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Pôle d'économie sociale Gaspésie-Îles-de-la-Madeleine

WORKSHOP: DEVELOPING A SOCIAL ECONOMY COMPONENT

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PARTICIPANT BOOKLET

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WORKSHOP LEADER

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A professional of territorial development for more than 25 years, Lynn enjoys exploring the potential of collaborative work and cocreation. She has notably worked in the valorization and emergence of the social economy. She loves to propel ideas and accompany processes leading to new projects, new organizations, or new enterprises.

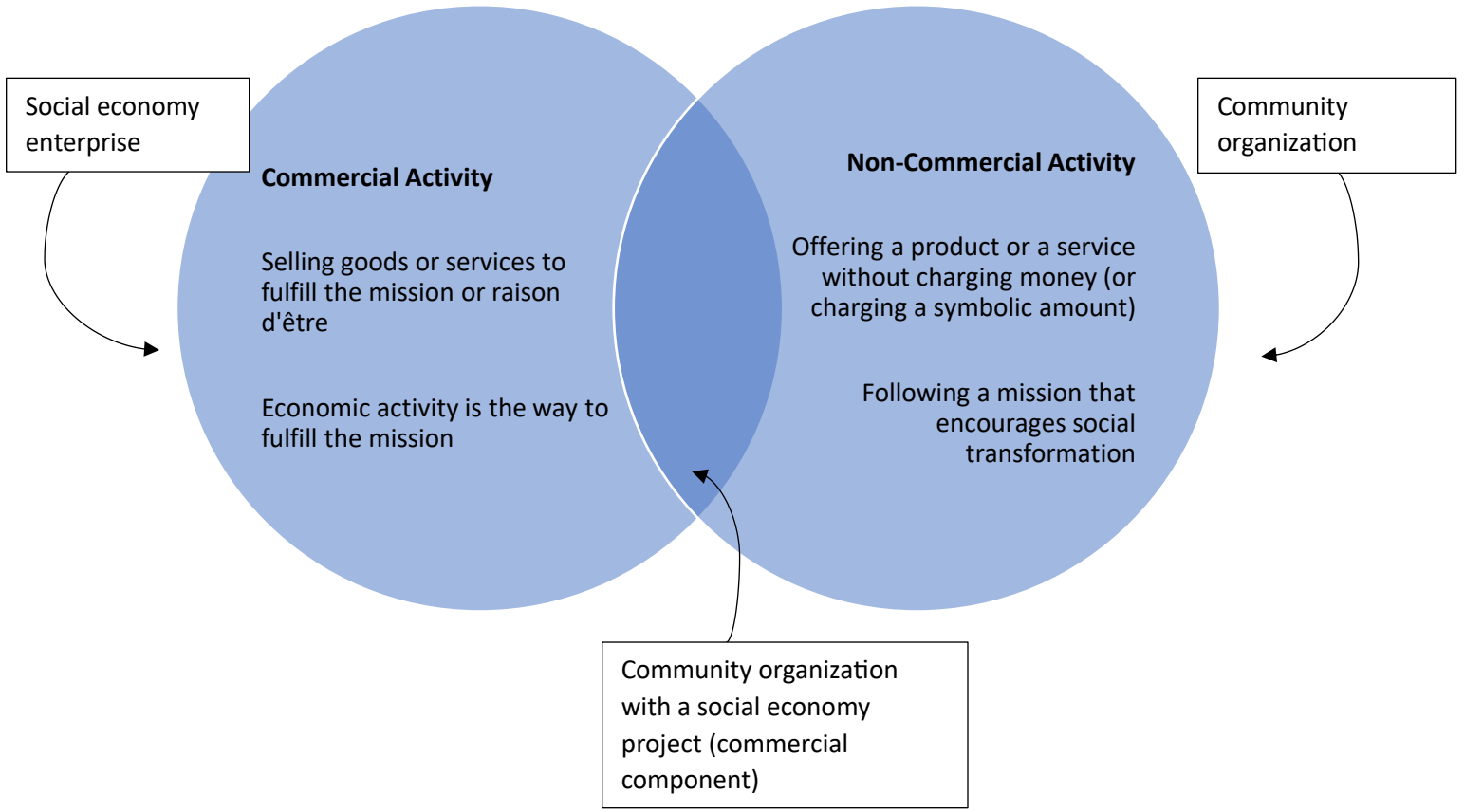
She is a founding member of the Pôle d’économie sociale de la Mauricie, in which she was involved for nearly 20 years, including 10 years as its executive director.

THE WORKSHOP

This workshop was initially implemented by the Pôle d’économie sociale de la Mauricie and the Pôle d’économie sociale du Centre-du-Québec in order to respond to the growing demands community organizations were facing to develop their own social economy component.

With the goal of offering steps and tools that would assist in the reflection process, we were inspired by the *processus de changement d’échelle des entreprises d’économie sociale* created by Territoires innovants en économie sociale et solidaire (TIESS) and the *pensée design* approach (innovation approach that is centered on people).

CONCEPTUAL FRAMEWORK



BEFORE STARTING

WHY DEVELOP A SOCIAL ECONOMY COMPONENT?

Here are a few examples:

- Access a new population.
- Improve accessibility.
- Develop new services.
- Take on a new issue.
- Strengthen or increase actions or impact.
- Respond to needs better.
- Offer work experience (creation, retention, integration).
- Contribute to the financial sustainability of an organization/consolidate funding.
- Reduce dependence on public or governmental funding.
- Diversify funding sources.
- Encourage stronger support.

WHERE TO START?

- Specify the need you want to answer (check that the need exists concretely and that the answer to this need is absent or unsatisfying).
- Specify the target audience.
- Be knowledgeable about the activity sector of the desired social economy component (or collaborate with people who know it well).
- Know about competitors (direct and indirect).
- Evaluate market potential (market study, feasibility study).
- Ensure that the governance and team are engaged.
- Take the time to test the initiative or project.

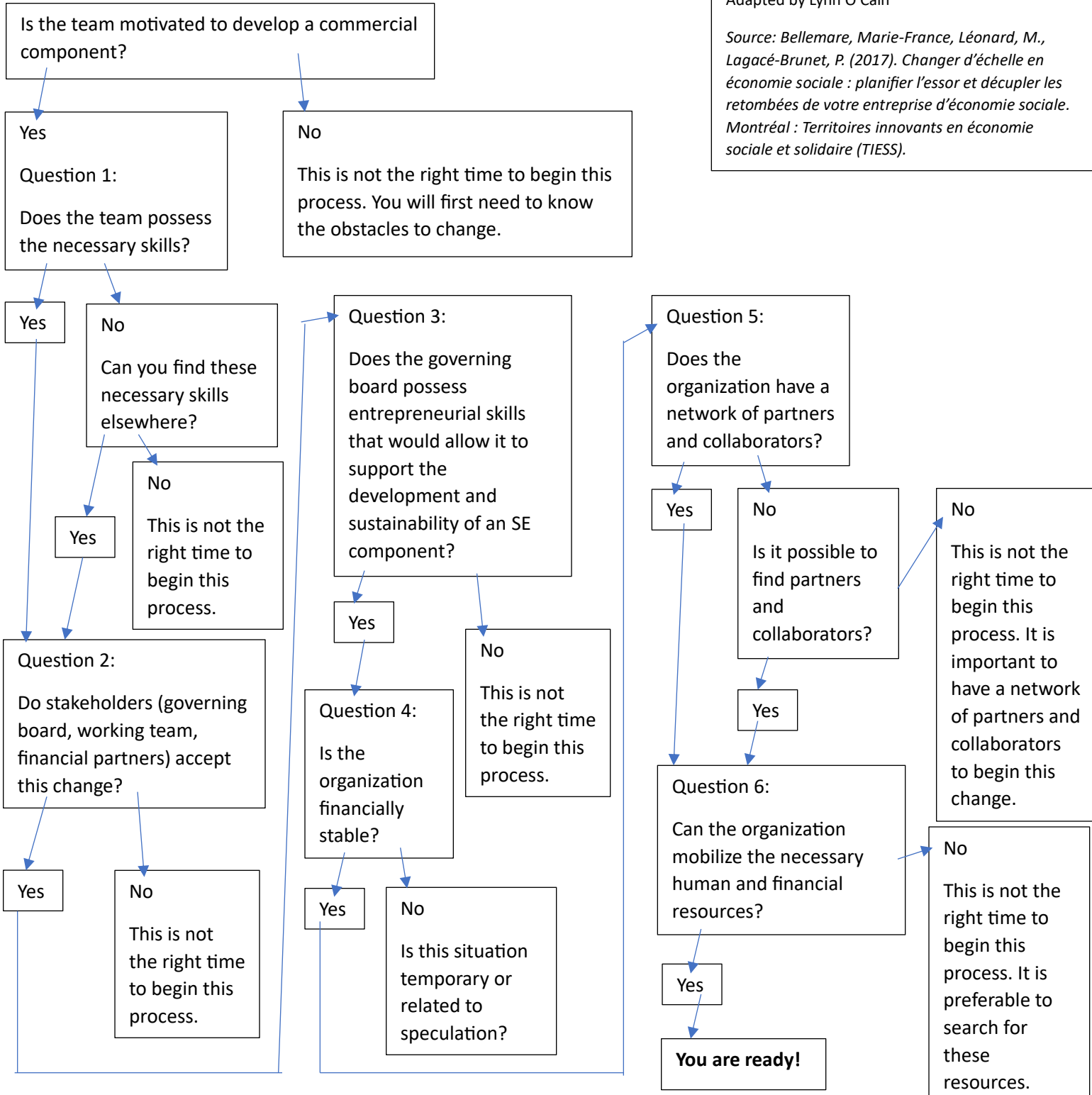
ARE YOU READY?

Is your organization ready to develop a social economy component? This diagram can help you conduct a preliminary self-evaluation of your situation.

Inspired by the Changer d'échelle en économie sociale guide by the TIESS

Adapted by Lynn O'Cain

Source: Bellemare, Marie-France, Léonard, M., Lagacé-Brunet, P. (2017). Changer d'échelle en économie sociale : planifier l'essor et décupler les retombées de votre entreprise d'économie sociale. Montréal : Territoires innovants en économie sociale et solidaire (TIESS).



THE STEPS

The roadmap for developing a social economy component can be divided into five main steps. Through these steps, it is strongly recommended to be well surrounded and to be accompanied in a way that is adapted to your needs.

1. DETECT

What leads an organization to want to develop a social economy component:

- An opportunity
- A constraint
- A strategic reflection

2. BEGIN A STRATEGIC REFLECTION

The idea of developing a social economy component requires strategic reflection:

- Specify who will coordinate this reflection and who will be involved, when, and how (governance and stakeholders).
- Complete an analysis or evaluation to understand the strengths, weaknesses, opportunities, and threats (SWOT).
- Analyze the sector, the market.
- Confirm the presence of a need to be met.
- Highlight the desired outcomes.
- Name possible risks and discuss how to avoid them.

Suggested Tools: cartographie du projet (project roadmap), SWOT analysis.

3. DEVELOP THE PROJECT

The commercial activity project adapted to your target audience's and members' needs must now be elaborated, all while respecting your mission and your organization's capacities:

- Specify who will coordinate the project development/planning, who will be involved (including governance and partners), and how decisions will be made.
- Plan a change-management process.
- Identify necessary resources, competencies, and expertise for your project (how they will be mobilized and their cost, if applicable).
- Confirm the presence of conditions that promote the development of a commercial component.
- Conduct a market study or feasibility study, if needed.
- Create an outline of the project: business model, governance, partners, funding, etc.
- Mobilize necessary resources: financial, material, human, operational, etc.
- Specify the performance indicators that must be considered to reach the desired impact.

Suggested Tools: cartographie du projet (project roadmap), canevas R.I.T.H.M.E, carte empathie.

4. PLAN THE ROLLOUT

The implementation of a commercial component requires detailed pre-planning of necessary actions and resources:

- Specify who will coordinate the project rollout, who will be involved (including governance and partners), and how decisions will be made.
- Write the business plan if needed.
- Make financial arrangements.
- Mobilize necessary resources: financial, material, human, operational, etc.
- Experiment with the model (prototyping).
- Plan the implementation steps and necessary involvement (material, logistic, financial, human).
- Plan an internal and external communications strategy.

Suggested Tool: canevas modèle d'affaires (business model canvas).

5. IMPLEMENT THE PROJECT

The success of your social economy project is the result of solid strategic reflection and planning. It also depends on the importance assigned to change management, communications, and risk evaluation:

- Specify who will coordinate the project implementation, who will be involved (including governance and partners), and how decisions will be made.
- Execute the implementation plan.
- Manage change continually.
- Implement a follow-up (communication) and feedback process.

RISKS AND CHALLENGES

- Not distinguishing the commercial component from mission funding in activity reports or result reports.
- Confusing fundraising and the commercial component.
- Being faced with a negative perception of pricing (from members, the community, and partners).
- Using a commercial component to escape financial hardship.
- Poor change management.
- Absence of funding/capitalization.
- Making the entrepreneurial dimension tangible in an organization rooted in volunteerism.
- Linking an economic mission and a social mission.
- Conciliating both dimensions (social and economic).
- Having access to guidance and support.

BASIC CONDITIONS

- Having a mobilized team (can involve people outside your organization).
- Having at least one person on the team with an entrepreneurial profile (intrapreneur).
- Having a board that is ready and willing to take risks (it has been shown that boards composed of 50% social expertise and 50% economic expertise have a stronger tendency to innovate).
- Receiving guidance to support reflection, decision making, and change planning.
- Planning to revise the organizational chart as needed.
- Demonstrating that governmental funding (ex: PSOC) does not finance the commercial component.
- Planning separate accounting for both missions.

THE SE'S ROLE

Social Angle

Increase impact

Increase anchoring

Mobilize the community

Contribute to social cohesion

Encourage social innovation

Economic Angle

Encourage research and development

Increase organizational autonomy (financially and action-wise)

Create or consolidate jobs

Encourage accessibility (activities, products, services)

Contribute to economic vitality

Cooperate and mutualize (resources, equipment)

ADDITIONAL HELP

To learn about resources in your area, you can consult the Resources section on the Pôle d'économie sociale Gaspésie-Îles-de-la-Madeleine website.

You will find information for technical support, financial support, and training.

Contact Details

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