

THE REVENUE SHIFT

The Business Case for Social Enterprise

Designed For Joy
Restoring Hope. Empowering Women.

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Our Mission

Designed For Joy provides women emerging from crisis with stability through transitional employment and support, removing the stigma of vulnerability.

Our Vision

We envision a community where every woman has the opportunity to earn a living wage through safe and dignified work.



AGENDA

Intro & framing: definitions + history + nonprofit vs for-profit

How it works: governance, product & brand, program alignment

Getting started: strategy checklist & non-employment ideas

3 short interactive activities + Q&A



Social Enterprise?

Social Enterprise UK / Social Enterprise Alliance: “A business with primarily social objectives whose surpluses are reinvested to serve that purpose rather than maximizing returns to owners.”

Stanford GSB: “Market-based approaches to address social or environmental problems — balancing social impact, financial sustainability, and scalability.”

Dees (1998) on social entrepreneurship: “Change agents who create and sustain social value through continuous innovation and accountability to mission stakeholders.”

How Social Enterprise Evolved

1800s Worker Co-Ops

1867 Modern Nonprofit

1913, 1954 Nonprofit Legal Status

1970s-1980s Community Businesses

1990s-2000s early U.S. pioneers

Today Nonprofits, Business For Good



For-Profit or Not -For-Profit?

Nonprofit Social Enterprise

Primary goal: mission impact; surpluses reinvested into programs.

Governed by nonprofit board; revenue supports charitable activities.

Example: Habitat ReStores, Goodwill retail, Designed For Joy, A Place At The Table, Gabi's.

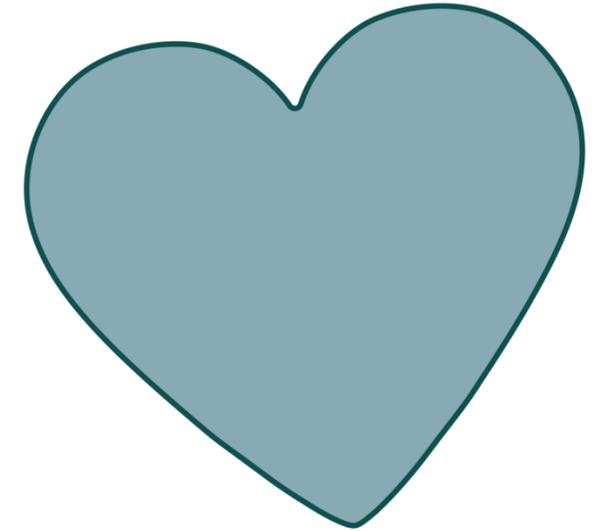
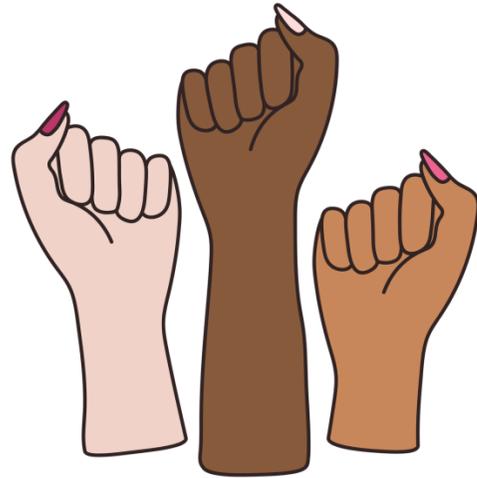
For-profit Social Enterprise

Primary goal: financial sustainability and social/environmental outcomes.

Private ownership or shareholders; mission encoded in governance or a trust.

Example: 321 Coffee

What is Social Enterprise to You?



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How it works: Governance & Finance

- Structure options: earned income arm, affiliate LLC, subsidiary, partnership.
- Clear P&L for the enterprise; track unrestricted vs restricted revenue.
- Board oversight, conflict of interest policies, legal counsel.
- Risk: reputational, financial, programmatic.

How It Works: Product, Design & Market Fit

- Consumers buy mission first; design and quality deepens loyalty.
- Channels: retail, wholesale, licensing, asset rental, services.
- Scale vs craft tradeoffs.



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Program Alignment and Measurement

- Ask: Who benefits? Does it strengthen mission?
- Does it fund programs, build partnerships, or scale services?
- KPIs: financial, program outcomes, blended metrics (cost per outcome)

| Strategy/Outcome | Measure |
|--|---|
| Collaboration | Retention of collaborative partners (Referral Sources) |
| Referral Sources (incoming referral sources) | 30 Referral Sources |
| Total specialized support partners | 5 Specialized Support partners |
| Employment | Debt Management |
| Employment retention | At 2+ years: 70% of 3-month primary work program artisans have retained permanent employment for 1 year or more |
| Employment | Monthly bill payment |
| Women's Workplace | Employee satisfaction |
| Women's Workplace | Employee retention |
| Collaboration | Personal Readiness |

Numbers of Meals Served

Medication or treatment adherence rates

Access to care (e.g., number of screenings, appointments)

Number of sustainable products introduced

Community education or training hours delivered

Improved housing stability

Balance the Mission

- Breakout into Small Groups
- You have 5 minutes to: Read the Scenario Card, Discuss, and Make a Decision
- Share with the Room



Getting Started: Strategy Checklist

- Mission Fit: One-sentence alignment — who benefits & how.
- Customer & Value: Target buyer + why they'll pay (≥ 5 buyer conversations pre-pilot).
- MVP & Price: One-line offer, unit price, expected 90-day volume; target gross margin.
- Operations: Lead + staffing, fulfillment steps, quality standard.
- Participant Protections: Voluntary, paid fairly, supervised & supported (if involved).
- Financials & KPIs: 90-day revenue target, gross margin %, contribution to mission \$; 3 program KPIs.
- Governance & Risk: Board approval, legal/insurance check, top 3 risks & mitigations.
- Pilot Decision Gate

Ideas Beyond Employment

- Licensing/IP: sell curriculum to other nonprofits.
- Asset rental: rent community rooms or studio space.
- Service contracts: consulting (trauma-informed training) to corporations/agencies.
- Retail/merch: branded products where production is handled by partner makers or volunteers.
- Events/eco-tours/classes: paid public experiences that fund programs.

What is your added revenue?

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Key Takeaways and Resources

- 1: Social enterprise = strategy, many models
- 2: Start small, pilot, measure both mission & money.
- 3: Governance policies protect both mission + reputation.
- Resources: Social Enterprise Alliance; NC Center for Nonprofits; Social Impact Playbook & Workbook, B Corp, People Planet First, Social Enterprise Accelerator North Carolina



Scan for Resources

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Grace Morris

grace@designedforjoy.com

Kristen Sydow

kristen@designedforjoy.com

Maggie Burch

maggie@designedforjoy.com

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