

Social Enterprise Discovery Check-list - Continuum Examples

Business Continuum Examples - Business to Charity						
			Cooperatives fall in here			
	Business	Corporate Social Responsibility	Social Enterprise	Social Enterprise (NonProfit)	Not for Profit	Charity
Purpose	Make money	Make money; use some for community or environmental good project	To fund programs, services and impact through generation of revenue	To fund mission-based programs, services and impact through generation of revenue	To run mission-based programs to provide needed services or products in the community	To alleviate suffering
Intent	Make money	Make money, be good citizens, do no harm, have good marketing	To make money in order to meet social mission -- have impact on the community, planet or individuals	To make money in order to meet social mission -- have impact on the community, planet or individuals	Fill a perceived need in the community through volunteering and community effort	Alleviate suffering; promote community effort to alleviate suffering
Activities	Make product or provide service; sell product or service to earn revenue; pay dividends to shareholders or draw profits for proprietor	Make product or service; sell product or service; use some returns to be a good citizen and lessen harm	Activities based on impact strategy; make product or service; sell product or service; use returns for mission-based activities; repeat	Activities based on mission-based impact strategy; make product or service; sell product or service; use returns for mission-based activities; repeat	Activities devoted to NFP's mission	Activities devoted to charity's mandate and mission

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Profits	Profits to shareholders or proprietor; profits feed into scaling enterprise for increased revenue	Profits to shareholders or entrepreneur; profits feed into scaling enterprise for increased revenue; some revenue diverted to good social citizen activities - environmental or social activities	Used for sustainable enterprise, profits poured back into venture to scale impact; Entrepreneur may draw on profits, pay dividends, or otherwise redirect revenue	Used for sustainable enterprise, profits poured back into venture to scale impact; Entrepreneur may NOT draw profits OR pay dividends - structure required by law to put all profits and revenue back into organization and impact	Limited revenue earned in the sale of service or product related to mission; all revenue back into organization to cover costs of activities	No revenue earned; funding solely from government or donors
Examples	Nike; Walmart	TD Bank and Friends of the Environment	Ben & Jerry's Ice Cream; For the Love of Laundry; Lucky Iron Fish	Pathways; Goodwill Industries; YMCA	London Figure skating club; Dog Agility Assoc. of Ontario; Birds of Prey association	International Red Cross Red Crescent; Canadian Cancer Society; Heart & Stroke Foundation