

Carmichael.

CARMICHAEL ELEARNING FOR SOCIAL ENTERPRISES

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Rialtas na hÉireann
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Introduction

A Social Enterprise is an enterprise whose objective is to achieve a social, societal or environmental impact, rather than maximising profit for its owners or shareholders. It pursues its objectives by trading on an ongoing basis through the provision of goods and/or services, and by reinvesting surpluses into achieving social objectives. It is governed in a fully accountable and transparent manner. These characteristics make social enterprises different from enterprises that operate for private profit. But they also sometimes make it difficult for social enterprises to access the type of supports that are available to other enterprises to improve their business models. The need for improved access to appropriate supports for social enterprises has been highlighted by stakeholders on many occasions.

[National Social Enterprise Policy for Ireland 2019-2022]

Carmichael is a leading specialist training and support body for nonprofits in Ireland. Our training, support and resources enable our members and partners to be:

- Better informed and equipped to carry out their own remits more effectively
- Aware of and able to employ best practice for good governance
- Better networked with and supported by peer organisations
- More efficient and effectively run so that they are trusted by their funders and supporters.

The supports that Carmichael provide to non-profit organisations nationwide are very relevant to social enterprises and within our e-Learning programme we have developed courses with the specific needs of social enterprises in mind. Our newest eLearning course '**Social Enterprise Income and Impact Strategy**' is designed to put **social impact** at the heart of business planning and conversations around social enterprise development.

Social Enterprise Income and Impact Strategy

Social enterprises play a pivotal role in the delivery of services and supports in Ireland. Beneficiaries can speak first hand of the positive impact these supports have on their lives. Social enterprises compete with a wide range of other companies and organisations in a bid to generate trading income. The challenge in such instances is to generate financial returns without comprising social outcomes and impact. This course is designed to put social impact at the heart of business planning and conversations around social enterprise development.

Course Structure

The course is divided into four distinct sections, each with a set of course lessons and should take approximately 3 hours to complete.

Section 1: External Environment in Context

This section explains how to analyse the external business environment in which a social enterprise operates. To that end several topics are explored:

- Environmental Analysis – PESTEL
- Competitor Analysis
- Market Analysis
- Municipal Authority Plans
- Government Policy
- EU Policy initiatives
- Funder Priorities

Section 2: Internal Analysis

In this section, we explore the factors at play within a social enterprise that influence decisions concerning business strategy and the nature of social impact pursued. The topics we cover here are:

- SWOT Analysis
- Drivers of Change
- Cost Analysis
- Review of Assets
- Assessing Capacity
- Leadership Priorities
- Succession Plans

Section 3: Social Enterprise Strategy

This section considers the options that social enterprises have when setting business direction. Key topics covered include:

- From Activities and Outputs to Outcomes and Impact
- Developing and Using a Theory of Change
- Business Models
- Funding Models
- ESG Impact Investing
- Scaling Opportunities
- Asset Utilisation Strategy
- Selecting a Viable Business Strategy
- Integrating Impact Management and Business Strategy
- Implementing Business Strategy and Achieving Social Impact

Section 4: Marketing

This final section of the course provides an overview of the importance of branding in helping a social enterprise to communicate the value that it delivers. Topics covered include:

- Identifying Brand Values
- Developing a Social Enterprise Brand that Communicates Social Outcomes and Impact
- Developing a Value Proposition Statement

- Developing Effective Market Development Plans
- Maximising Income Generating Opportunities

Upon successfully completing the course, participants may download a course Certificate of Completion.

(Cost €75 individually, learner access for 12 months)

In addition to our new eLearning Course detailed above Carmichael also has a suite of eLearning Courses developed with the needs of Social Enterprises in mind.

[Employing Staff and Managing Human Resources](#)

If your non-profit organisation employs staff, then be aware of the issues that can cause problems in the employer/employee relationship. The course is divided into 7 component parts and takes approx. 6 hours to complete. It provides a practical hands-on approach to human resource management for directors, senior managers and supervisors who do not have a background in human resources management.

(Cost €90 individually learner, access for 12 months) – 6 hours

[Financial Management for Non-Profits](#)

Every non-profit organisation must manage its finances in a transparent and effective manner. It provides a practical hands-on approach to financial management for directors, senior managers and supervisors who do not have a background in accounting or finance. The course is divided into 6 component parts and takes approx. 3 hours to review. Participants should allow for additional time to review the practical templates and suggested reading material which accompany the course.

(Cost €60 individually, learner access for 12 months) – 3 hours

[Business and Organisation Development for Non-Profits](#)

Different demands are placed on an organisation as it develops over time. Managing change, building resources, generating income and maximising impact all take careful planning. In this 4 hour course, we will take a practical look at levels of organisational planning and development of particular relevance to social enterprises and to non-profit organisations who may wish to scale their operations. It provides a practical hands-on approach to business planning and organisational development for directors, senior managers and supervisors who do not have a background in business management.

(Cost €80 individually, learner access for 12 months) – 4 hours

[Marketing and Sales for Non-Profits](#)

Marketing activity is essential in every non-profit organisation. In this course, we set out the marketing activities of most relevance to non-profit organisations. We pay particular attention to how marketing may be used to help organisations generate trading income and/or implement their organisational purpose i.e. mission. This course offers a practical insight into marketing and sales planning and is aimed at directors, senior managers and supervisors who do not have a professional background in marketing management. The course is divided into 10 component parts and takes approximately 6.5 hours to complete.

(Cost €90 individually, learner access for 12 months) – 6 hours

[Governance and Charities Governance Code](#)

Structured as a practical and instructive 7.5 hours long eLearning course, the Governance and Charities Governance Code course and resource site provides you with a step-by-step approach to implementing appropriate standards of good governance in your non-profit organisation.

(Cost €100 individually, learner access for 12 months) – 7 hours

[The Non-Profit eLearning Bundle](#)

All of the courses in this Programme, including the new Social Enterprise Income and Impact Strategy, can be purchased as a bundle for €350 with access to all courses for 12 months.

You can find full details of all Carmichael eLearning Courses on our website:

[Carmichael eLearning Courses](#)