The Employment Social Enterprise Design Canvas: Building a more Cohesive Model

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Today's Facilitators

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Where are we going today?

What is the ESE Design Canvas? (oh, and why do I care?)

Cara's ESE Design Canvas

How do I use the ESE Design Canvas?

Group Discussion

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Learning Objectives

By the end of today's session, we'll walk away saying:

- I know how to map the key elements of my ESE's business and program onto the ESE Design Canvas.

- I identified areas of alignment and tension throughout my ESE.

- I thought about who within my organization knows the most about each element of my ESE design.

- I can use the ESE Design Canvas to clearly communicate the way my ESE's business and programs interact.

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What is the ESE Design Canvas? Why is it helpful?

The **Employment Social Enterprise (ESE) Design Canvas** is a new tool that visually summarizes an ESE's model on one page, bringing together key elements of its employee success program and business model side-by-side. This tool can help ESEs to:

Build internal understanding of the critical aspects of your ESE model that are important to define

Design your **business and program models in a holistic way** to make sure they fit together, integrate and support each other

Identify any **gaps in your model** or elements that need strengthening

Concisely **communicate what you do** and how your model works as a whole (e.g., to board members, funders, partners, staff, consultants)

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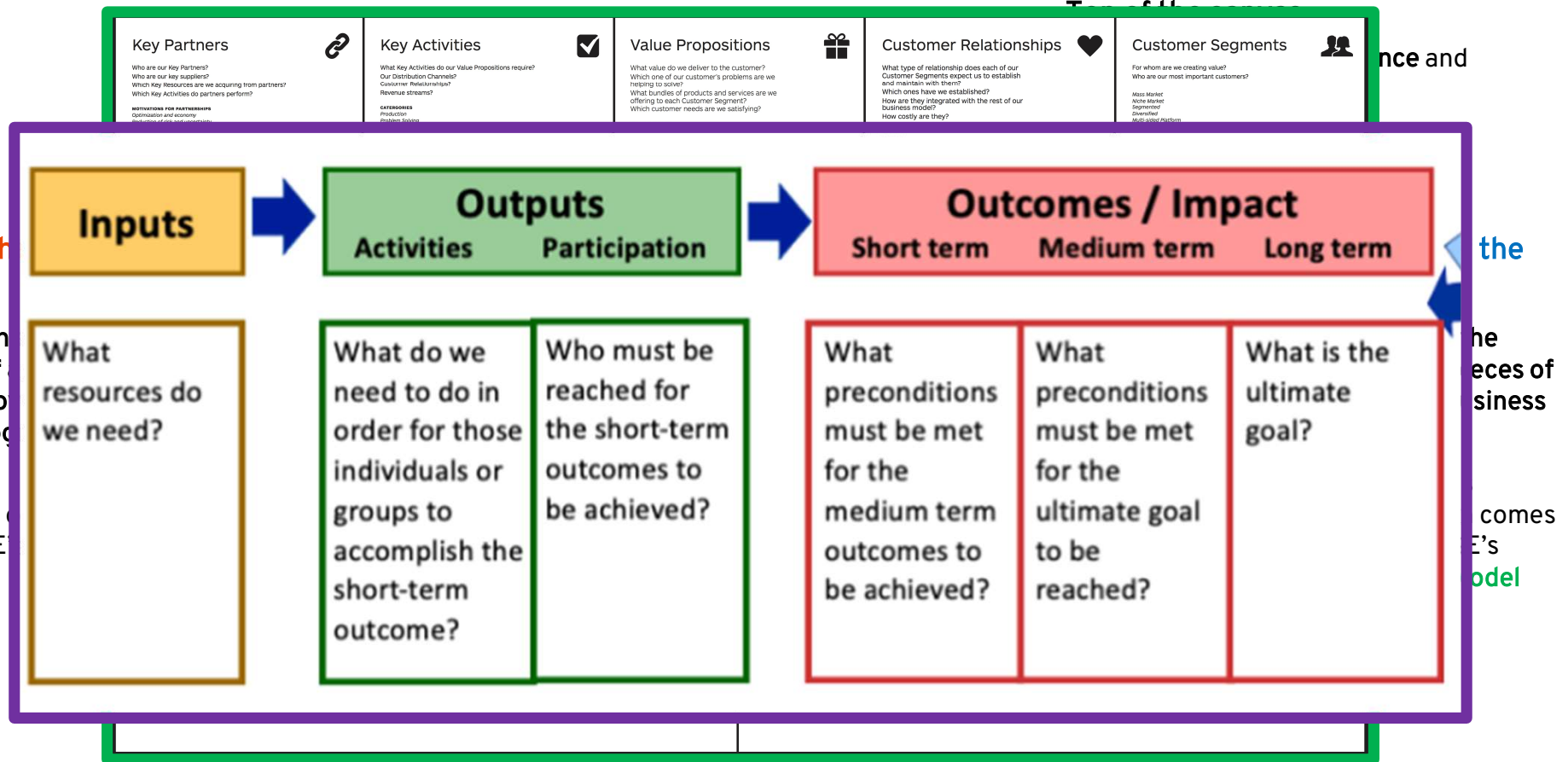# Employment Social Enterprise Design Canvas

Impact Statement

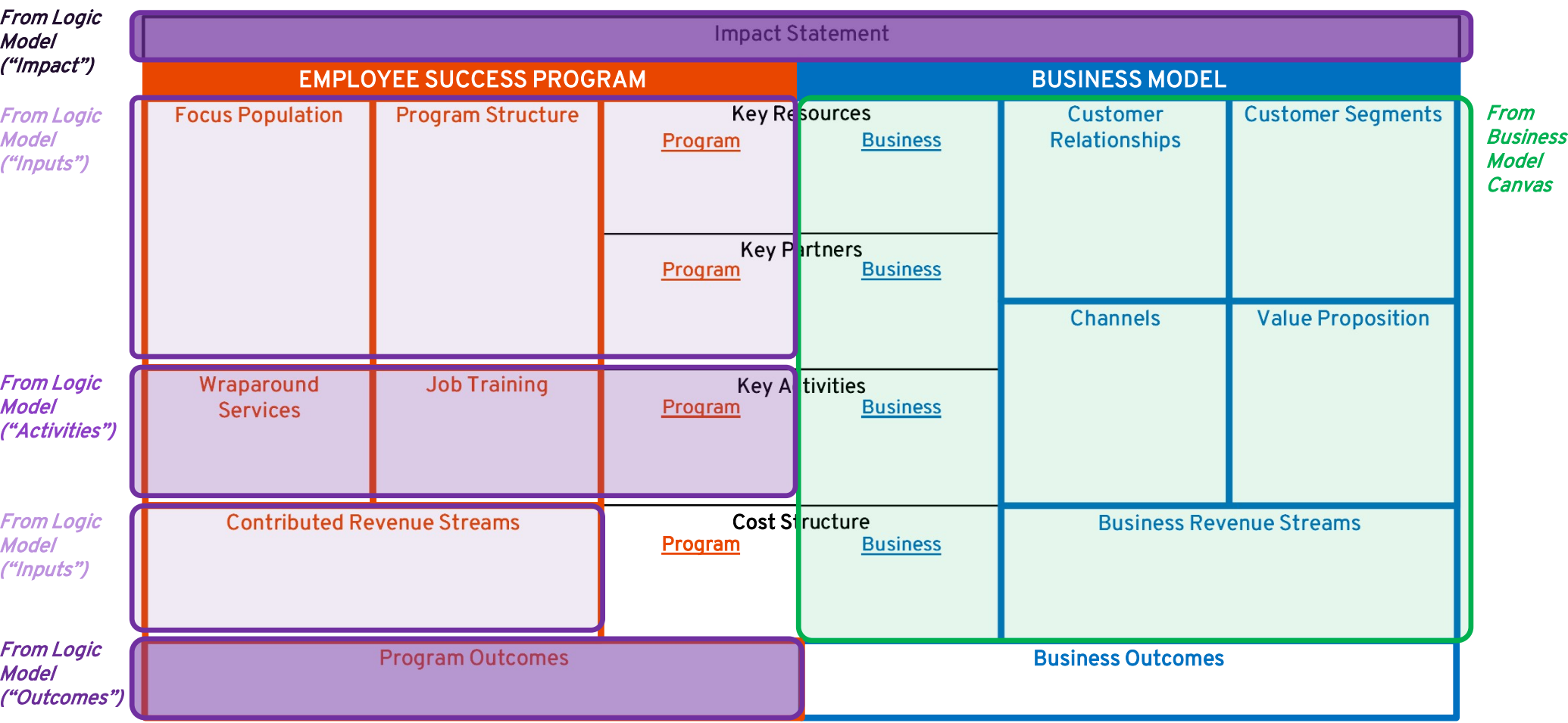EMPLOYEE SUCCESS PROGRAM

BUSINESS MODEL

How is the ESE Design Canvas structured?

Top of the canvas

Key Partners 🔗	Key Activities ☑	Value Propositions 🎁	Customer Relationships ♥	Customer Segments 👥
Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? *MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty*	What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? *CATERGORIES Production Problem Solving*	What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?	What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?	For whom are we creating value? Who are our most important customers? *Mass Market Niche Market Segmented Diversified Multi-sided Platform*

Left side of the canvas:

- Describes the elements of an ESE's employment success program

- Most of this information comes from an ESET **Model**

Right side of the canvas:

- ... pieces of ... business ...

- ... comes ... ESE's ... **Model**

Inputs	Outputs — Activities, Participation	Outcomes / Impact — Short term, Medium term, Long term
What resources do we need?	**What do we need to do in order for those individuals or groups to accomplish the short-term outcome?** / Who must be reached for the short-term outcomes to be achieved?	What preconditions must be met for the medium term outcomes to be achieved? / What preconditions must be met for the ultimate goal to be reached? / What is the ultimate goal?

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Mapping information from the Business Model Canvas and Logic Model to the ESE Design Canvas

From Logic Model ("Impact")					

What is the ESE Design Canvas?

How do I use the ESE Design Canvas?

Cara's ESE Design Canvas

Group Discussion

How to Use the ESE Design Canvas

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ESE Design Canvas (with prompts)

Impact Statement
What is the underlying reason why your organization exists (your north star or anchor purpose)? What are you on a mission to achieve, and for whom?

EMPLOYEE SUCCESS PROGRAM				BUSINESS MODEL	

EMPLOYEE SUCCESS PROGRAM

Focus Population
- *Who are the specific population(s) you focus on hiring?*
- *What are the strengths, challenges, and goals of your participant employees?*

Program Structure
- *How is your program designed to ensure long-term employment (e.g., 1:1 coaching duration, frequency of soft skills training, progression of jobs and skills needed)?*
- *How are participant employee jobs designed (e.g., permanent vs. transitional, wage, schedule)?*

Wraparound Services
What activities, services and benefits do you offer to support participant employees in achieving their goals?

Job Training
What types of job training do you offer (e.g., on-the-job, instructor- or group-led)?

Key Resources

Program
How is your program staffed? Does it have a physical location? Do you have program policies?

Business
How is your business staffed? What are your key physical, financial, and intellectual resources?

Key Partners

Program
Who are your program partners (e.g., for recruitment, wraparound services, placement)?

Business
Who are your business partners (e.g., suppliers, distributors, marketing partners)?

Key Activities

Program
What are your key program activities (e.g., recruitment & intake, job development, participant feedback)?

Business
What are your critical business activities (e.g., production, marketing & sales, infrastructure & operations)

Customer Relationships
How do you attract, convert, retain, and develop your customers?

Customer Segments
Who are the specific groups of people or organizations for whom you aim to create value? What are their important and unmet needs?

Channels
What are your paths to finding, reaching, and delivering value to each customer segment?

Value Proposition
What are your products / services that create unique value by meeting important and unmet needs for each customer segment?

Contributed Revenue Streams
Do you have any philanthropic income generated through fundraising (e.g., grants, donations)? How large is each revenue stream?

Cost Structure

Program
What are the expenses that occur <u>because</u> of your social mission (e.g., wraparound services)?

Business
What are the ordinary business expenses that occur regardless of your social mission (e.g., rent)?

Business Revenue Streams
How do you generate earned revenue through the sale of your products / services? How much does each revenue stream contribute to your total revenue?

Program Outcomes
What are the ways in which participant employees' lives are expected to change in the short and long term?

Business Outcomes
What are your key business outcomes (e.g., may be related to financial management, operations, marketing, leadership and talent, growth)?

Cara's ESE Design Canvas

What is the ESE Design Canvas?

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Cara's ESE Design Canvas

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Employment Social Enterprise Design Canvas: Cara

cara COLLECTIVE

Impact Statement: Build an inclusive economy by developing employment pathways to advance transformative individual and community success.

EMPLOYEE SUCCESS PROGRAM		BUSINESS MODEL	

EMPLOYEE SUCCESS PROGRAM

Focus Population
We serve a diverse population including but not limited to:

- Justice Impacted, Opportunity Youth, Substance Impacted, Mental/Physical Health impacted

Strengths: Resourceful, talented, committed

Challenges: Digital & financial literacy

Goal: Find themselves, then long-lasting success via employment

Program Structure
Recruitment: Referral Partners/self referrals │ **Training:** 2 program models (4-weeks) & Pre-cohort services (2 weeks) │ **Supportive Services:** immediate access after enrollment │ **Coaching/Retention:** 1:1 2x in programming & once in retention │ **Engagement:** Mock interviews, Resumes, Self-Directed Job search │ **Employment Service:** access to 50+ corporate partners

Access to Transitional Works while in program: short-term, temp-to-perm, & perm employment opptys

Wraparound Services
Array of supportive services including but not limited to Housing, childcare, physical & mental health resources, Rental & Utility assistance, Legal Aid, Dental, Vision, Haircuts

Job Training
Cara Offers both on-the-job training through our social enterprise, but also instructor-led training

Contributed Revenue Streams
Cara has a diverse funding portfolio with the following breakdown;

Key Resources
Program
Staffed w/ 30+ FTEs across 6 teams in 3 locations. Have program policies for both program models & locations

Business
27 FTEs, 500 TJW annually, 1:3.5 staff to TJW ratio, 30 vehicles, tablet app for operations, 11,00- sq ft bldg

Key Partners
Program
Recruitment: CCDOC, Sister House │ **Supportive Services:** T-Mobile, Lawndale Christian Legal Center │ **Employers:** BMO, Walmart

Business
- Backend IT, Finance, HR, Marketing provided by Cara
- Supply vendors: select on price/accessibility w/ local vendor preference

Key Activities
Program
Recruitment/Intake, Social Emotional & Workplace Competency trainings, 1:1 Coaching, Referrals for supportive svcs, Mock Interviews, Meet a Corporate Partner

Business
- Deliver exterior mntnce
- Bid to bill administration
- Repair, maintence, inventory, payroll, scheduling, personnel

Cost Structure
Program
In FY24, Cara expense about $500K for participant supports

Business
- Labor: 84% of costs
- Fuel, vehicles, equipment, uniforms, supplies, insurance, marketing, technology, facilities

BUSINESS MODEL

Customer Relationships
- 90% of revenue secured via RFP
- Offer regular check-ins & Account Mangers to field calls
- Competitive pricing & creative packaging to meet client's budget

Customer Segments
- Business Districts
- Property Managers
- Looking for multi-LOB vendor that is accessible and delivers as promised.

Channels
- RFPs
- Customer referrals
- Referral from stakeholders
- Outreach
- Brand imagine built over the decades

Value Proposition
- Delivering multiple services tailored to customer needs

Business Revenue Streams
- Litter abatement $3M
- Foreclosure Services: $600k
- Graffiti Removal: $110k
- Landscaping: $100k
- Snow Removal: $50k
- Festivals: $50k

Program Outcomes
Participants are able to find and maintain both personal and economic stability through permanent employment

Business Outcomes
Gross Revenue , Operating Surplus, Direct Margin, Sales Days Outstanding, Total Jobs Created, Worker Call off Rate, Daily Crew Shortage Rate, Number of Worker Observed Workplace Competencies

What is the ESE Design Canvas?

How do I use the ESE Design Canvas?

Cara's ESE Design Canvas

Group Discussion

Group Discussion

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Your Turn!

On your printout, outline in `green 1-2 sections` *you* feel the most knowledgeable in:

EMPLOYEE SUCCESS PROGRAM			BUSINESS MODEL	
Focus Population	Program Structure	Key Resources Program Business	Customer Relationships	Customer Segments
		Key Partners Program Business		
Wraparound Services	Job Training	Key Activities Program Business	Channels	Value Proposition
Contributed Revenue Streams		Cost Structure Program Business	Business Revenue Streams	
Program Outcomes			Business Outcomes	

Your Turn!

On your printout, outline in <mark>yellow 1-2 sections</mark> *you* feel the least knowledgeable in:

EMPLOYEE SUCCESS PROGRAM				BUSINESS MODEL	
Focus Population	Program Structure	**Key Resources** Program · Business		Customer Relationships	Customer Segments
		Key Partners Program · Business			
Wraparound Services	Job Training	**Key Activities** Program · Business		Channels	Value Proposition
Contributed Revenue Streams		**Cost Structure** Program · Business		Business Revenue Streams	
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Who needs to know what?

Your Turn!

At your table, discuss:

- How important is it for every staff member at your organization to be able to fill out the entire ESE Design Canvas?

  - Does someone on the Employee Success Program "side of the house" *need* to know about the Sales Channels, for example?

- Who should know how to fill in each box?

Homework

On your printout, write the **name of the person at your organization** who has the most knowledge about each box in small print at the bottom of each section:

EMPLOYEE SUCCESS PROGRAM			BUSINESS MODEL	
Focus Population	**Program Structure**	**Key Resources** Program Business *Jared Kay, Program Director Katie Chen, SE Director*	**Customer Relationships**	**Customer Segments**
		Key Partners Program Business *Bob Evans, Asst. Program Dir. Steve Harvey, Marketing/Sales*	*Katie Chen, Social Enterprise Director*	*Steve Harvey, Marketing/Sales*
Kelli Smith, Case Manager	*Jared Kay, Program Director*		**Channels**	**Value Proposition**
Wraparound Services	**Job Training**	**Key Activities** Program Business		
Kelli Smith, Case Manager	*Adam Smith, Lead Trainer*	*Jared Kay, Program Director Katie Chen, SE Director*	*Steve Harvey, Marketing/Sales*	*Daffy Duck ,CEO*
Contributed Revenue Streams		**Cost Structure** Program Business	**Business Revenue Streams**	
Levi Strauss, Development Director		*Larry Bird, CFO*	*Katie Chen, Social Enterprise Director*	
Program Outcomes			**Business Outcomes**	
Charles Cheese, Learning and Impact			*Katie Chen, Social Enterprise Director*	

How aligned are our models?

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Employment Social Enterprise Design Canvas: Cara

cara COLLECTIVE

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Your Turn!

At your table, discuss:

- Are there tensions between any of the elements of the ESE Design Canvas within your organization? Especially between business and program?

Consider discussing the following questions to diver deeper:

- Which elements of the ESE Design Canvas are typically in alignment within your organization?

- How are tensions usually addressed?

- How integrated are business and program operations at your organization? Are both "sides of the house" communicating? Collaborating?

- How might we increase collaboration between program staff and business staff?

Your Turn!

On your printout, use sticky notes to note where a few sections are **most** and **least** aligned:

EMPLOYEE SUCCESS PROGRAM			BUSINESS MODEL	
Focus Population	**Program Structure**	**Key Resources** Program Business	**Customer Relationships**	**Customer Segments**
	Most aligned: focus population, wraparound supports, job training			*Most aligned: customer relationships, channels*
	Least aligned: business revenue streams, channels, customer relationships	*Jared Kay, Program Director Katie Chen, SE Director* **Key Partners** Program Business	*Katie Chen, Social Enterprise Director*	*Least aligned: whole employee success program!*
Kelli Smith, Case Manager		*Bob Evans, Asst. Program Dir. Steve Harvey, Marketing/Sales*	**Channels**	**Value Proposition**
Wraparound Services	**Job Training**	**Key Activities** Program Business		
Kelli Smith, Case Manager	*Adam Smith, Lead Trainer*	*Jared Kay, Program Director Katie Chen, SE Director*	*Steve Harvey, Marketing/Sales*	*Daffy Duck ,CEO*
Contributed Revenue Streams		**Cost Structure** Program Business	**Business Revenue Streams**	
Levi Strauss, Development Director		*Larry Bird, CFO*	*Katie Chen, Social Enterprise Director*	
Program Outcomes			**Business Outcomes**	
Charles Cheese, Learning and Impact			*Katie Chen, Social Enterprise Director*	

Bring this back to your team: filling in the tool

1) **Read the detailed prompts** for each section provided on the reverse side of your handout.

2) Feeling overwhelmed? **Consider starting with the boxes on the top left and right corners** of the canvas ("Focus Population" and "Customer Segments"), enter your descriptions. Continue filling out the boxes on the left and right sides before moving inward to the shared column in the center ("Key Resources," "Key Partners," "Key Activities," "Cost Structure").

   o Pull in relevant information from your Logic Model and Business Model Canvas.

3) **Be as specific as possible** in your descriptions.

• This is a new tool for REDF – we would love to hear your feedback! Please let Abbie know after the session if you have thoughts or reach out to your REDF RM with feedback.