

# Strategies on Creating Employment Opportunities via Social Innovations

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## **Table of Content**

1 Executive Summary	1
2 Introduction	2
3 Mission and Mandate	2
4 SWOC Analysis	3
5 Issue Framing	5
6 Case Studies	6
6.1 Pro Bono Australia	6
6.2 Nundah Community Enterprises Co-operative (NCEC)	8
6.3 Social Impact Hub	11
6.4 The Difference Incubator (TDi)	13
6.5 Ākina Foundation	17
7 Aggregated Information	21
8 Recommended Strategies	23
8.1 Short-term Strategies	23
8.2 Long-term Strategies	25
8.3 Vision	26
8.4 Funding	26
9 Conclusion	27
10 References	28

## 1 Executive Summary

Stretton Centre plays a vital role in generating employment opportunities in the Playford area. In the past, Stretton Centre has focused more on for-profit businesses. Recently, Stretton Centre has expressed interest in pivoting to specialize in helping businesses that have a social mind-set, like social enterprises. These businesses provide more of a fit to regenerate the Playford job fluidity.

To help Stretton Centre better understand how other organizations are creating values to social innovations, our report selected several incubators and catalysts across Australia and New Zealand for case study analysis. These organizations include Pro Bono Australia, Nundah Community Enterprises Co-operative, Social Impact Hub, the Difference Incubator, and the Ākina Foundation. Among these organizations, some are funded externally through governmental agencies or charity foundations, while some are for-profit consulting services.

From our research, we recognized that organizations like Stretton Centre fall into either a catalyst category or an incubator category. Catalyst-type organization are organizations that bring together resources and networks for businesses to utilize. Incubator-type organizations, however, have internal capabilities and are able to mentor and consult their clients towards their most suitable business journey. Overall, we observed that catalyst-type organizations like Pro Bono are the most suitable next step for Stretton Centre to become in the short-term, without having to obtain substantial funding for human resource development. Incubator-type organizations like Ākina Foundation provides more resources, knowledge, help, and experience to businesses and are the ultimate destination for Stretton Centre.

## **2 Introduction**

In the Playford area, there has been a generational issue of unemployment and substance overuse that forms a troubling cycle for residents in the area and hinders them to have professional development and positive impact on the community. Stretton Centre, the innovation hub of the Playford area, observes that traditional for-profit businesses will not provide many opportunities to the local residents, but social innovations like social enterprise will. With the goal of helping Stretton Centre attract and provide resources to social innovations to generate local employment opportunities, we looked into a few organizations like Stretton Centre to observe patterns of provided services.

## **3 Mission and Mandate**

### **Stretton Centre Mission**

Stretton Centre creates employment opportunities in the Playford areas to solve unemployment issues.

### **Stretton Centre Mandate**

Stretton Centre creates new jobs through practical support and signposting (e.g., supporting to locate grant see funding or navigating council planning issues) for organisations in the Playford area.

## 4 SWOC Analysis

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>• Rich Local Network</li> <li>• Building with Co-working Space</li> <li>• For-Profit Mentoring capabilities</li> <li>• Self-sufficient</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>• No Stake in Clients</li> <li>• New to Social Enterprises</li> <li>• Lack of Funding Connections</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Create more employment opportunities</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• Persistence of Unemployment Pattern</li> <li>• Tighter Funding</li> <li>• Challenge for Existence</li> </ul>

### Strengths

#### *Rich Local Network*

Based in the City of Playford, Stretton Centre can help businesses navigate local planning issues and connect businesses to the right next point through its extensive network in local industries, governments (City of Playford, SA, and Australia), local researchers, and the wider community. Stretton Centre can provide local insights into company strategies and identify local development opportunities in certain industries.

#### *Building with Co-working Space*

Stretton Centre has a state-of-the-art building that comes with co-working space for many incumbents. Its high-tech facilities and interactive space design provide opportunities for innovative collaborations among start-ups, established businesses, and the existing incumbents.

#### *Mentoring Capabilities*

Stretton Centre has staff skilled in funding proposal writing and signposting writing mentorship services. Stretton Centre also has one-on-one mentoring services and interactive workshops for for-profit start-ups. However, developing mentoring capabilities for businesses with social enterprises is still an unexplored territory for Stretton Centre.

### *Self-sufficient*

Funded by the Australian government through the City of Playford local council and the Playford Alive Initiatives Fund, Stretton Centre is not reliant on any external funding for everyday functions. Stretton Centre's survival does not depend on the health of the businesses it supports.

## **Weaknesses**

### *No Stake in Clients*

Because Stretton Centre is funded by the governments, this independence to the businesses it supports can be problematic at times. Whether the businesses Stretton Centre supports fails or succeeds, the health of Stretton Centre is not impacted. There is a case to argue that Stretton Centre is not financially and emotionally invested in its clients' health.

### *New to Social Enterprises*

Stretton Centre has experience in working with for-profit businesses, through their Northern Entrepreneur Growth Program (NEGP) and the associated scholarship program. However, Stretton Centre needs to develop mentoring skills unique to social enterprises.

### *Lack of Funding Connections*

Stretton Centre is well connected in the Playford area, especially with the city council, Renewal SA, and other government agencies. However, Stretton Centre is relatively underdeveloped in gaining possible funding relationships with other organizations and individuals.

## **Opportunities**

### *Create more employment opportunities*

The unique demographics of the Playford area has created entry barriers for businesses to generate local employment opportunities. However, if more and more social enterprises are coming into the Playford area, this particular demographic is more likely to be employed and have an opportunity to pivot their life course.

## **Challenges**

### *Persistence of Unemployment Pattern*

The Playford area has a historical challenge where patterns of unemployment can span over generations. This pattern is influenced by a chronic alcohol and substance abuse in the area. This can have an effect on developing an entrepreneurial environment in the Playford area and should not be sustained.

### *Tighter Funding*

Currently, Stretton Centre relies mostly on governmental funding. If Stretton Centre is not able to generate as many employment opportunities as expected, its funding might be tightening in the future. This can weaken capacity development of staff to better help the businesses.

### *Challenge for Existence*

Ultimately, just like any other organizations, Stretton Centre could potentially face dissipation if Stretton Centre generates return value less than expected. This can be an issue of staff unemployment. On a higher level, the Playford area's unemployment issue might persist and the economic development of the area can be hindered.

## **5 Issue Framing**

How can social innovations be used to assist in job creations in the City of Playford and what roles can facilitators, such as Stretton Centre, in assisting a social innovation to achieve its outcome?

## **6 Case Studies**

### **6.1 Pro Bono Australia (Pro Bono Australia, 2017)**

Pro Bono Australia is an established organization started in 2000. It began as a social enterprise that facilitates news provision and provision of other resources for the social sector. By these initiatives it helps in activating good intentions. Pro Bono examines and validates its impact and success by commissioning a report by EY to show to consumer and funders. It also shows the broader community the impact and value of our services. It believes in creating social change.

Pro Bono Australia is one of the most successful social enterprises that exist in Australia. It will work on its mission in and outside its business while taking on a more ambassadorial role continuing to network and use its experienced workforce in assisting with the continuing growth in the socio-economic sector.

#### **VolunteerMatch**

Pro Bono welcomes volunteers who wish to make a difference. VolunteerMatch is a platform which helps people from all the regions of Australia map their skills with industries sectors such as IT and hospitality and even accounting. These guarantee a rewarding volunteer role to them. It provides free advice and opportunities for getting volunteer work. It also provides opportunities for getting most out of the volunteer work. Regardless of whether volunteers need to work in shelter for animals or human rights association as a major aspect of Pro-bono's sense of duty is regarding resourcing Not revenue driven associations, Pro Bono Australia is conveying our national talented volunteering centre.

#### **Job Search**

Pro Bono's job search site is the most respected website within the Not for Profit and Charity sector in Australia. It helps all types of businesses, especially the ones that actively engages in their corporate social responsibility. It focuses on social enterprise development, and other ethical undertakings. This platform brings job opportunities to like-minded people to work together in one place.



## **Pro Bono Webinars**

Pro Bono Webinars<sup>enable</sup> Australia's not-for-profit and social sector organisations to do more good with more knowledge.

By Offering the best learning open doors for associations, their staff and volunteers on topics that are important to not-for-benefit and social sector organizations, including raising money, HR and work, development, innovation, showcasing, general finance and administration.

Every webinar has its audio and video recorded so that the entire presentation can be downloaded and accessed later.

## **Strategies**

Pro Bono's social enterprise strategy is supported by a \$5 million governmental funds to implement the following key initiatives:

- Establishment of a new Social Enterprise Network across Victoria state to connect the sector in a better manner.
- An online marketplace was built to connect buyers with social enterprises and organizations.
- Training opportunities along with support was given for more than hundred social enterprises
- A new social procurement framework was built to allow government contracts to buy services and goods for social organizations and enterprises.

This strategy supports efforts and initiatives to grow jobs, encourage access to market and also supports social enterprise growth. Almost half of social enterprises have risen in the last three to five years which shows that the model is a success.

The strategy adopted by Pro bono was a recognition that the government should be more involved in the social enterprise sector. The governments were conducting researches, giving to social enterprises recognition and expressing the willingness to build the capacity of social enterprises, so that more and more people in the society gets benefited from the work.

## **6.2 Nundah Community Enterprises Co-operative (NCEC) ("Nundah Community Enterprises Cooperative", 2017)**

Based out of Nundah, NCEC has supported a number of individuals to develop their own successful small businesses by harnessing their skills and abilities as well as local networks of paid and unpaid supporters. They support the development of new social enterprises and cooperatives via consultative work.

Founded by a group of eight people with disabilities who were unemployed before the creation of this organization, NCEC has helped create two successful businesses with a social mind-set - Espresso Train Café & Catering and NCEC Parks & Maintenance. NCEC was the winner of the Australian Social Enterprise Award in 2015 and was one of the finalist in the Innovation category in 2017.

### **Mission**

NCEC empowers people with mental illness, learning difficulty, or lack of work experience and networks.

### **Mandate**

NCEC trains, engages, and provides jobs to these marginalized people who are keen on working but aren't hired by businesses because of slow learning pace.

### **NCEC Parks & Maintenance**

The development of the NCEC Parks & Maintenance Project is a collaboration project between NCEC and the Brisbane City Council, involving marginalised sections of Brisbane. The NCEC Parks crew are multi-skilled and are committed to providing the service to the community.

### **Espresso Train Café**

Espresso Train Café has been serving "suspend coffee" since May 2013. "Suspend coffee" describes the following model: when a customer purchases their cup of coffee, they pay for another cup of coffee "held in suspension" until someone less fortunate claims it. These coffee recipients include the homeless, recently single mums, people with mental illness who

struggle to find/keep work and asylum seekers who aren't permitted to work ("Supporting the Local Community | Espresso Train", 2017).

### **"Triple Bottom Line" Mentorship Model**

NCEC believes that a businesses' social responsibilities should align with its business model's financial sustainability.

This ideology can be manifested in supporting disadvantaged workers, sourcing goods from individual farmers harvesting on a seasonal basis, or investing in P.V. solar energy. The triple bottom line model subscribe to

1. Providing adaptive training that best suits client interest at different development stages
2. Providing opportunities to clients that can help them take charge and own the situation.
3. Providing ongoing mentorship throughout the entrepreneurs' "start-up journey"

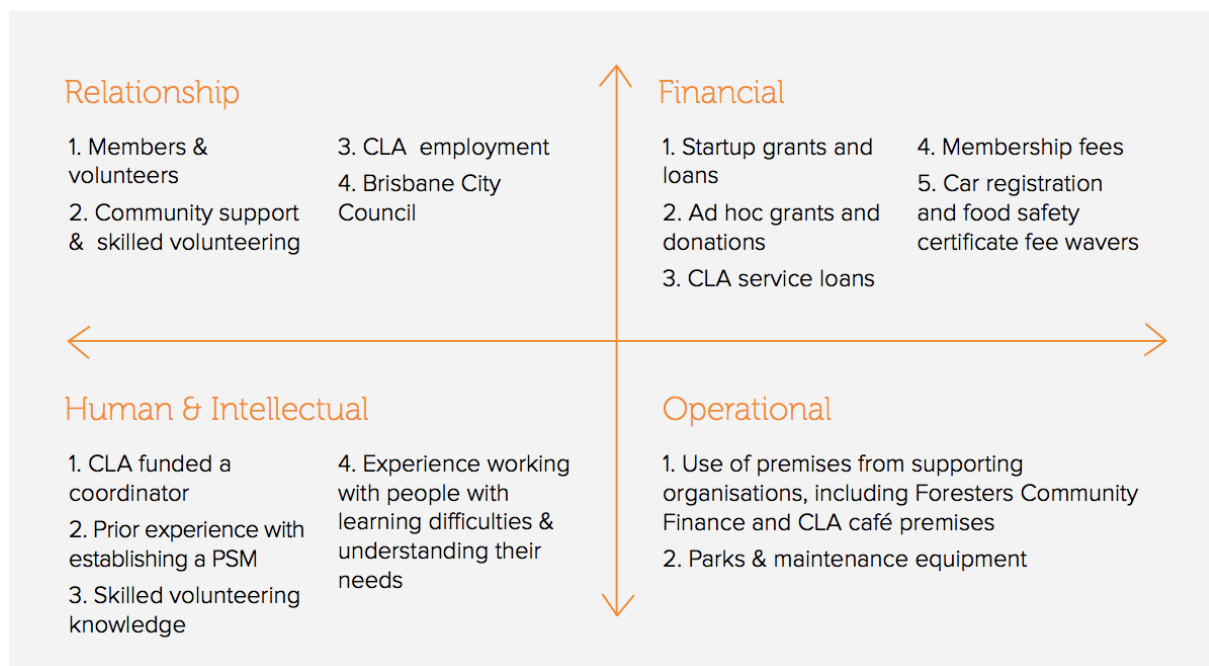
The triple bottom line model has a deep impact on the workers. By mentoring the workers with the role of decision making, the models help marginalized people become self-sufficient instead of relying on NCNE for job placements.

### **How NCEC Gets Funding for Start-ups**

Running continuously for 17 years, the two businesses have turned over half a million dollars per annum, deriving 90% of their income from trade. NCEC also received funds from government and philanthropic foundations including Westpac Foundation, Newman's Own Foundation, and Social Ventures Australia.

NCEC is funded by its trading and also receives time-limited grants. It does not receive any government funding. In the past, it has received ongoing financial support from its major community partner CLA. The assets managed by NCEC include park maintenance contracts for 22 parks and the associated equipment to undertake maintenance works (such as lawn mowing and gardening equipment). NCEC also manages the café premises, library coffee cart, food trailer and associated operational equipment (such as kitchen and dining

equipment). NCEC cross subsidises its operations in order to achieve its social mission. The parks and maintenance business developed a new Parks crew in 2016 and created employment for graduates. The successful business continues to run at a profit. The contracts provide regular, significant income, and it is providing a good fit for the member worker capacities. The higher than the standard proportion of labour costs required to run the café business made it run at a loss. The business case for NCEC is focused on supporting members, as, the café's motto is "we don't employ people to make coffee; we make coffee to employ people". The Supported Wages System is used to pay worker members according to their level of productivity. In preparation for the National Disability Insurance Scheme, NCEC is investigating how a brokerage payment from CLA can benefit the supportive work environment of NCEC. NDIS would maintain significant gains NCEC has made for its members, as well as advance the co-operative's financial sustainability. In this relationship, NCEC manifests its ability to bring together different intellectual and financial resources together.



*Figure 1. The resources used by NCEC to develop and grow (Nundah Community Enterprise Cooperative - Get Mutual, 2017).*

### **6.3 Social Impact Hub**

The Social Impact Hub was founded in 2014, Sydney. It creates social impact through education, consulting and their co-working. The Social Impact Hub gathers university students, social enterprises, not-for-profits, industrial experts and foundations to conduct social good. It provides projects about social enterprises, impact measurements, human rights, philanthropy and workplace giving. By now, it has completed 42 related projects and inspired 184 social enterprise founders (Socialimpacthub.org, 2017).

#### **Mission**

The Social Impact Hub's mission is to grow the wealth and well-being of the society.

#### **Mandate**

The Social Impact Hub's mandate is to help with social enterprises and not-for-profits to grow into a higher level through collaboration with student groups.

#### **Student Projects**

Students use their legal and business knowledge to apply in fields of social impact and gain practical experience. Each semester, students work in groups to complete projects within the scope of business, law, or management. The projects concern every perspective in conducting social goods, such as social enterprises, social finance, social innovation, social movements, impact investing, and etc. There are also projects targeting to develop business, protect human rights, create social impact towards cooperation, venture philanthropy, volunteer via Pro Bono, and other related areas. Each project has a supervisor with practical or academic experience in social impact field. Some projects also have an expert adviser. Students need to apply for the courses. They need to have a high academic merit (minimum of 65), complete some prerequisites, have a genuine interest in social entrepreneurship and provide some extra-curricular activities and relevant experience in related fields in their application (Socialimpacthub.org, 2017).

The Social Impact Hub collaborates with the University of New South Wales, provides three courses targeting students major in business, management and law: BCom, MCom, and Law. Every November, there is an introductory seminar. In Summer, students participate for 12

days of practical work at the offices of the Social Impact hub. When their semester begins, they need to work one day per week over 12 weeks at the Social Impact Hub. They also need to attend a 2-hour seminar every two weeks. The seminars aim to introduce students to a wider range of social impact and inspire critical thinking and discussions.

(Socialimpacthub.org, 2017).

### **Consulting Services**

The Social Impact Hub has a management group consisting of supervisors, project advisors, and consultants. The consultants serve as advisers or work with the student teams. The Social Impact Hub currently has six consultants with different specialties. They can provide organizational strategies, feasibility analyses, impact measurement, operational improvements, strategic planning and evaluation, organizational capacity building, change management, advocacy and governance strengthening, political campaigning, project management, consensus-building, research, organizational structure development and so on (Socialimpacthub.org, 2017).

### **Providing Space**

The Social Impact Hub provides co-working spaces for social enterprises and not-for-profits. The service is for individuals and teams of up to six. People or groups need to pay for membership. The price ranges from \$40 to \$440 for different services. The Social Impact Hub provides mailing addresses, private and public spaces, consultation with experts, and meeting rooms for its members. The meeting rooms can hold 6-8 people each time with limited hours of use per month. They also hold regular community lunches and other events. Members of the Social Impact Hub can enjoy discounts for participating in these events. They provide a supportive environment for students to do their projects (Socialimpacthub.org, 2017).

### **Partnership**

The Social Impact Hub cooperates with several external organizations, including the blue river group, Mendoza, Culture Works, and Impact. The blue river group is a firm that provides impact investment services. The blue river group provides services from ideas and innovation incubating to impact investment and portfolio advice providing and capital raising

(Blue River Group | Impact Investment | Sydney, 2017). Mendoza is a firm that provides legal and strategic advice to companies and government (Mendoza Legal & Consulting, 2017). Culture Works provides intercultural programs for organizations. They provide services such as intercultural communication training, conflict management training, eLearning, keynote speaking training, consulting on intercultural topics and research and writing (Cultureworks.com.au, 2017).

#### **6.4 The Difference Incubator (TDi)**

Located in Melbourne, Victoria, TDi is an incubator that provides services in programs, events and consulting sessions ("TDi – The Difference Incubator", 2017). The organization has been growing at a good pace and it recently also partnered with a global crowdfunding enterprise called "chuffed" to teach incoming firms or start-ups about the options of crowdfunding ("The Difference Incubator", 2017).

TDi has four main programs through which they work: the Business Model Workshops, the Two Feet program, Consultancy, and the Investment readiness program. Through its programs, it works for building better businesses with revenue streams that are sustainable overcoming the social and environmental challenges.

##### **Mission**

TDi's mission is to build business through its programs that are sustainable and whose social and financial yields are in sync ("Our Mission – The Difference Incubator", 2017").

##### **Mandate**

TDi works on four programs and implements them according to the need of a growing firm. It implements a program which matches the needs of the firm, depending on which stage of growth the firm is.

##### **“Two-Feet” Acceleration Program**

The name of the program stems from its purpose of helping start-ups to gain a ground and stand on their own two feet. The Two-feet program of TDi aims to mentor these new

businesses about how to survive the difficult times. This program tries to create an environment with people who have experience of the same domain and are like minded. This environment then helps the enterprises at TDi to learn from people who did the same mistakes during their journey. There is a specifically designed curriculum in order to help the businesses.

The program goes on for six months. A group session is conducted each fortnight for firms and each month there is a one-on-one session for coaching. The sessions enable the start-up to learn about operations, marketing and funding. These also develop a team's ability to measure and govern social outcomes ("Two Feet – The Difference Incubator", 2017).

The program costs approximately \$5000. It consists of working on the intent of a business followed by determining value proposition. TDi then works on piloting of the business and prototyping to design and test business results. They identify the gap areas in the business plan and then start on working upon them. Next, they work on the funding option for the business and determining what options can be feasible. In some of the final steps, TDi works on the model of sustainability and designing a framework that could show the differences in the future between desired and actual outcomes.

### **Refugee Talent**

A two-month-old start-up, *Refugee Talent*, joined TDi's two-feet program. *Refugee talent* is a social enterprise that connects refugees looking for jobs to local companies that have positions available ("Two Feet – The Difference Incubator", 2017). Through this program, the start-up company learnt about various aspects of a business, including marketing, branding, governance. It is now enabling refugees to find meaningful jobs in their area. After working with TDi, the founders of Refugee Talent now recommend every growing social enterprise to consult TDi for covering all the basic functionality required to run a social enterprise.

### **Yevu Clothing**

When Yevu Clothing joined the TDi, it had been working for around three years, but the enterprise was looking for some social exposure. This program helped the founders first by providing a platform to share ideas with like-minded people ("Two Feet – The Difference Incubator", 2017). Then, as they were able to work with people belonging to a similar domain



they were able to explore more number of ideas to expand their firm. Yevu was only operational in Ghana and aimed to provide full time employment to people and create reliable jobs. This was directly trying to address the issue of urban poverty in the area.

TDi worked with Yevu for capacity building and professional development for both, technical and creative processes. According to the founder, the Two-feet Program helped in building a roadmap for Yevu so that they could have an idea for the future plans. It taught them to create specific achievable goals according to their time frame.

### **Business Model Workshops**

Through this program, TDi works on the commercial viability of a business. The workshops aim to mould a company's business model into a Blended Value Model, i.e. to shape a model that can be evaluated for its ability to give substantial social and financial returns ("Business Model Workshop – The Difference Incubator", 2017). This two-day workshop includes imparting information about the key tools necessary for a business model to work. This workshop series can be useful for a business at different stages as it enables social enterprises to know when they want to go for the Two-Feet program ("The Difference Incubator | socialventurers", 2017).

The key results of the workshop are:

1. Articulation of the mission in order to complement the decision making.
2. Better usage of the Business Model Canvas(BMC). It is a tool created to test business ideas. It is basically a way to represent your ideas and assumptions in tabular form. The aim of this tool is to make one ask questions that then lead to better ideas. This acts as an effective mechanism for implementation, allowing one to also deconstruct their model and create more opportunities for growth.
3. Learn to understand how much does one's business model fits within the market.

### **Bespoke Consultancy**

TDi also does consultancy for individuals as well as large-scale not-for-profits ("Consultancy – The Difference Incubator", 2017).

- When any individual group or company is looking to explore their potential, make money but do not know where to start from, that is where the TDi consultancy helps. During this stage, TDi tries to find out about the enterprise's core capabilities. These capabilities help in identifying the points on which a sustainable model can be built. TDi uses the BMC to evaluate feasibility and desirability while making sure that the alignment to the mission is maintained.
- If a company or enterprise is ready with its idea but needs to know the possible market response, then in that case also the Bespoke Consultancy provides support. For this, the idea or products is exposed to an early stage market. The purpose of this is to help the idea grow from the customer's and stakeholder's' feedback. This results in further clarity about mission and possible outcomes.

### **Investment Readiness Program**

This long-term program, requiring working in detail and depth, focuses on making a business model ready to take in investment. It works on three M's: Mission, model, and management to make an enterprise ready for investment. This program tests and strengthens the models based on financial and social parameters. TDi has worked with a number of successful organizations and projects including the STREAT project and Ethical Properties Australia ("Investment Readiness Program – The Difference Incubator", 2017).

### **Funds**

TDi offers a consultancy business model where services generate incomes. The business nature of TDi has motivated it to ensure the quality of their services. When people pay for the services they are getting, they tend to be more engaged and interested in being updated. The fees charged for the two-feet program is around \$5000 and this program is also supported by the National Bank of Australia.

Initially, TDi was funded by Sidney Myer Foundation and Donkey Wheel and this provided a great support. It aimed to become self-funded within 5 years of formation. For the first year, it was fifty percent self-funded and this number gradually grew in the next two years ("The Difference Incubator expands social enterprise program Two Feet to Sydney and Brisbane - Startup Daily", 2017).

The fees process for other programs is not openly available and is known by TDi and the respective enterprises involved in each program.

## **6.5 Ākina Foundation ("Ākina Foundation • Growing Social Enterprise", 2017)**

This organization believes in social enterprises to build a sustainable future for New Zealand. It was founded in 2008 by the Todd & Tindall foundations to change the climate and environment aspects. Later, they grew their horizon into land, energy, and ecosystem, and now they are developed as a social enterprise incubator supported by the government.

### **Mission**

Their aim to build a sustainable, prosperous and inclusive future for New Zealand.

### **Mandate**

Their mandate is to grow the emerging New Zealand social enterprise sector by:

- Raise awareness and energize talent and capability for social enterprise.
- Supporting social enterprises to develop and improve their impact.
- Developing new market and investment opportunities for social enterprise.

### **Partnerships**

Akina Foundation partners with the New Zealand Post Group, Department of Internal Affairs and Foundation North. It also works with organisations and individuals in the country who help Akina with their skills.

### **Online Resources for Social Enterprises**

Akina supports multiple areas of mentoring, Akina helps social enterprises to start and grow by building this rich resource database Whare Aki, an aggregation of case studies that lay out the problems budding social enterprises faced. This is especially helpful in social enterprise's early stages of operating, preparing them to scale up their solutions and facilitating investment in social enterprises in the future.

### **Social Impact Funding**

Ākina put an emphasis on social impact investment from investors who are looking for meaningful impact. Adopting social impact funding helps to create hybrid markets, new forms of entrepreneurship, innovation, and capital. Impact Investing is becoming popular among social enterprises where shareholders have the similar mind-set as the company's mission and understand the outcomes before investing their money.

The following are the characteristics for an impact investment:

- The investor is motivated to invest from the social or environmental benefits.
- The investor expects a profit that may or may not be at the same level as tradition investment.
- An impact investment can take many forms, including giving a loan or buying into a social enterprise.
- An impact investment can be manifested into different forms, including providing a loan or purchasing an entire social innovation organisation.
- The investor will be able to see return on investment from measured financial impact and social impact.

### **Market Connect**

Connecting social enterprise to other social enterprises through a marketplace. Through this initiative, social enterprises can connect with the right suppliers and develop their own supply chain. Social enterprises can understand whether their impact aligns with UN standards, and establish accredited social procurement process.

<b>Marketplace Facilitation</b> <ul style="list-style-type: none"> <li>• Connecting you with certified Social Enterprise providers to meet your needs</li> <li>• Developing innovative solutions in your supply chain</li> <li>• Marketing engagement events to meet suppliers</li> <li>• Building the capability of Suppliers to meet your needs</li> </ul>	<b>Impact Reporting</b> <ul style="list-style-type: none"> <li>• Defining your impact and outcomes</li> <li>• Aligning impact with the UN sustainable Development Goals</li> <li>• Providing practical tools to capture and report impact</li> <li>• Preparing case studies and reporting</li> </ul>
<b>Social Procurement</b> <ul style="list-style-type: none"> <li>• Using of procurement as a tool to deliver strategic objectives</li> <li>• Building the business case for social procurement</li> <li>• Exploring and prioritising market opportunities</li> <li>• Supporting implementation and ISO20400 accreditation</li> </ul>	<b>Engagement and Upskilling</b> <ul style="list-style-type: none"> <li>• Delivering Stakeholder engagement and training</li> <li>• Supporting liaison with Tier 1 suppliers</li> <li>• Connecting buyers to NZ industry partnerships and initiatives</li> </ul>

*Figure 1. Market Connect - Business Advisory Service ("Ākina Foundation • Growing Social Enterprise", 2017)*

### International Consulting Services

Ākina works with the Ministry of Foreign Affairs and Trade (MFAT) to provide outlets for New Zealand social enterprises that want to invest abroad. The PPSW (Pacific Private Sector Window) offers grants which aim to achieve development impact by combining the investment of knowledge capital resources and expertise in the island countries. Countries such as Cook Islands, Fiji, Kiribati, Nauru, Niue, Samoa, Solomon Islands, Tonga, Tokelau, Tuvalu, Vanuatu, and Papua New Guinea can share business ideas that will bring sustainable impact in these countries.

### Source of Funding

The Ākina Foundation receives donations from various sources and works with partners from a range of sectors to help Ākina deliver services and fulfill its vision. From these donations,

Ākina manage its costs while building its network and incorporating people with skills. They have a very experienced team of venture and finance managers, partnership, project and development directors and people who help build international connections. These trustees bring their management experience to the table and contribute to the current development of Ākina.

### Regular Giving

A regular donation helps Ākina manage their operating costs, such as travel, building spaces for their staff, and recruiting volunteers.

### *Payroll Giving*

Employees can make donations directly from their payroll to any organisation. These donations are eligible for tax deductions.

### *One-off donations*

Patrons can make a one-time donation through their Givealittle page or directly to their account.

## 7 Aggregated Information

Organizations	Program Name	Description	Short -Term	Long -Term
Pro Bono	VolunteerMatch	A platform that matches volunteers with social enterprises	√	
	Job Search	A platform that matches job seekers with social enterprises	√	
	Webinars	A website that has aggregated webinars on topics of interest for not-for-profit and social sector organisations, including fundraising, HR, and employment, innovation, technology, marketing, general finance, and governance.	√	
NCEC	"Triple Bottom Line" Mentorship Model	NCEC's model for providing tailored mentorship to clients	√	
Social Impact Hub	Student Projects	Involving Business, Marketing, and Law students on projects, internship, and part-time working	√	
	Consulting Services	A team of consultants specialized in different fields and can provide for-profit consulting services to their clients		√
The Difference Incubator	“Two-Fee” Acceleration Program	This program aims at incubating social enterprise start up, mainly on creating a community, training business capacity and helping businesses get social impact funding		√

	Business Model Workshops	A for-profit two-day workshop that focuses on businesses commercial viability		√
	Bespoke Consultancy	Consulting services for clients ranging from individuals to established businesses, helping their clients to go one step further		√
	Investment Readiness Program	Part of the “Two-Feet” Acceleration Program". A long-term program focusing on making a business model ready to take in investment.		√
Ākina Foundation	Online Resources for Social Enterprises	A platform that aggregates case studies, lists, webinars and other media that lay out the problems budding social enterprises faced.	√	
	Market Connect	A program that connects social enterprise to other social enterprises through a marketplace		√
	International Consulting Services	Provide consultancy and connections for social enterprises that want to invest abroad		√

*Figure 2. Aggregated programs from different organizations.*



## 8 Recommended Strategies

The mission of Stretton Centre to create more jobs in the city of Playford, through social innovations, can be realized through considering the following short-term and long-term strategies.

### 8.1 Short-term Strategies

In the first few months, Stretton Centre can aim to become a social innovation catalyst like Pro Bono Australia, by providing network and funding resources to social innovations.

#### Step 1: Establish Standing

As Stretton Centre is new to the area of social innovations, it is important to spread its name among social innovators and investors in the Playford area and beyond. If Stretton Centre's focus on social innovations can be spread within the Playford area and beyond, more connections and opportunities can emerge and engage. The local reputation can be achieved with the following strategies.

**Host Industry Events.** Stretton Centre can host roundtables, forums, or events that bring well-known speakers and trending ideas to the Playford area. This will attract social innovators and investors while establishing Stretton Centre's standing in the social innovation arena.

**Strengthen Digital Presence.** Marketing personnel within Stretton Centre can plan campaigns around Webinars, Facebook, and other online media visible to the Playford area social innovators. To achieve a relevant digital persona, an up-to-date social innovation page with resources will be essential to attracting prospecting social entrepreneurs. There can also be a "fund me" page to capture online philanthropic interests.

**Create Local Presence.** Stretton Centre can involve the Playford area community members through awareness level social innovation workshops in community centres and local educational institutes, or the Stretton Centre building. This allows young Playford area

workforce to foresee the Playford area entrepreneurial environment instead of the historical unemployment scene.

## **Step 2: Accumulate Industry Experience**

Once Stretton Centre establishes a certain degree of standing in the social innovation arena, the social innovation team can connect social innovators and investors to establish collaborative and contributing relationships. From being part of these relationships, Stretton Centre's social innovation team can expose itself to the business development process of different social innovation business. Industry experience can be accumulated through the following strategies:

***Learn Through Observation.*** From sitting down with these social innovators, Stretton Centre's social innovation team will accumulate practical experience through observation and osmosis. This will serve in preparation for the Stretton Centre social innovation team's future mentorship capability.

***Analyse Local Industries.*** The Stretton Centre social innovation team can conduct a market analysis of the Playford area industries, specifically on what industries are developing and what industries are in need. Developing intelligence of potentials of different industries can help Stretton Centre identify and evaluate new social business ideas for its clients.

***Utilize "Volunteermatch".*** Volunteermatch is a volunteering position searching platform developed by Pro Bono Australia. It aims to connect skilled volunteers to organizations. Stretton Centre can invite volunteering professionals to help its social innovation team further establish their mentoring credentials. Stretton Centre can also use Volunteermatch to match volunteers with the appropriate social innovations.

***Collaborate with Incubator or Catalysts.*** From the case studies, we have come across a number of established social enterprises incubator/catalysts. Connecting with these entities can help Stretton Centre absorb experience from predecessors and have a better understanding of what Stretton Centre should do to make its social innovation team

successful. For example, Stretton Centre can establish an exchange program where organizations staff rotate working in different organizations.

### **Step 3: Document Knowledge**

Once the Stretton Centre social innovation team have worked with multiple social innovations, the team should provide case studies on successful social innovations' development journey to better spread knowledge, internally among other staff and externally to other social innovators. This can further establish the standing of Stretton Centre and prepares for extending its network.

### **Step 4: Build a Network**

Once Stretton Centre has established local, digital, and industrial standing, Stretton Centre should connect the organisations it has worked with each other to create values for the social innovation communities. This can be manifested as established social businesses assisting new businesses, or constructing a procurement network among all the social businesses.

## **8.2 Long-term Strategies**

While short-term strategies are designed to yield short-term, validating wins, long-term strategies should be considered and employed. After the first few months of implementing short-term strategies, Stretton Centre can reposition and set new goals for long-term development.

***Collaborate with University Students.*** In Adelaide, there are Carnegie Mellon University Australia, UniSA, University of Adelaide, Torrens University, and many other educational institutions who can provide an outlet for collaborative projects with undergraduate and graduate students. Stretton Centre can either connect students to the social innovation businesses or expand the Centre's own capacity. This can not only benefit the social sector in the Playford area, it can also inspire Playford area students to become future entrepreneurs and trailblazers of social innovations.

**Host Competitions.** Stretton Centre can invite applications for social innovation ideas for the Playford area, including university students of Adelaide. Social entrepreneurs and students can come together and compete against each other's social innovation idea. This type of competition can attract more and more social innovators to the Playford area.

### **8.3 Vision**

The long-term vision of Stretton Centre's social innovation service is to:

1. Evaluate, advise, and tailor social innovation idea using in-house expertise about the Playford area
2. Providing funding opportunities or investors contact.
3. Provide progressive learning environment and on-going support and guidance that help transform business ideas into a reality.

### **8.4 Funding**

#### **8.4.1 Social Impact Funding**

Stretton Centre can connect social innovations with social impact investors, who are looking for meaningful investments. This will be an appropriate match as these investors focus on organizational mission and philanthropic outcomes. As discussed, Stretton Centre can host events that bring together social innovators and impact investors, where investing relationships can be formed. Social innovators can advertise their ideas to social impact investors to find matching interests and business approaches. Furthermore, Stretton Centre can establish relationship with Adelaide City Councils to put itself and its clients on the map.

#### **8.4.2 Government Funding**

There are opportunities for social innovations to approach the government for funding. As analysed in the case study, Pro Bono Australia works very closely with Melbourne City Council while NCEC works with Brisbane City Council for collaborative projects and funding relationships. Stretton Centre can employ the same strategy and work closely with Adelaide City Councils to uncover more collaborative and funding opportunities.

## **9 Conclusion**

For Stretton Centre to provide as much value as possible for social innovations, it should consider where to obtain funding, which partner to collaborate with, and what services to provide in the short-term and long-term. At this stage, Stretton Centre should position itself to obtain the capability of a catalyst organization like Pro Bono. In the future, we hope Stretton Centre will be able to develop internal capability and provide services as an incubator organization.

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