregg Hartung, Presbyterian Media Mission

Alice Munro Hilliard, Eastern Area Adult Services

Celia Hindes, Variety the Children's Charity

Lee Hipps, Urban League of Pittsburgh

Charlie Humphrey, Pittsburgh Center for the Arts

Diane Hurd, The Sunlight of the Spirit

Steve Hutter, Elder-Ado

Jeff Jameson, \$1 Energy Fund

Walter Jenkins, Big Brothers Big Sisters of Greater Pittsburgh

Ellen Kander, Steeltown Entertainment Project

Lynn Knezevich, Gwen's Girls, Inc.

Richard Knouff, Circle C Youth and Family Services

William Kofmehl, Allegheny County Literacy Council, Inc.

Annette Kolski-Andreaco, Western Pennsylvania Family Center

Sherri Leifman, Union Aid Society

Carol Lennon, Gilda's Club Western Pennsylvania

Jeff Lengel, Residential Resources, Inc.

Anne-Marie Lubenau, Community Design Center of Pittsburgh

Stephen MacIsaac, Wireless Neighborhoods

Lynn Manion, Airport Corridor Transportation Association

Jeff Burks Mascara, Southwestern Pennsylvania Human Services, Inc.

Ann Mason, Renaissance & Baroque Society of Pittsburgh

James Mercer, Pittsburgh Civic Light Opera

Mary Miller, Mary Miller Dance Company

Veronica Morgan-Lee, Crossroads Foundation

Douglas Muetzel, The Wesley Institute

Thomas Neuhard, Families United Network, Inc.

Judith O'Toole, Westmoreland Museum of American Art	Richard Swartz, Bloomfield Garfield Corporation
Karen Owen, Lifesteps	Karl Thomas, Pittsburgh Voyager
Chrisoula Perdziola, Western Pennsylvania Museum Council	Janet Thorne, Hollow Oak Land Trust
Stephen Piotrowski, Consumer Credit Counseling Service of Western Pennsylvania	Anna Thorpe, Pittsburgh Leadership Foundation
Melissa Protzek, CASA of Allegheny County	Daniel Torisky, Autism Society of Pittsburgh
Mavis Rainey, Oakland Transportation Management Association	Anthony Turo, Ursuline Services, Inc.
Elizabeth Reiss, Three Rivers Arts Festival	William Vandivier, Nazareth Housing Services
Joyce Rothermel, Greater Pittsburgh Community Food Bank	Taris Vrcek, McKees Rocks Community Development Corporation
Darlene Salih, McKeesport Collaborative	Maggie Withrow, Pittsburgh Habitat for Humanity
Mike Schiller, Venture Outdoors	Myrna Zelenitz, East End Cooperative Ministry
Natalia Schwoeble, The Early Learning Institute	Laura Zinski, Mon Valley Initiative
Steve Seliy, Mon Valley Education Consortium	
Suelynn Shiller, The Program for Offenders, Inc.	
Deborah Shtulman, Valley Care Association	
Janet Simon, Western Pennsylvania School for Blind Children	
Walter Smith, Family Resources	
Victoria Sirockman, Lydia's Place	
Karen Snair, Allegheny Valley Association of Churches	
Timothy Snyder, Parental Stress Center	
Kyra Straussman, Cool Space Locator	
Marilyn Sullivan, Bethlehem Haven	
Dianne Swan, Rosedale Block Cluster	

NONPROFIT FINANCIAL “TEMPERATURE CHECK” SURVEY

Selection: _____

Slot: _____

Your responses to this survey will be held in strictest confidence. No names of individuals or organizations will be mentioned in the findings, nor will any data be used in such a way that individuals or organizations can be identified.

A. Is your organization considering any change in your financial strategies in the near future?

- ___1. No, will continue current strategies
[skip to D, next page]
- ___2. Yes If Yes: What kinds of changes
(check all that apply):
 - ___ Seek more diversified funding
 - ___ Seek more unrestricted dollars
 - ___ Improve cash flow
 - ___ Other _____

B. What kinds of strategies are you thinking about implementing?

- ___1. Don't know – unclear what to do
- ___2. Collaborate, partner with other organizations
- ___3. Establish a revenue-generating venture
- ___ Other _____

C. What obstacles do you face in trying to implement these strategies?

- ___1. None – have everything in place to get the job done
- ___2. Time constraints
- ___3. Money constraints
- ___4. Don't know where/to whom to turn for help
- ___5. Don't have the kind of people on board that we need
- ___6. Don't have buy-in from organization leadership
- ___7. Don't have support of funders, donors
- ___ Other _____

D. What community resources will you draw from
in order to implement these strategies?

(Specify)

___1. Don't need anything; have what we need

___2. Don't know

___3. Education/training opportunities

___4. Technical assistance providers

___5. Consultants_____

___6. Hiring new people with
needed skills_____

___7. Partnerships, networking, collaborations
with other organizations

___8. Cost-sharing, group purchasing,
subcontracting, etc.

___9. Other: _____

E. How familiar are you with the idea of
social enterprise?

___1. Never heard of it (Skip to K, bottom
of next page)

___2. Heard of it, but don't know what it is .
(Skip to K , bottom of next page)

___3. Familiar, think I know what it's all about
(Skip to G, top of next page)

___4. Very familiar, have looked into
it/considering it for my organization

___5. We're doing it

F. What led to your decision to pursue social enterprise?

G. What is your understanding of what social
enterprise is?

H. How do you feel about the potential success of social
enterprise for your organization?

I. What qualities of your organization do you feel make it
likely or unlikely that it would be successful with social
enterprise?

J. From your perspective, what organizations or activities
best exemplify social enterprise?

K. How interested are you in learning more about social
enterprise?

___1. Not at all

___2. Very little

___3. Somewhat

___4. Very much

Thank you very much for your support and participation!

TOPICS/QUESTIONS FOR SOCIAL ENTERPRISE FOCUS GROUP DISCUSSION

I. Major Topic One: Finances

1. Questions for the group in reaction to the presentation:

- a. Where would you put your own organization among the financial situations described by the respondents?
- b. Of the obstacles indicated by the respondents, which do you feel are most influential for your organization? Are there any other obstacles that you would add to this list?
- c. Of the community resources indicated by the respondents, which do you feel would be most likely to have a profound impact on your organization's financial situation? What makes you feel that way?

II. Major Topic Two: Innovation

1. While NPOs are looking for more efficient ways of achieving their missions, they are often being asked to come up with "innovative" ways of using and generating revenues. What kinds of innovative practices or ideas do you feel your organization would be best positioned to implement? (List them) Why?

a. If social enterprise (or revenue-generating venture, or similar term) does not appear on the list, or is not very prominent:

- Why do you suppose that (strategies x, y and z) are most often mentioned?
- There has been some discussion in the region about encouraging organizations to pursue social enterprise. Have you heard this discussion?
- Why do you think social enterprise is not mentioned very frequently on this list?

b. If social enterprise is mentioned prominently on the list:

- What has led so many of you to pursue social enterprise as a strategy?
- What kinds of help have you gotten in your pursuit of social enterprise? What was most valuable? What was least valuable?

- For those of you who did not mention social enterprise: Why have you found other strategies to be more worthwhile to pursue? Have you gotten any kind of assistance in pursuing your strategies? What was most valuable? What was least valuable?
- c. To what extent do you feel confident that the strategies you are implementing will ultimately be successful for your organization?
2. To what extent have your boards attempted to be innovative in your financial planning and revenue generation strategies?
 - a. What kinds of strategies are you trying to implement?
 - b. Have these attempts been helpful/beneficial?
 - If yes, why?
 - If no, why not?
 3. What further resources will you need to make this happen? (training, technical assistance, information, etc.)

III. Major Topic Three: Training

1. Have you, your staff or board received any training recently that is or could be helpful in accomplishing this? (i.e., what is mentioned in II-3.)
 - a. If so, what kind of training was it?[Some possible responses might be: marketing, fundraising, financial planning, sales)
 - What form did this training take? (e.g., classes, seminars, one-on-one consultation, etc.)
 - Who provided this training (universities, training organizations, consultants, national associations, etc.
 - Were any of these training experiences held outside the Pittsburgh area (regional/national/international conferences, seminars, etc)
 - What was your experience with this training? Was it helpful? Why or why not?
 - b. If not: are you interested in investing in some type of training that could enhance your organization's ability to be innovative?
2. Would your organization be interested in receiving training around the topic of social enterprise?

**ORGANIZATIONS WHOSE ACTIVITIES EXEMPLIFY SOCIAL ENTERPRISE
AS IDENTIFIED BY SURVEY RECIPIENTS**

ORGANIZATION/PROGRAM	NUMBER OF MENTIONS
Life's Work/Ben and Jerry's	9
Manchester Craftsmen's Guild/Bidwell Center	9
Goodwill	7
Bethlehem Haven	5
Boys and Girls Club	5
Achieva	2
Center for Creative Play	2
Girl Scouts	2
Good Grief Center	2
Pittsburgh Project	2
Brooklyn Academy of Music (draws on heavily on corporate and community resources)	1
Caribou Coffee	1
Community Information System	1
East Liberty Development, Inc.	1
Emergency Ambulance Transportation (name of the organization is not known)	1
Family Communications	1
Family Services of Western PA	1
First Dollar Energy Fund	1
Forbes Funds (small programs with people that act as catalysts for change)	1
Heartwood Institute	1
Life Pittsburgh	1
Mountain Top Retreat Center (Mt. Washington)	1
Petra	1
Pittsburgh Center for the Arts	1

Pittsburgh Social Venture Partners	1
Portland Oregon's Casa Program (holiday cards made by kids)	1
Prayer Center	1
Rag weavers (in North Carolina) make mountain crafts to sell in support of a women's shelter	1
RSI	1
Some of the Pittsburgh Zoo's ventures such as camps	1
The Union Project (a creative approach, stained glass windows)	1
Three Rivers Arts Festival	1
Urban League	1
Youth Builds	1



OLSZAK MANAGEMENT CONSULTING, INC.

**REGIONAL ENTERPRISE TOWER
425 SIXTH AVENUE, SUITE 350
PITTSBURGH, PA 15219**

PHONE: 412.224.4312

FAX: 412.281.9261

EMAIL: KSPHAR@OLSZAK.COM

WWW.OLSZAK.COM