Feasibility Overview

Sustainable Growth: Business Scaling and Expansion

December 10, 2024
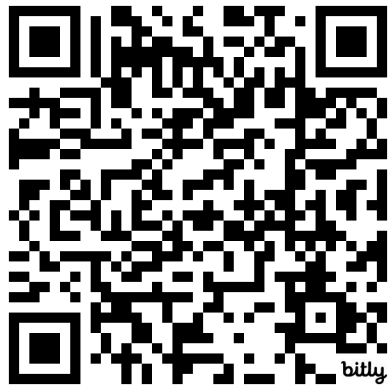
Upcoming Optional Workshops

A Framework for Bolstering Economic Power for ESE Employees

Jan 23rd at 11am-noon PST

https://bit.ly/EconomicPowerCARISE

SNAP E&T Intro For ESEs

1. SNAP E&T Intro & Cohort Overview
   Jan 15 11am-noon PST
2. ESE Alignment with SNAP E&T
   Jan 22 11am-noon PST
3. Becoming a SNAP E&T Provider & Cohort Application Details
   Jan 29 at 11am-noon PST

https://bit.ly/SNAPCohort

Integrating Direct Deposit to Build Employee Wellness By Community Financial Resources

Feb 6th at 11am-noon PST

https://bit.ly/DirectDepositCFR

Community Agreements

Stay engaged: We'll be spending an intensive, albeit brief period of time together. It's important that folks take care of their individual needs so that they can stay actively engaged in the entirety of the discussion. Please refrain from being on your phone or computer, unless using to take notes. When virtual, please try to limit other activities.

Listen to understand: As opposed to listening to respond, where we wait for someone to stop speaking so that we might speak, listening to understand invites us to actively take in what our peers are saying and ask follow-up questions to ensure we understand not just what a person says, but what they mean.

Take space, make space: If you're someone who is typically comfortable speaking in group settings, consider paying attention to when and how frequently you share, giving space to those voices the group might hear from less frequently. If you're someone who is typically quieter in group settings, consider taking a chance and sharing your questions, thoughts, concerns, and opinions.

Nobody knows everything, but together we know a lot: Everyone has expertise to contribute whether it be skills, resources, stories or insights. Our collective knowledge far exceeds our individual contributions.

Challenge assumptions: We're here to learn from one another and that means asking difficult questions and challenging what we may assume to be best practice. Many of our assumptions are invisible in our culture and ways of working. How might we get curious about the things we assume to be true to explore if there are ways to innovate and evolve our practices?
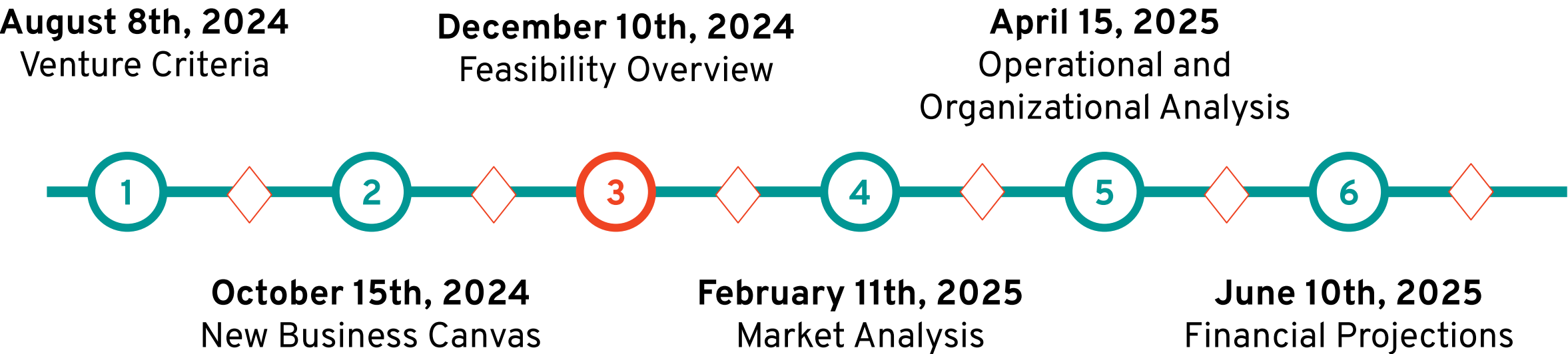
Expect and accept non-closure: During our limited time together we will not be able to address and solve all open question. That's ok! Prepare yourself in advance that decisions may remain under discussion, questions may remain open and we simply may not have time to address some topics. This is part of an ongoing conversation and there's more to follow.

Center Participant Workers: Participant Workers are the heart of our work. Keep the resident experiences, perspectives, needs and desires front and center in all things

Embrace Diversity in All of its Forms: Acknowledge and value the diversity of perspectives and opinions within the group, specifically how they may be informed by folks lived vs. learned experiences.

Create a Safer Space for Sharing / Refrain from Attribution: We want people to feel comfortable sharing experiences, observations, and ideas - even if those are ideas aren't yet fully baked. Let's help people be vulnerable and feel comfortable sharing by not attributing specifics.

REDF

Sustainable Growth: Business Scaling and Expansion Roadmap

August 8th, 2024
Venture Criteria

December 10th, 2024
Feasibility Overview

April 15, 2025
Operational and
Organizational Analysis

① ② ③ ④ ⑤ ⑥

October 15th, 2024
New Business Canvas

February 11th, 2025
Market Analysis

June 10th, 2025
Financial Projections

Share a story about a time when you tested out a new initiative.

- ○ What worked?
- ○ What didn't work?
- ○ What feelings came up in the process?

REDF
An investment that works.

Introduction to Feasibility

What is a feasibility analysis?
A feasibility analysis is a detailed evaluation to determine whether a growth initiative is practical, achievable, and worth pursuing.

Why do we do it?
- ○ Mitigate risk
- ○ Ensure efficient use of resources
- ○ Increase the likelihood of successful implementation and sustainable growth
- ○ Answers the question: Can this initiative succeed?

New Business Model Market Expansion Canvas Example: Second Chance Cafe

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
- Fair-Trade Coffee Farms and Cooperatives - San Diego-based Local Farms and Food Producers - Eco-Friendly Packaging Suppliers - San Diego City Council	- Training and employment programs - Coffee Roasting will continue to take place in Los Angeles - Marketing - Community engagement and outreach - Strategic Partnerships	- Providing ethically sourced specialty coffee and healthy food, while employing and supporting formerly incarcerated individuals through barista training programs	- Friendly - Personalized - Loyal (will need to establish how to gain loyal relationships with San Diego customers)	- Professionals aged 23-45, who value sustainability, the Ocean, ethical practices, and community impact, who seek out healthy vegan food options and enjoy specialty coffee in the Ocean Beach neighborhood of San Diego.
	Key Resources		**Customer Channels**	
	- Los Angeles-based Coffee Roaster - Los Angeles-based Storage facility - Freight logistics team to transport coffee to San Diego - Ethical coffee bean supply chain		- San Diego-based influencers - San Diego local vendors - Social Media - Pop-ups and Local Farmers Markets in San Diego (and Ocean Beach)	

| Cost Structures	Revenue Streams
- Labor costs - Sourcing and supply chain costs - Transportation of coffee beans from Los Angeles to San Diego - San Diego Rent and utilities - Marketing - Technology and POS System - Legal and Compliance	- Cash/ Card payments at point-of- service transactions from food, coffee and merchandise - Event rental fees from cafe space rentals (will need to test whether or not cafe space rentals are viable in San Diego market)

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Commitments

Based on everything you learned today make 1 to 2 commitments. For example:

- I will complete my preliminary feasibility stoplight analysis.
- I will talk to other organizational stakeholders to learn about how my ESE has approached feasibility analysis in the past, and gather learnings about past or current growth initiatives.

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What's Next?

After this session:

- Additional resources will be posted on REDFWorkshop

- Make progress on commitments from last slide!

- **Our next cohort track optional coaching session is on Tuesday, January 14th.**

- **Our next required track session is on Tuesday, February 11th from 11:00 AM–12:30 PM PST.**

- Responsive Technical Assistance on Feasibility Analysis is available to you!
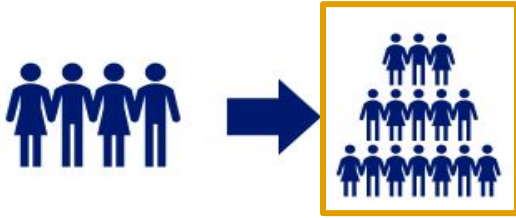
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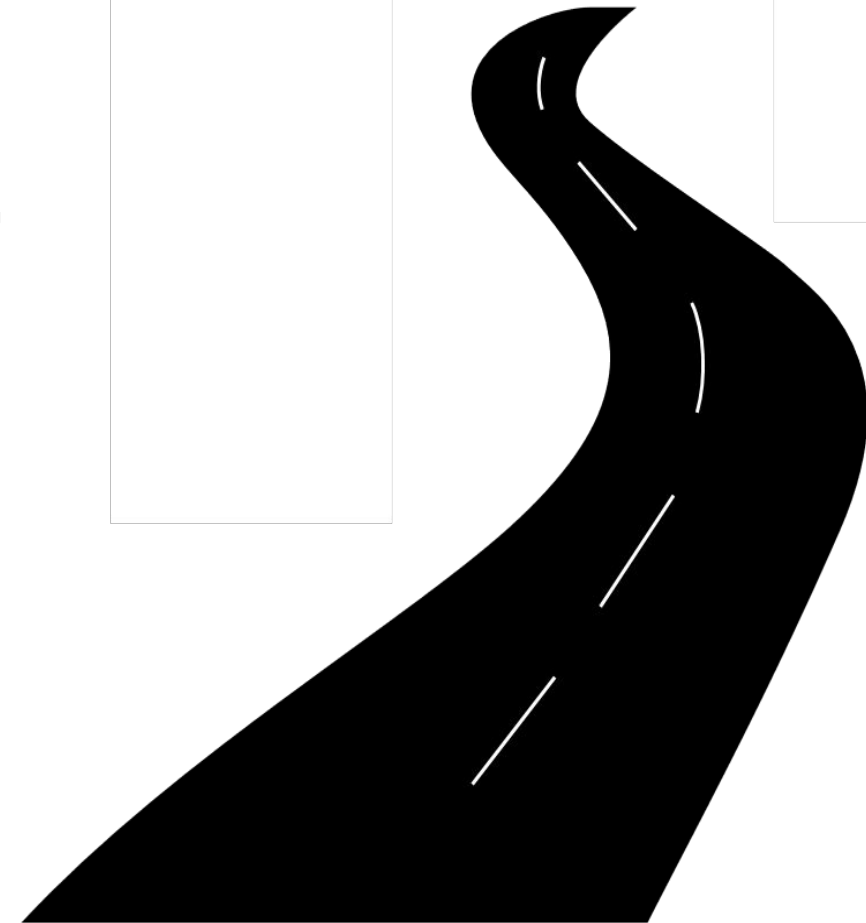
Feedback Survey

Please take a few minutes to fill out our Survey on this session.

This feedback helps us improve your experience and plan adjustments to make moving forward.
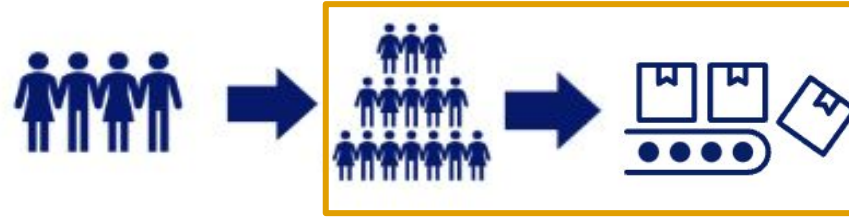
Thank you!

What is your growth initiative?

Market Expansion

Definition:
Increasing the number of customers while retaining existing ones.

Examples:
- Increasing your customer base by launching an online, user-centric store
- Grow customer base by launching a third thrift shop

Expanding Operational Capacity

Definition:
Increasing your ESE's internal operational capacity to bring more of your existing products and services to market.

Examples:
- Building a larger training center to create more production capacity and double the number of individuals served
- Expanding your employee training services to hire more staff
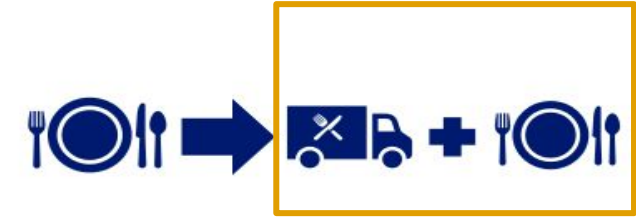
Create New Business Line

Definition:
Creating new product/ service offerings.

Examples:
- Expanding cafe operations into catering services
- Expanding offerings to include cooking classes

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Agenda

11:00 AM – Welcome & Intro
- Housekeeping notes and community guidelines
- Workshop objectives and agenda
- Warm-up activity: Embracing an Experimental Mindset

11:20 AM – Introduction to Feasibility
- What is a feasibility study?
- Why do we conduct them?

11:30 AM – Feasibility Overview Tool Activity
- Introduce Feasibility Stoplight Analysis Tool
  - Norm how it differs from Venture Criteria
- Independent Work on Feasibility Stoplight Analysis Tool

12:00 PM – Small Group Discussions
- Breakout Rooms: Facilitated conversations on Independent Reflection questions/ themes

12:20 PM – Looking Ahead & Survey

12:30 PM – Wrap