



CITIBANK-YMCA YOUTH FOR CAUSES

Business Proposal Writing Workshop

16 – 20 March 2009



Workshop Outline

- Four characteristics of entrepreneurship
- What is a social enterprise ?
- Types of social enterprises
- What is Youth For Causes ?
- Preparation for YFC
- Writing Your Business Proposal



4 Characteristics of entrepreneurship

1. Action-oriented

Something is always moving as you manage the business.

2. Involves calculated risks

Key word is 'calculated'. The more planning you do, the more you can minimise risk and increase the likelihood of success.



4 Characteristics of entrepreneurship

3. Involves much planning

Operating a successful business involves knowing how to do many things and having many skills and talents. Educate yourself in every aspect of the business opportunity you want to pursue.

4. Starts small and grows

It takes time for a business to grow. What can you expect from the experience ?



What is a social enterprise ?

- An organisation with a “double bottom-line”
- Designed to perform both economically and socially



Types of social enterprises

1. Social purpose business

“Affirmative” business designed specifically to provide permanent jobs for people who are disadvantaged

Example: Singapore Association for the Visually Handicapped (SAVH)



Types of social enterprises

2. An earned income business that have an indirect impact on a social need

Example: YMCA Of Singapore



Types of social causes

Meeting needs in the areas of

- Underprivileged
- Children
- Youth
- Elderly
- Health
- Environmental



Benefits for NPOs to have social enterprises

- **Self-sustainable**

- Better adapt to meeting its own needs
- Ability to use business models to help organisational improvement.

- **Financial Independence**

- Less dependence on grants / state funds and donors



What is Youth For Causes ?

- Social entrepreneurship programme where students submit business proposals to benefit and support a NPO of their choice
- Started in 2002/2003 and jointly organised by Citibank & YMCA of Singapore
- Seed funding will be given to each team of 4 participants
- Mentors from Citibank or YMCA will be assigned to teams



What is Youth For Causes ?

- Selected proposals' project implementation period will be from 18 May to 6 September 2009
- Participants will be grouped into 3 categories:
 - Below 16 years
 - 17 to 21 years
 - Above 21 years
- Target no. of teams for YFC 2009: 100



Workshops to assist you

YMCA-NUS BUSINESS SCHOOL

VOLUNTEER SERVICE MANAGEMENT PROGRAMME

May/June Holidays



Workshops to assist you

YFC Weekend Training

Topics on Project & Financial Management, Volunteer Management, Fund-raising etc.

May 30 & Jun 6 (Sat)



Young Change Makers

Additional funding of up to \$3,000 can be applied through Young Change Makers administered by National Youth Council.

Subjected to the approval from the Young Change Makers Youth Panelists.

Visit their website

<http://www.changemakers.youth.sg>

for more information.



Preparation for YFC

1. Setting your mindset
2. Setting SMART goals
3. Understanding the regulations
4. Forming your team
5. Sourcing for information and assistance
6. Superior idea generation
7. Writing your proposal
8. Selection process
9. Execution



Setting your mindset



SMART goals

Specific What will we be attempting to accomplish specifically in our business ?

Measurable How will we measure our success ? How will we know we have succeeded in our goal ?

Attainable Have we set an attainable goal ? What commitment will be required to attain that goal ? Are we willing to make that commitment ?

Realistic Is this goal within our reach or beyond our reach ?

Timely Is it a good time to hit the market with this business idea ?

Setting goals for your business is a necessary and invigorating process. Write your goals down and continue to review and revise them as often as necessary. Seeing your plans “in writing” gives a sense of reality to your entrepreneurial goal.



Understanding the regulations

•30/70 rule

- NCSS code of governance
- Total operating expenses incurred must not be more than 30% of total funds raised
- E.g. if you spend all of the \$1,600 seed funding on operations, you need to raise at least \$5,200



Understanding the regulations

• Fundraising license

- Blanket fundraising license applied by YMCA
- License only applicable between 18 May 09 and 6 September 09
- You can only raise funds between this stipulated time frame
- Non-adherence to all regulations will affect YMCA's application for fundraising in future



Understanding the regulations

• Sponsorship

- Look for other sources of sponsorship
- Sponsorship can be cash or in kind



Understanding the regulations

• Financial records

- Keep and record all sales and expenditure receipts
- Sales receipts: All funds raised have to be acknowledged on paper by NPO
- Expenses receipts: All purchases made must have accompanying receipts
- All income and expenditure must be recorded
- NO Flag Day and no using of tin cans to solicit funds on the street



Forming your team

- Building the right team
- Complementary strengths
- Protecting the team unity –
 - there is no 'I' in 'TEAM'
- Overcome obstacles together –
 - Together
 - Everyone
 - Achieves
 - More



Sources of info & assistance

Personal Network

Research, visits, publications

Brainstorming

Personal reflection



Superior idea generation

- **A superior idea is**
 - Differentiable
 - Value proposition
 - Creates distinct advantage
 - Executable within constraints:
 - Time
 - \$\$\$
 - Human resources
 - Compatible with team's capabilities



Superior idea generation

Finding the middle ground within the following.

- **Social Cause & NPO (Observation)**

Choose a social cause that you and your team want to support

- **Needs of the NPO (Discussion)**

Discuss with NPO

- **Your team's talents & abilities (Reflection)**

Will your team be able to deliver ?



Superior idea generation

A Case Study of the NPO with a team

According to the nature of the NPO, what activity will you plan to best suit the NPO need?



LYKE

**Above 21 years old
Best Team Award 2008 Winner**

- Made the beneficiaries painting into greeting cards to be sold in public.
- Produced an art catalogue showcasing the VWO's work and the art pieces by beneficiaries
- They organized an Art Auction featuring local artists' artworks as well as work from the beneficiaries
- Raised an amount of **S\$25,000.30** for **St. Andrew's Autism Centre**.



Sea of Bags

Promising Entrepreneur Award 2008

- Produce eco-friendly bags with photos of the animals & messages to ask people to take care of their pets
- Despite the high risk of loss due to delayed timelines, unexpected cost rise, they managed to execute the plan with flexible strategies
- Sold all 4,000 bags produced and achieved a double target of \$21,785.00 from their original target of \$6,000 for **Society for the Prevention of Cruelty to Animals (SPCA)**.



Team Candylicious!

**Best Public Outreach Award Winner
2008**



- Sales of novelty candies and chocolates which cannot be found in Singapore to raise fund for **NUH Patient Care Charity Fund**
- They explored innovative channels to spread their messages, including blog, Facebook group and also organized a virtual donation drive on Second Life
- Raised an amount of **S\$9580.39.**



Inspire'07

17 to 21 years old Team Merit Award
Best Public Outreach Award Winner



- Sales of specially designed Post-It Pads and palm-sized teddy bears for **The Straits Times School Pocket Money Fund (SPMF)**
- Organised writing and photography competition to raise awareness of **SPMF** and the winning entries were published into a book.
- Organised a charity concert at University Cultural Centre as a new element to their project.
- Raised an amount of **S\$80,000**.



Dream On

17 to 21 years old Best Team Award 2006 Winner



- Created original music album and organised a charity concert at DXO to raise funds for underprivileged children at the **Straits Times School Pocket Money Fund (SPMF)**.
- Raised an amount of **S\$45,010.72**



Writing your business proposal

- **Business plan**
- A documentation that outlines the **strategy**, plans the **actions**, and allocates the **resources** of the project



Business proposal

1. Executive Summary

2. **Current Situation**

- Mission
- Business Organisation
- Programme and Services
- Core Competency

3. **External Environment**

- The economy
- Competitor analysis
- Competitive advantages

4. **Financial Analysis**

- Sales Projections
- Operating Costs
- Cost of goods sold
- Profit and loss statement

5. **Risk Analysis**

6. **Conclusion**

Accompanied by cover and content page



YFC project proposal

- **Executive Summary of your team and project**
- **Aims and benefit of project**
- **Brief description of your partnering VWO**
- **Project Description**
 - **Details of events, activities and programme you are intending to execute or products intending to sell**
 - **Project Plan/Timeline**
- **Mechanics of Project**
 - **How seed funding will be used and other funding involved**
 - **Financial Budget**
 - **Fund-raising target and other targets (eg. Volunteer recruitment, public awareness etc)**
 - **Possible challenges faced and solutions**



Executive summary

- Gives an overview of the business idea



Aims and Benefits of project

- Your objective of your project
- Benefits of your project to:
 - The NPO
 - The beneficiaries



Project Description

- **Details of your events, activities and programme**
 - List down the kind of activities: street sales, concerts, fun fair etc
 - The products/services you will be selling (detailed description with budget)
- **Project Plan/Timeline**
 - Specific Periods, or better, dates and deadlines for clarity



Mechanics of project

- Explain how the seed funding will be used
- Financial Budget
- Fund-raising target and other targets (eg. No. of volunteers recruited, public outreach etc)
- Possible challenges faced and solutions



Volunteer recruitment / management

- **Involvement of others**

- Your team can't do everything, you need people to help you.
- How would you **plan** to involve others ?
- Who can you involve ? How do you keep a record ?
- How can you encourage their participation ?
- How do you sustain their interest / motivation ?
- How could you thank / reward them ?



Fund raising Projection

- **Clearly list down the expected sources of funding**
 - E.g. Seed funding, sponsorship, young changemakers, donations
- **Estimated money raised from different sources**

Seed
Funding

Corporate
Sponsors

Street Sales
& Donations

Other
funds



Financial education

- **Importance of Financial Management**

You as the team running the business are responsible for the expenses, income and taxes.

- **Documents to help you keep track of your finances**

- Profit & Loss Statement
- Cash Flow Statement
- Balance Sheet

Example of Final Report accounts from past YFC team



Financial education

Example

• Income	\$
Sponsored Citibank-YMCA Youth for Causes	1,600
ABC Company	500
Donation	100
Products/ Services sold	5,000
• Expenditure	
Cost of goods sold	2,000
Transport	300
Logistics	500

Profit = Total Income – Total Expenditure



Possible challenges faced and solutions

- **How to identify the challenge? - SWOT analysis**
 - Strengths – the team inherit “power”, e.g. formed by students who are good at art and crafts
 - Weaknesses – the team inherit “lack of something”, e.g. non of the team members have marketing experience
 - Opportunities – external trends in favour for your team, e.g. huge demand for arts and crafts
 - Threats – external trends not in favour for your team, e.g. established products are readily available in the market
- **Identify strategic plan to overcome foreseen challenges**



Strategic Planning

- **A Strategic Plan should be**
 - Leverage on the team's internal strength as well as grasp the opportunities
 - Tactics to minimize the possible hindrances caused by internal weakness
 - Tactics to respond to the possible external threats



A good business proposal

- Objective
- Succinct and concise
- Supported by figures and images
- Professional
- Formal language
- Addresses the criteria



After submission

- **Selection of teams – 11 April (Sat)**
- **Notification of the 100 teams – 20 to 25 April**
- **YFC Official Launch – 16 May**
- **Execution of project – 18 May**

Questions?



Thank you

For more information:

www.youthforcauses.com

