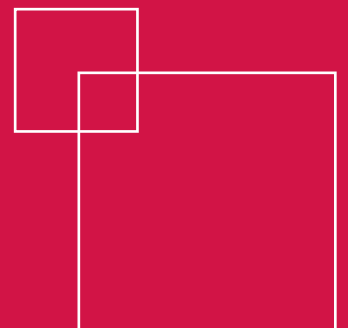# SourceAmerica®

Social Enterprises of the Future:
A Collective Response

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About SourceAmerica

Established in 1974, SourceAmerica® (SourceAmerica.org) creates job opportunities for a skilled and dedicated workforce: people with significant disabilities. SourceAmerica is the vital link between the federal government and private sector organizations that procure the products and services provided by this exceptional workforce via a network of more than 800 community-based nonprofits. Headquartered in Vienna, VA, SourceAmerica provides its nonprofit agency network with business development, contract management, legislative and regulatory assistance, communications and public relations materials, information technology support, engineering and technical assistance, and extensive professional training needed for successful nonprofit management. SourceAmerica is an AbilityOne® authorized enterprise.

About the National Council of SourceAmerica Employers (NCSE)

The National Council of SourceAmerica Employers (NCSE) is an independent network of executives representing nonprofit agencies (NPAs) that provide services or manufacture products under the AbilityOne Program. All NPAs in SourceAmerica's network are members of the NCSE. The NCSE Executive Committee consists of four elected officers and representatives of agencies from the six SourceAmerica Field Office areas. The president of the NCSE serves on the SourceAmerica Board of Directors, thus ensuring that the NPA community has direct input into the deliberations and policy-making decisions of the Board. The NCSE addresses issues of concern or significant relevance to NPAs and their participation in the AbilityOne Program and assists SourceAmerica with research and data collection necessary to advance the AbilityOne Program.

About this Report

This is the first set of operational interventions produced by the Social Enterprises of the Future initiative. Social Enterprises of the Future represents a new collaborative platform to shape the future of inclusion of people with disabilities in the U.S. labor market. Through this initiative, SourceAmerica convenes representatives from the public, private and social sectors to design, recommend and implement interventions in response to trends affecting employment and the disability community. Social Enterprises of the Future is a fully inclusive initiative, with equal participation by people with disabilities. The operational interventions proposed in this report represent a year-long process of co-creation with the NCSE.

From the Executive Sponsors

We are at a pivotal moment in the history of the disability community. The historical state of disparity in employment between people with disabilities and the general population has shown no signs of narrowing. At the same time, societal sentiment and public policy have led to new expectations for how and where people engage in work. With the accelerating pace of technological innovation, the very nature of work is changing for all. The disability community must work together and adapt to disruptive forces if our shared vision for increased employment and societal inclusion for everyone is to be realized.

In response to the profound employment challenges individuals with disabilities face, SourceAmerica and the National Council of SourceAmerica Employers (NCSE) created the Social Enterprises of the Future initiative. The initiative combines research on societal, legislative, economic and technological trends to inform the co-creation and testing of scalable interventions. Under this initiative, SourceAmerica offers independent research such as *The Future of Work and the Disability Community*, access to diverse perspectives across sectors and resource support. The NCSE, comprised of nearly 800 nonprofit organizations across the United States and represented by an elected Executive Committee, provides field level expertise, direct beneficiary engagement and diverse approaches to serving the community. Our collaboration will extend to representatives in the public, private and social sectors as the initiative evolves. Initial efforts to expand collaboration are reflected in independent studies commissioned to support the Social Enterprises of the Future initiative.

Social Enterprises of the Future begins a new dialogue to address historical and emerging trends. Within challenges are opportunities. Collectively, we must find and maximize them to benefit the people we serve. This inaugural report is a starting point that offers several strategies to address the future of work and employment of people with disabilities.

We thank those who actively participated in developing the first set of operational interventions for their engagement, and we look forward to future phases, which will broaden participation in the initiative to the entire disability community, academia and the private sector. Together, we can shape the future state of employment and societal inclusion of people with disabilities.

Steve L. Soroka
President & CEO SourceAmerica

Carol Carr
President NCSE

INTRODUCTION

The Social Enterprises of the Future initiative convenes diverse perspectives to address legislative, societal, economic and technological disruptions experienced by the disability community. The initiative establishes a platform for collaboration and lays the groundwork for a new community of practice focused on the future. It is through the work of the community of practice that interventions can be designed to prompt systems change. Interventions may include policy recommendations, new operating models and unexplored collaborations across sectors.

As co-sponsors of the initiative, SourceAmerica and the NCSE identified objectives to increase sustainability, societal impact and the personal fulfillment of people with disabilities. This initiative is not intended to drive sustainability for the sake of self-preservation. Instead, our collective goal is to ensure long-term relevance to continue to serve people with disabilities in a dynamic environment. Success requires adaptation to disruptive factors. In *The Future of Work and the Disability Community*, SourceAmerica analyzed trends believed to have significant bearing on the future of employment of people with disabilities. That information was used as a baseline for the operational interventions presented in this report.

This report is a collective response to the changing nature of work, featuring the input of more than 200 organizations. Representatives from these organizations participated in working groups, focus groups, discussion boards and presentations to develop operational models that provide sustainable employment opportunities for people with a diverse range of disabilities. The models presented in this report represent an encouraging first step toward the future and are intended as starting points for continuous innovation.

Following design thinking principles, the models began with identifying and understanding beneficiaries, which was followed by several rounds of ideation. The proposed next step is to prototype, test and learn from the models or approaches informed by the concepts presented. This is also a first step toward collective strategic planning across the community to prepare for the future of work. We acknowledge that the local realities of each social enterprise are unique. However, we believe the ideas presented herein will provide new ideas and promote continued dialogue on the design of operational interventions that are adaptable to diverse missions, markets and beneficiaries.

The organization of this report provides insight on the process followed by the NCSE and SourceAmerica, in collaboration with a nationwide network of social enterprises. We start by detailing the methodology of the initiative, outlining the cyclical nature of its design and proposing future phases. Because Social Enterprises of the Future is intended to prompt systems change, we also outline initial thoughts on a collective theory of change, with proposed outcome and impact measures. We then describe our approach to developing a representative working group, a model for broad engagement of disability community representatives, and perspectives from the private and public sectors through supplemental research.

This information is intended to provide context for the section that follows, where we detail the seven business model concepts designed in the first phase of the initiative. We conclude with a description of the research scheduled for release, which is intended to supplement this report and serve the strategic planning efforts of the broader community. Finally, we provide a preview of the next phase of Social Enterprises of the Future.

We recognize that operational responses alone will not dramatically change the future. It is our intent to expand the focus of the Social Enterprises of the Future initiative to develop interventions in concert with legislators, industry leaders, academia and the broad diversity of the disability community. Social Enterprises of the Future offers a unique approach to convening audiences who can affect systems change. Success is dependent on active participation and a continual emphasis on shaping the future with people with disabilities through employment, leading to increased societal inclusion.

METHODOLOGY

The first phase of Social Enterprises of the Future focuses on the strategy for creating employment opportunities in a changing environment and offers examples of tactical approaches for implementation. Current operating models within the field are facing considerable pressure to evolve. As outlined in *The Future of Work and the Disability Community*, the combination of historical marginalization, plus new societal, legislative, economic and technological disruptions require the field to adapt. Given the landscape, it will be impossible to maintain the status quo, let alone close the disparity gap in employment and economic well-being between people with disabilities and the general population. This section provides an overview of the methodology used to engage the community and begin a new dialogue on sustainability and future impact. The first phase of the initiative establishes a foundation for the important work ahead.

Our methodology is rooted in two principles that inform each step in the process and the focus of interventions. The first is meaningful inclusion. As we will describe in the report sections on working group design and community engagement, we sought opportunities to include people with disabilities as decision makers, strategists and experts with valuable perspectives on what the future holds. This will be a constant throughout the lifecycle of Social Enterprises of the Future. The second principle is the requirement that all interventions must benefit the broad diversity of people with disabilities. No one can be left behind in the design of policy recommendations or operating models.

By providing our methodology, we offer full disclosure of our thought process on engagement, tools, frameworks and intended outcomes. Doing so invites candid feedback to continuously improve the Social Enterprises of the Future initiative. As a platform for collaboration, the initiative must respond to its intended beneficiaries and the dynamic environment in which they live and work.

Key Terms

Social Enterprises of the Future represents a new mindset within the community. This includes the adoption of shared terminology and frameworks, and it is reflected in the name of the initiative. Traditionally identified as community rehabilitation programs, the industry representatives engaged in the first phase of the initiative adopted the descriptor of "social enterprises" to underscore the need for change. This signifies an important philosophical shift. The shared definition of social enterprises developed by the working group is: businesses that engage with the community to address a social challenge while generating revenue.

Throughout this report we make frequent references to inclusion. The intended meaning of inclusion, decided by the same representatives, goes beyond the general state of being welcomed in a group. Within Social Enterprises of the Future, our definition of inclusion incorporates the importance of self-determination and the right for individuals to choose the path that best fits their personal goals.

Theory of Change

To have the level of impact desired, the Social Enterprises of the Future initiative must have a defined theory of change with measurable outcomes and impact. As a starting point for further development, we propose the following theory of change for Social Enterprises of the Future:

Through the development of future-based interventions, people with disabilities will experience increased and sustained labor market participation. Achieving this will lead to increased parity in employment levels and greater societal inclusion of people with disabilities.
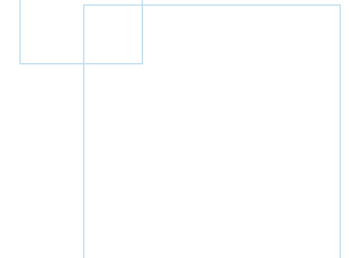
Outcomes

Many people with disabilities connect to opportunity through a diverse array of organizations within the community. Therefore, the initial outcome measures of this initiative were designed to focus on the health of disability service organizations as a primary means of benefiting the economic and social well-being of people with disabilities. Outcome measures are short-term in nature, providing an indicator of sustained progress.

Initial proposed outcome measures include:

- Number of new business model prototypes implemented over a two-year period
- Observable changes to current business model approaches as a direct result of Social Enterprises of the Future (using a sample population)
- Number of jobs created through Social Enterprises of the Future interventions (direct attribution only)
- Demonstrable indicators of sustainability and scalability through prototype testing (to be defined by the community of practice)

Impact

As Social Enterprises of the Future is a new model for co-creation and strategic planning, the ultimate test of its benefit is evidence of societal impact measured over time. The pursuit of necessary, sustained social impact must begin with aspirations for the end state. From there, the community of practice formed through the initiative can shape the goals to balance aspirations with feasibility. As a starting point, we propose the following impact measures, resulting from long-term progress achieved through systems change:

Positive effects on the sustainability of disability service organizations, reducing the loss of services in communities across the country

This will be measured by the attrition rate of agencies within the community represented by the initiative and the resulting impact to people with disabilities across the country. If increased attrition rates are a result of being overcome by disruptive pressures, we must collectively learn and adapt to benefit the long-term resilience of the community.

New employment choices to increase the labor market activity rate, reduce the unemployment rate and create greater inclusion

Impact will be measured by the adoption of interventions resulting in new employment opportunities and responsive to the changing nature of work. This thinking proposes that, through Social Enterprises of the Future, new market opportunities will be created. Through these opportunities, new career paths mapping unique talents to jobs with longevity will develop. This will lead to a net positive impact on the employment of people with disabilities.

Scalability and sustainability in policy-level, programmatic and tactical interventions

This will be measured by the potential scale and viability of interventions designed and launched through Social Enterprises of the Future. Scalability is relative; however, to be truly impactful, interventions must lead to a significant increase in employment of people with disabilities. Additionally, the results must be sustained if we are to make a difference in the economic well-being and societal inclusion of people with disabilities.

Work Group Design

For the first phase of Social Enterprises of the Future, SourceAmerica and the NCSE enlisted the support of a group of community representatives to serve as a think-tank. This group acted as the focal point for the intake of research, the application of a new framework for innovation, and continuous learning from input supplied by the broader community. The starting point for identifying work group members was an analysis of the social enterprises within SourceAmerica's network. The selection process considered multiple demographics to ensure diversity in organizational size (based on total annual sales), geographic representation, industry (product, service or blended), populations

served and diversity of funding sources. From the outset, we determined that representation by executive leaders must be matched by an equal number of people with disabilities and family members. The mantra of "nothing about us without us" was taken to heart. Doing so resulted in tremendous insight and passion at each working group meeting. (See case study, Kevena Faure.)

It was the task of the working group to consider initial research on trends impacting the disability community and interpret how they could disrupt current operating models. The members received training on a framework for innovation, the Business Model Canvas. Then they were asked to apply the methodology they learned to design future-focused operational prototypes. This work was accomplished during three face-to-face meetings and two virtual sessions from May – September 2017. In between each scheduled ideation session, the working group presented its progress to the broader community and received input to inform the design of the models. The contributions and insights of the working group are represented in the seven initial models in this report and through case studies contained in multiple reports scheduled for release under the Social Enterprises of the Future initiative.

Engagement Model

From May to October 2017, representatives from more than 200 organizations participated in the evolution of the Social Enterprises of the Future initiative. Interaction occurred through presentations, virtual briefings and online discussion forums. Each touch point resulted in active engagement and served to raise awareness of the initiative. To continue the prototyping activities of the initial working group, two focus groups offered new perspectives on the business model concepts and contributed to their evolution. Each interaction was an opportunity to challenge our collective thinking. Through broad engagement, we tested the underlying assumptions, viability and feasibility of each model. This experiment in co-creation demonstrates the collective power of the community to advance an idea intended to benefit everyone.

Emphasizing our principle of inclusion, engagement included people with disabilities and caregivers. In June 2017, we convened a focus group attended by over 50 self-advocates and caregivers. They were welcomed as equal contributors to the strategic planning process and reciprocated with important insight on their concerns and aspirations for the future as well as the value they place on employment (Exhibit 1). The feedback received through this engagement informed the design process and is reflected in models centered on new approaches to engaging people with disabilities in work.

Along with the direct input of community leaders, self-advocates and caregivers, the collection of reports developed in phase one of Social Enterprises of the Future provides insight from public, private and social sector representatives. To receive input from diverse stakeholders, SourceAmerica contracted with Technometrica to perform two independent studies scheduled for future release. The first, Social Enterprises of the Future: Market Perspective, captures sentiment expressed by a small sampling of representatives from different sectors. The topic of study was their individual perspective on hiring people with disabilities and the role of disability service organizations. The second study, Social Enterprises of the Future: Policy Perspective, focused on the landscape of employment policy and potential inflection points in the future.

Technometrica's methodology combined desk research and in-depth interviews to gain expert opinions on both topics. The studies were completed in an abbreviated period, with a small number of interviewees. The intent was to unearth important themes worth further exploration. Within the Social Enterprises of the Future initiative, we may pursue expanded, independent research, through polling and interviews, based on themes identified by Technometrica.

Exhibit 1
Questions and Summary Results of Self-Advocate Focus Group

Q1. What do you value most about your job?
From a total of 26 responses, 50 percent stated that employment benefits (a paycheck, holiday pay, access to fitness facilities, transportation subsidies) are what they valued most. Twenty-three percent of respondents indicated that interaction with co-workers is what they valued most.

Q2. What can your agency do to help you express your talent and achieve your goals?
From a total of 17 responses, 30 percent stated that organizations could offer more training and opportunities to learn new skills. Another 30 percent said organizations could do a better job of understanding who they are as individuals and assist with personalized career planning.

Q3. What are your biggest frustrations or concerns?
From a total of 14 responses, 30 percent stated that their biggest concerns and frustrations center around the availability of benefits and support for independent living. An additional 30 percent said adequate support to find work and be successful on the job was a concern/ frustration. Twenty-five percent of respondents highlighted difficulty dealing with changing environments and frustration with adapting to changes.

Q4. What is your definition of success?
From a total of 33 responses, 30 percent stated that success meant having a job or doing well at work. Another 30 percent said success meant feeling positive about themselves and their contributions.

Twenty-five percent revealed that successfully engaging in aspects of independent living accounts for success.

Q5. As things change, like technology, I feel...?
From a total of seven responses, four indicated positive feelings toward change, such as technology changes. These respondents mentioned the possibility of technology making things easier and offering new opportunities. Negative feelings toward change included being apprehensive and concerned that jobs might be eliminated.

Case Study
Kevena Faure

I knew I had a disability, but I also knew that I wanted to go out in the workforce. I wanted to learn computers, to write better and read better. I have enjoyed working for different companies. When I worked for Spirit of Boston, I experienced being out in the workforce with so many people helping and guiding me. I work for Cengage Learning now in the kitchen and doing inventory. I want to stay there but don't know how to move up in the company. I know that reading and writing are my downfall, but I want to have the opportunity to try and move up.

I have experienced many difficulties. One challenge I came across is not having the right education for some jobs. When people with disabilities graduate from high school they need to know that they are getting a certificate, not a diploma. It is also difficult for me when coworkers leave; I find that hard to deal with. I am in independent living and I take the T to work, which can also be challenging because it gets really crowded and hectic with a lot of people in a rush.

I enjoyed the process of working on Social Enterprises of the Future, looking at the different business models. It was a group of people coming together, trying to make a new product for people with disabilities to get jobs. I felt fully engaged in the whole process, talking a lot more than I ever have. And, I would want to be involved in a project like this in the future because there are always new challenges that need solutions. I especially enjoyed the smaller groups where everyone had a chance to talk and bounce ideas and experiences off each other. I learned new skills about business strategy, about the experience and challenges of other people with disabilities. It opened up my mind to different challenges faced by other people with disabilities in different areas. Not every person with a disability is the same and can be treated the same; we need options just like everyone else. Having people with disabilities work together works for some people, but it doesn't work for me, so why would you try to make me do that? We deserve to have choices about our employment. I was excited from the beginning to be involved. It was a great opportunity because for a long time it felt like people have never heard us and now they are listening. We've been down the road, so we understand. Sometimes it is a challenge; other times it is a breeze. We do have a disability, but we are willing and eager to work at the same level as a person without a disability.

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BUSINESS MODEL DESIGN

The remainder of this report contains numerous references to the concepts and applicability of the Business Model Canvas, a framework detailed in the book *Business Model Generation* by Alexander Osterwalder and Yves Pigneur. The framework was selected for multiple reasons. It is a model used extensively in the private sector by Fortune 50 and 100 companies to create innovative breakthroughs. The Business Model Canvas is also rooted in design thinking principles, with a core focus on empathy to understand customer segments and develop desirable value propositions. The model is intuitive in its use and application, while still challenging users to rethink operating paradigms and develop alternate paths for achieving outcomes. We believe this approach complemented the spirit of the Social Enterprises of the Future initiative and resulted in active engagement by the working group and community.

It is important to note the seven initial models designed, tested and adapted through our engagement model are not suggested as the definitive answer to the challenges described in *The Future of Work and the Disability Community*. Instead, they are a starting point for innovative thought. The underlying concepts and rationale for why the collective opinion of the community gravitated toward the models are important to recognize. The application of the models is entirely subject to the local realities of each organization. Notwithstanding variances in mission, local market opportunities, stakeholder acceptance or organizational risk tolerance; there is useful strategic information contained in the design of each model.

Proposed Interventions: Business Model Responses

In *The Future of Work and the Disability Community*, we described how declining labor market activity rates coupled with disruptive social, legislative, economic and technological forces could increase the marginalization people with disabilities experience. The same forces question the future relevance of existing systems, including the nationwide industry of disability service organizations—traditionally identified as community rehabilitation programs but reframed as social enterprises through this initiative. Adaptation is necessary to stabilize

declining trends and find ways to reverse their trajectories to increase societal impact.

Some of the approaches suggest a significant divergence from the traditional role fulfilled by the field. Some are more iterative in the approach toward establishing a foothold in a changing labor market, influenced by technology. Throughout, we highlight opportunities to include people with disabilities in new and meaningful ways. We recognize that full adoption of these models may present considerable challenges for many social enterprises. To this point, we suggest the virtues of small, cost effective and testable prototypes. As we move to the second phase of Social Enterprises of the Future, our intent is to create an environment where experimentation can occur to benefit the learning of the entire field. Though the feasibility of applying the proposed approaches is subject to many variables, the underlying concepts are intended to prompt new ways of thinking. Through collective engagement in a rigorous process of study, co-creation, and implementation; systems change can occur to benefit the entire disability community.

Business Model Parameters

The seven business model concepts presented in this report originated with the representative working group members and went through multiple cycles of ideation with the entire network. The core parameters for each model were to provide opportunities to people of a diverse range of disabilities; respond to legislative, societal, economic and technological forces; and represent the potential for sustainability. Each model was tested with an array of "what if?" questions. We do not claim that the models are fully formed and ready for immediate implementation. Instead, they provide starting points for further innovation and should be accompanied by testable hypotheses to design scalable prototypes.

Each model is accompanied by a description of how social enterprises can implement the concepts to achieve desirable outcomes and impact. The interaction between elements of the model are color-coded to identify unique customer segments served. Gray boxes and blue boxes represent a relationship between components to benefit a specific audience. Yellow boxes are used to denote broader application, benefiting all referenced customers within a model. The Business Model Canvas is also designed to address feasibility, desirability and viability. Feasibility relates to the key partners, activities and resources of a model. The desirability of an approach is represented in the interplay between customer segments and relationships, as well as channels and value propositions. Finally, the viability of a model is tested in the balance between cost structures and revenue streams. The Business Model Canvas will be described in more detail in a subsequent report titled *Social Enterprises of the Future: Practices for Sustained Social Impact.*

A final note regarding the level of detail offered in each model description: we focused primarily on the unique aspects of each concept. This means we do not document many of the universal factors necessary for consideration in any operational approach. For example, cost structures omit references to wages, fringe benefits, overhead and the like because they are a given in any program. Omission of such factors does not diminish their recognized importance. Instead, doing so allowed us to focus the narrative on innovative business model elements intended to provoke new thought.

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BUSINESS MODELS:
GROUP 1

Complementary Models for Competitive Integrated Employment

The aspirational goal of this set of models is to interact with both the demand and supply sides of the intended outcomes of competitive integrated employment. By creating new professional tracks for people with disabilities to deliver value to potential job creators in the community; social enterprises will open doors to successful, inclusive workplaces throughout their communities.
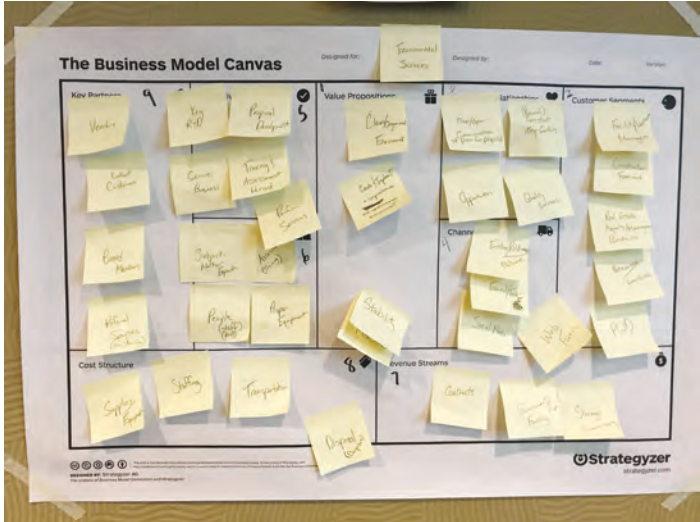
MODEL 1:
INCLUSION CONSULTING

Concept

Expectations for workplace inclusion are increasing. This is evidenced by shifts in societal sentiment and contemporary employment policies that prioritize employment in the public and private sectors. Despite their desire to become inclusive, employers are hesitant because of long-held stigmas, concerns about risk and liability and general lack of awareness about the human potential of people with disabilities. Social enterprises are uniquely positioned to solve this problem by developing career opportunities for people with disabilities to serve as expert consultants on inclusion.

Key Partnership

- Independent consultant
- Employer diversity councils
- HR associations
- Other disability organizations

Key Activities

- Consulting
- Customer acquisition
- Curriculum building

Key Resources

- Account manager(s)

Value Propositions

- Awareness building - free
- Inclusion consulting - contractual

Customer Relationships

- Contractual

Channels

- Face to face

Customer Segments

- Job creators

Cost Structure

- Retainer fees

Revenue Streams

- Billable hours
- Free ($0) content
- Consulting fee

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

The disability community routinely engages in many forms of advocacy. One approach is to educate job creators on the benefits of hiring people with disabilities. When these engagements occur, the people who often deliver the message are sales, training or workforce development personnel. What if, instead, the pitch was delivered by a person with a disability, hired for their passion for creating inclusion and their unique insights on the subject? The premise of the inclusion consulting model is to professionalize advocacy while creating a value proposition for potential customers. The customers for this model are broadly identified as job creators to encompass all sectors: private, public and social. There is no one industry or sector that could benefit more than another by being inclusive. Therefore, any organization that hires people is a potential customer. And, any engagement with such audiences is an opportunity to employ people with disabilities interested in serving as expert consultants.

The unique twist in this model is the identification of people with disabilities as partners and not as customers. People with disabilities are typically thought of as service recipients rather than value creators. This model proposes hiring people with disabilities as independent consultants, serving as the core knowledge base for successfully executing the customer value proposition. This promotes individual agency, entrepreneurship and a new perspective on work that

highlights unique abilities and interests. It also gives people with disabilities an opportunity to create social impact within the broader community through increased inclusion. As independent contractors, those hired could be paid through retainer fees or a variety of other scalable approaches in line with the consulting industry.

This model follows a prototypical "bait and hook" pattern. There are two value propositions associated with this model. The first is awareness building provided for free. The second is working with customers to create a detailed plan to develop a culture of workplace inclusion. Revenue is designed to flow from the consulting relationship and associated contracts for services. While the initial offering is free, ongoing support comes at a fee, scalable to the customer's needs and billable to their account. The customer relationship is handled as a contractual engagement and the primary channel for delivering value is through face-to-face interaction. This is not to say that digital content, remote meetings or social media could not play a role. Certainly, there is room for creative approaches that deliver value to the customer.

Execution of the model depends on strong account management to drive the acquisition of customers and provide opportunities for individualized service design and delivery. It is also dependent on the development of impactful, customer specific training curricula and resources delivered by people with disabilities. Key partners for this

> *This model proposes hiring people with disabilities as independent consultants, serving as the core knowledge base for successfully executing the customer value proposition.*

model—developed as a source for access to customer segments—include diversity and disability steering councils, human resources associations (e.g. Society for Human Resources Managers) and other disability organizations that will help develop economies of scale. If customer organizations do not have diversity or disability steering councils, the social enterprise could provide additional value by helping to form one and guide the council's efforts to promote workplace inclusion.

The underlying assumption of this model is that no one is better positioned to advise job creators on inclusive hiring than social enterprises and people with disabilities. As societal expectations and policies exert pressure on the public and private sectors to employ more people with disabilities, this model offers a potential resource for achieving successful outcomes. With decades of experience, positioning within local communities, and unique access to the most valuable perspectives in the equation; this concept could lead to a new dimension of relevance for social enterprises in the future. The aspirational outcomes of this model, responsive to competitive integrated employment, are threefold. They include increased workplace inclusion through employers receiving consulting services, the direct hire of people with disabilities by customer firms to lead diversity and inclusion initiatives, and economic mobility by those in consulting roles who want to pursue entrepreneurial opportunities.

MODEL 2:
ACCESSIBILITY CONSULTING

Concept

Accessibility and user experience testing transcend multiple customers and market opportunities. Whether it is workspace design or testing hardware and software, people with disabilities offer a unique and valuable perspective. This model expands on approaches to creating jobs for the future, accompanied by the acquisition of skills that are directly transferable to the private sector.

Key Partnership

- Independent consultant
- Knowledge transfer partner
- Associations

Key Activities

- Testing hardware and software
- Customer acquisition
- Workforce development
- Workplace design

Key Resources

- Account manager(s)

Value Propositions

- Firsthand user experience for design of accessible products, services, systems and spaces

Customer Relationships

- Contractual

Channels

- Face to face
- Remote support

Customer Segments

- Job creators

Cost Structure

- Retainer fees
- Technology for remote or office-based work

Revenue Stream

- Billable hours
- Free ($0) content

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

The accessibility consulting model is designed to take advantage of multiple opportunities. As a corollary to the inclusion consulting model, accessibility consulting offers new, desirable value propositions to customer segments. Once a social enterprise has provided education to a customer on how to build a culture of inclusion, they may be able to assist with designing accessible products, services, systems and spaces. Accessibility often stops short of creating full value due to a limited focus on compliance. True value resides in user experience testing to ensure technology enables people to perform their work efficiently.

This model proposes to build on existing efforts to create a professional track in usability and accessibility consulting performed by people with disabilities. (See case study, Aspiritech.) Doing so would lead to transferable skills to work in the technology sector, promoting long-term employment and economic well-being for the future. As the

demand for technology-based skills continues to increase, people with disabilities must find ways to keep pace. Social enterprises provide a pathway to training and opportunity, but to stay relevant in the future, they must also develop capability in the technology sector.

The accessibility consulting model follows the same logic as the inclusion consulting model by identifying people with disabilities as key partners. The idea is to engage talented, trained individuals as independent consultants, providing professional autonomy and promoting individual agency. Alternatively, the enterprise could hire people as traditional W-2 employees. As with the inclusion consulting model we discussed and the gig economy model we will explore, we do not assert that independent work is preferable to traditional employment. However, we propose independent work as a potential response to the societal sentiment underlying competitive integrated employment, with the caveat that more work is needed in this area to promote economic security.

This model's revenue stream relies on the notion that the customer will pay for the value of the services provided. The unique value offered is expert insight from professionals who have firsthand experience navigating a largely inaccessible world. The key activities include testing hardware and software as well as advising customers on workplace design. Testing could occur onsite or virtually, depending on the customer's needs and nature of work. Added value could come in the form of consulting on procurement strategies to ensure accessibility is considered up front, rather than as an afterthought.

The benefits of accessibility consulting are twofold. First, creating accessible workspaces and systems is a boon for businesses. Increasing accessibility makes things easier to obtain or use. When business systems are easier to use, and workspaces are easier to navigate, the entire workforce benefits. This can increase organizational efficiency and positively influence employee job satisfaction as well as profitability. Second, this model has the potential to increase market penetration for job creators in the technology sector. By engaging

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people with disabilities in design and testing phases, there is an opportunity for products and services to appeal to a broader audience.

Execution of the model relies on strong account management as a key resource to acquire and interface with customers. Key partners include accessibility associations such as the International Association of Accessibility Professionals (IAAP) and experts in the field who are willing to explore partnerships and transfer knowledge to benefit the broader community. Examples of such organizations include My Blind Spot and Knowbility. Successful models also include Aspiritech and Columbia Lighthouse for the Blind. Additionally, organizations such a Deque Systems specialize in training people with disabilities on usability and accessibility testing to promote skill development.

Building on current approaches, the unique value of this model proposes the acquisition of skills as an onramp to employment in the technology industry. People with disabilities could work with the social enterprise to develop the skills they need to operate as independent contractors. Or they could pursue a traditional employment arrangement with a commercial technology company. The purpose is to create options for people to achieve their goals, and to highlight their individual strengths and areas of interest. This model also promotes a larger societal benefit. By infusing the technology sector with talent representing a diverse array of disabilities, products and services will become more accessible, which benefits everyone.

Case Study
Aspiritech
An Interview with Brad Cohen

Moshe and Brenda Weitzberg founded the nonprofit organization, Aspiritech, to create technology jobs for their son, who has Asperger, and other individuals with autism. People with autism often have a tremendous ability to focus, but social challenges can lead to unsuccessful employment with traditional employers, despite their education and qualifications. Aspiritech's mission is to provide employment to people with autism at competitive wages that are equal to what they would be making at any other firm.

One of the things that sets Aspiritech apart from other organizations is that all of its employees feel at home. Aspiritech focuses on a person's ability, instead of their disability. Aspiritech's staff strive to provide an environment that allows every individual to maximize their unique skill set and provide high-quality service to their clients.

Aspiritech employees provide software testing and quality assurance (QA) to companies like Bose, AonHewitt, Zebra, Empire Today Carpet and Flooring and Synvata, to name a few. Their growth has come from small pilot projects that expand into larger projects. It's not uncommon for a $2,000 pilot to turn into a $20,000 per month project. The bulk of Aspiritech's funding comes from services provided, roughly $3 million a year; and fundraising makes up about 10 percent of revenue. Aspiritech also receives support from employment-based foundations that provide funding for operating expenses and overhead costs. For example, Aspiritech is opening a new office in Chicago and a single foundation is providing a year's worth of rent.

What started in the basement of its founders has grown into a nonprofit that employs more than 80 people. And they are still growing. One current challenge the organization has is finding enough employees to support growing demand. While software testing and QA will continue to be the primary lines of business, Aspiritech is looking into new business lines such as document scanning to increase their impact. Though their primary focus remains the employment of individuals with autism, they see the potential for adding new lines of technology-based business to create employment for an increasingly diverse workforce of people with disabilities.

Aspiritech employees provide software testing and quality assurance (QA) to companies like Bose, AonHewitt, Zebra, Empire Today Carpet and Flooring and Synvata, to name a few.
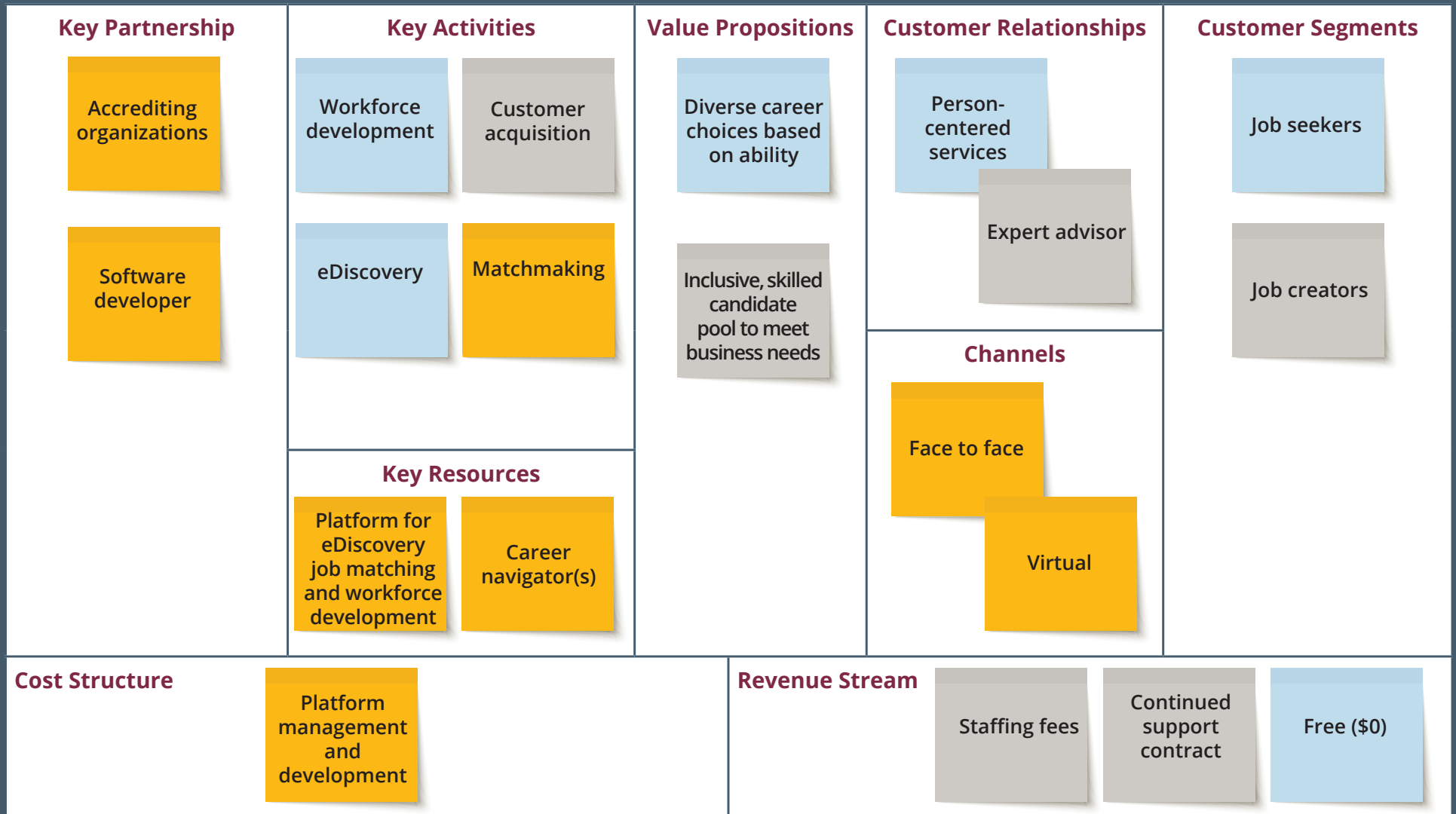
MODEL 3: CONNECTING ABILITIES – AN INCLUSIVE LABOR EXCHANGE

Concept

Technology has transformed the way job seekers and employers find each other. Multisided platforms that use machine learning algorithms are the new standard. To keep pace with emerging trends, traditional models used to connect people with disabilities to employment opportunities must be modernized using technology. Social enterprises of the future embrace the need for technological innovation. The connecting abilities model focuses on the use of digital, multisided platforms to facilitate skill discovery and job matching for the 21st century labor market.

Key Partnership

- Accrediting organizations
- Software developer

Key Activities

- Workforce development
- Customer acquisition
- eDiscovery
- Matchmaking

Key Resources

- Platform for eDiscovery job matching and workforce development
- Career navigator(s)

Value Propositions

- Diverse career choices based on ability
- Inclusive, skilled candidate pool to meet business needs

Customer Relationships

- Person-centered services
- Expert advisor

Channels

- Face to face
- Virtual

Customer Segments

- Job seekers
- Job creators

Cost Structure

- Platform management and development

Revenue Stream

- Staffing fees
- Continued support contract
- Free ($0)

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

Person-centered employment models have existed for decades. They include customized and supported employment models rooted in rigorous processes developed by experts in the field. Their inherent benefits are the focus on a person's ability instead of limitations and the level of individualized service they provide to facilitate successful outcomes. (See case study, WORK, Inc.) The major drawback is the cost per person from intake to successful job match, making it difficult to scale these models to significantly increase the number of people served.

Some social enterprises have moved toward commercial staffing services models. These models are predicated on building a portfolio of employment partners who want help identifying viable job candidates and developing a pipeline of qualified individuals with diverse capabilities. This is a highly competitive market, filled with commercial staffing firms that have brand recognition, scalable models and a firm grasp on executing the model for financial viability.

To differentiate themselves from commercial firms, social enterprises frequently promote their mission. Though there is positive sentiment about corporate social responsibility, labor statistics show there has been little, if any, progress toward addressing labor market disparity (reference

The connecting abilities model proposes the adoption of digital, multisided labor platforms by social enterprises to address areas of cost and scale, while maintaining a level of individualized service delivery.

our prior study *The Future of Work and the Disability Community*). Further, the execution of staffing models for both commercial firms and social enterprises is being disrupted by the increasing prevalence of digital labor platforms.

Connecting abilities is a multisided platform, where two customer groups need assistance and a connector exists to create a match. Well-known examples of multisided platforms in the employment sector include LinkedIn, Freelancer, JobCase and Taskrabbit. Each company benefits from the development of digital platforms powered by machine learning algorithms. The connecting abilities model proposes the adoption of digital, multisided labor platforms by social enterprises to address areas of cost and scale, while maintaining a level of individualized service delivery. Admittedly, there is a high degree of variability in the level of individualized service a person may desire. However, this consideration could be aided, if not offset, by overall operational efficiencies gained through technology.

This model proposes three innovative uses of technology for social enterprises to consider, with examples from existing commercial practice. The first is to use technology to enhance the customized employment process of "discovery." This process is a core component to understanding the interests and inherent talents of an individual. The practice is rooted in rigor developed over time by experts in the field of disability employment. We do not propose to minimize its merits or short cut its application. Instead, we propose to augment the process with the introduction of technology. If the practice of discovery started at the high school level, an individual may get a head start on finding job opportunities after they graduate.

Data would be collected through interactions with field practitioners, caregivers, and teachers and securely stored in cloud-based applications. This is the "eDiscovery" identified in the model's key resources and activities. Consideration must be given to securing personally identifiable information and compliance with HIPAA laws. Additionally, the approach proposes that individuals have full control over their eDiscovery profile. The same approach could be applied to adult job seekers. When an

individual is ready to seek employment, they will have a detailed profile to create potential matches with available jobs through a technology platform.

The second use of technology focuses on the job matching process. There are three potential ways to explore this approach.

1. A social enterprise or coalition of organizations could develop their own proprietary or open-source platform. An example of this is Google's release of an application programming interface (API) that allows companies to integrate machine learning matchmaking capabilities through their own platforms.[1]

2. The field could approach an existing platform leader to collaborate on a fully accessible, inclusive design to increase usage by people with disabilities. Through partnerships with established job platform companies, social enterprises could serve in a supporting role to facilitate successful matches given their extensive knowledge and diverse support service offerings.

3. The third option is to focus on general advocacy by the disability community to challenge the technology sector to design inclusive platforms. This method reduces the likelihood of direct support provided by social enterprises and requires additional thought on market opportunities to serve the community.

Each approach offers risks and rewards, with significant variability in the capital investment required.

The third technological advancement is based on the models used by LearnUp and Lynda.com (a division of LinkedIn). Through their platforms, both companies offer extensive training resources to aid the job-matching process. (See example, LearnUp.) LearnUp's model is specific to the business needs of employers, while Lynda.com's approach is more universal, with a focus on skill acquisition and certificates of completion. Through the connecting abilities approach, a social enterprise could combine its eDiscovery database, job-matching algorithms and training resources to offer a robust model responsive to marketplace trends.

Operationally, the connecting abilities model requires corresponding data sets of job seekers and job creators, identified as key customers. As more data are input into the system and matches are created, the technology becomes smarter – leading to more successful outcomes, increased market position and platform growth, a concept known as "network effects." Following existing models, a social enterprise could develop a portfolio of employers offering diverse employment opportunities throughout the community. Working with employers, the social enterprise could design accessible, web-based training modules within the platform, tailored to the skills required by each company or job.

The user interface would allow a job seeker to identify all potential matches based on their profile. Alternatively, employers could use the system to search for qualified candidates. A career navigator working for the social enterprise could evaluate potential employment opportunities, coordinate interviews, and provide pre- and post-placement supports. This model's revenue stream assumes employers will pay for the service based on traditional commercial staffing approaches, and job seekers will not be charged for using the platform.

This model suggests it is imperative to introduce technology into the field to create opportunity for people with disabilities to participate in the 21st century labor market. The connecting abilities model augments the human element in facilitating successful outcomes with algorithms. The platform also becomes a powerful tool for raising awareness of job opportunities and an untapped market of talent. A basic assumption of this model is a social enterprise will interact with job seekers along a continuum of job readiness. A multisided platform could expedite the matching process for people who are ready to work immediately, while serving as a resource for those who have a longer journey to employment.

Example: LearnUp

LearnUp's business model included many of the elements identified in the connecting abilities concept. LearnUp was acquired by ManpowerGroup in 2017, demonstrating its value as a model to study. During its brief history, LearnUp earned awards and media recognition, while reporting impressive statistics on the success of its model.

LearnUp was a not a typical employment website. Its goal was to create a pre-hire coaching and skills platform to facilitate long-term employment success for job seekers and job creators. LearnUp focused on entry-level positions to assist people who experienced periods of unemployment and had difficulty finding opportunities. Job seekers using the site did not simply browse available positions and apply to ones they thought were a match. Instead, LearnUp ensured that applicants had the necessary qualifications for a position, creating greater efficiency for employers. As a digital talent platform, LearnUp matched the talents of job seekers to the business needs of employers. Experts believe digital talent platforms "can put the right person in the right job, identify gaps in skills, help employees as they gain new capabilities, chart career paths, and nurture the development of the next generation of leaders."[2]

LearnUp worked with employers to understand the skills training that potential applicants needed for each position listed on the site. Training modules were tailored to each job opening, ensuring applicants acquired the right skills, while also providing significantly more information about the job requirements and expectations. As a result, applicants were better informed, and could use the training experience to decide whether they were interested in the job. At the same time, employers knew that candidates who successfully completed the training modules were committed to the opportunity, better prepared to interview, and more likely to be successful on the job.[3]

As a result, LearnUp job seekers were three times more likely to receive a job offer because they were better prepared. Additionally, 78 percent of employees hired through LearnUp outperformed others hired through traditional means.[4] Along with job matching and training, LearnUp offered a variety of support services to assist job seekers. LearnUp personnel were assigned as coaches and assisted with resumé development, conducted mock interviews and coordinated transportation assistance the day of an interview. The company built a portfolio of job creators including AT&T, Gap Inc., Sprint, Old Navy, Whole Foods, Sheetz Inc. and Staples. Prior to their acquisition by ManpowerGroup, LearnUp received recognition from the World Economic Forum and the White House for their innovative model and demonstrated success.
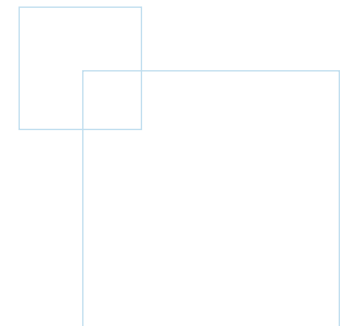
Case Study
WORK Inc.
An Interview with Sharon Smith

While not an exact reflection of the connecting abilities model, WORK Inc.'s Meaningful Jobs Initiative (MJI) contains many of the underlying concepts and demonstrates an innovative approach to creating jobs based on ability. WORK Inc. applied its corporate knowledge of customized and supported employment to develop this initiative to fit an emerging market opportunity. The MJI incorporates technology, customer-specific training, and the identification of unique skills that match a business need. The MJI has the potential to scale nationally if successful and could benefit from additional technology identified in the connecting abilities model.

WORK Inc. has provided job placement services since its inception in 1969. Our decision to move these services, which evolved over 50 years, to the forefront of our employment strategy was based on many factors. From the government, WORK Inc. saw a rapidly changing environment that included legislative and regulatory shifts, such as the Workforce Innovation and Opportunity Act (WIOA) along with a state mandate to eliminate sheltered employment. From the public sector and community, the nonprofit agency saw an evolution in the service models, strong consumer advocacy and job seekers and funders requesting customized service models.

Customized employment is one of several of WORK Inc.'s strategies to expand capacity to place individuals into high quality jobs. We piloted and pressure-tested different strategic concepts before bringing those that gained traction to scale over the past 10 years. We find the MJI to be responsive to many of the trends highlighted in this report. It is aligned with the WIOA and responds to the type

of service job seekers are asking for – matching individual skills and unique contributions to the needs of the business community. WORK Inc. worked for the past several years to position the organization to transform services to fulfill strategic goals. Expanding capacity to place individuals into high quality jobs meant we needed to access the rich resources in the mainstream workforce development system in Massachusetts. One strategy was to pursue an award to become a Dorchester Career Access Point (DCAP), which is an extension of the Massachusetts One Stop Career Centers. We were successful in our application and WORK, Inc. is now a recognized provider of enhanced access and support to individuals with disabilities in partnership with two One Stop Career Centers in Boston. We have also made an effort to build a broader network by placing our vice president of workforce development on multiple board and advisory committees that deal with workforce development.

MJI is an industry demand focused strategy that is based on job growth projections, hiring trends and career advancement. One of the first sectors we focused on was the security industry because of its significant growth projections. We began by targeting jobs in the Transportation and Security Agency (TSA) as well as other security firms. We learned that TSA accepts 1,100 applications a year, and only 11 percent make it to the Ready Pool. We worked with Boston TSA to learn a significant amount about the security industry.

By attending multiple security job fairs, we learned there is a significant demand for labor. The May Institute, in partnership with WORK Inc., received a Kessler Signature Employment Grant to focus on supporting individuals with autism who are interested in working in the security field. The funds are being used to help job seekers navigate their way through the rigorous vetting

and application process of the TSA and other security firms. We partnered with the May Institute to have a psychologist develop behavioral interviewing skills resources and together we are developing a comprehensive toolkit for entry into this field along with training documents and skills curriculum.

To date, the project has advanced six people to the application phase. However, passing the computer-based object test and English proficiency exam has been challenging for the applicants. TSA has a strict policy on no preferential treatment, so it is difficult to find out where in the testing our applicants failed. But, we are not giving up. We are developing partnerships, and we have a career navigator going to every job fair to identify potential employment opportunities in other areas of the security industry. We do not see an issue in meeting job placement requirements

under the grant since we are exploring other areas of the security industry. Our outcomes to date include two job placements in security firms.

For WORK Inc., the pursuit of this business model is not about funding security; we cannot just focus on sustaining ourselves. It is about developing service models that utilize the unique skills and assets of an individual and lead to quality jobs in demand-driven industries. Revenues in this model are based on funders wanting to refer job seekers to the organization because the services are aligned with WIOA. And job seekers come because they want to access services that are customized to their unique interests.

Customized employment is one of several of WORK Inc.'s strategies to expand capacity to place individuals into high quality jobs. We piloted and pressure-tested different strategic concepts before bringing those that gained traction to scale over the past 10 years.

BUSINESS MODELS:
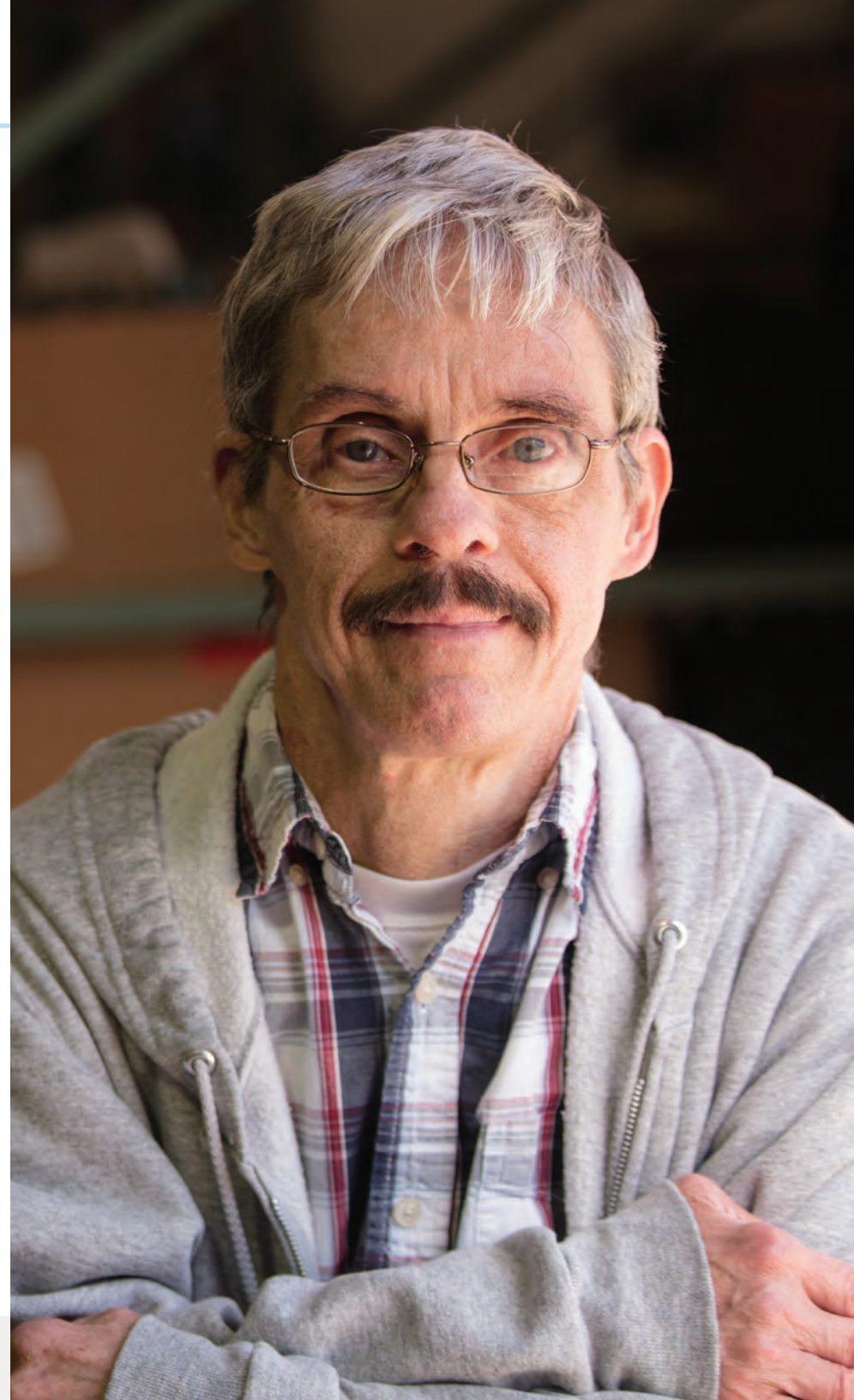GROUP 2

Alternate Business Structures

The goal of the second set of models is to create new business structures for maintaining fiscal viability and including people with disabilities in new roles. Each of the business structure approaches are compatible with the inclusion consulting, accessibility consulting and connecting abilities models. Blending the models creates near limitless possibilities for achieving social impact in response to societal, legislative, economic and technological factors.

MODEL 4:
GIG ECONOMY

Concept

In 2017, 36 percent of the employed workforce participated in the gig or on-demand economy.[5] The gig economy has been cited as a new social contract between employees and employers, offering new levels of autonomy and flexibility. Though not without its challenges, the gig economy will continue to grow in the future. Social enterprises and people with disabilities must find ways to participate in the gig economy to ensure future relevance and labor market participation.

Key Partnership

Gig economy companies

Key Activities

Workforce development

B2B relationship development

B2C marketing

Key Resources

Platform

Account manager(s)

Value Propositions

Flexible, diverse employment opportunities to highlight talents

High quality service delivery to meet unique requirements

Customer Relationships

Community resource – connector

Channels

Freelance apps

Social media

Websites

Customer Segments

Independent contractors

B2B

B2C

Cost Structure

Platform transactions

Web services (hosting)

Revenue Stream

State or federal programs *(i.e. VR or HCBS waiver)*

Transaction fees (%)

Fees for support services

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

The gig economy is designed for people to have significantly more autonomy over the work they perform. The diversity of gig jobs allows people to do work they enjoy, at a time most convenient for them and for companies they choose. While this is an oversimplification of a nuanced force within the labor market, the gig economy has continued to grow and present new opportunities for people to work. An assumption underlying the gig economy model presented in this report is that non-traditional work arrangements may benefit people with disabilities who desire increased levels of flexibility and task diversity. We do not assume, however, that the model will appeal to everyone. We also recognize the gig economy presents a variety of challenges, including workers' benefits and increased risk borne by independent workers. We do not offer solutions to these challenges. Instead we present a conceptual model that allows social enterprises to consider how they may participate in the gig economy.

Well-known gig economy companies specializing in matching unique skills to opportunities include UpWork, Freelancer and TaskRabbit. Like businesses that use the connecting abilities model, gig economy companies operate multisided platforms where people are paid to create value for others. An example of an emerging gig economy company with a unique value proposition and social mission is Aira. The company has developed a multisided platform where independent workers ("agents") use technology to serve as guides for customers who are blind. The agents are located throughout the United States and can report to work when it is convenient for them, knowing the

demand for their service is continuous. After undergoing intensive training, agents use their own computers to log into Aira's platform. When assisting customers, the agents see a video feed from a camera mounted to the customer's glasses. Agents provide audio instructions to help the customer safely navigate a space and reach a destination. This is a relevant example for social enterprises to consider because it successfully addresses the trends driving adaptation in the field.

The co-creation process that produced the gig economy model resulted in three potential approaches listed below in descending order of complexity:

1. The social enterprise could create a new market offering. This is the ideal scenario for any business hoping to claim significant market share. However, it is also the most difficult and risky approach to undertake. This scenario includes the development of a transactional platform and increased concerns around privacy and security of customer data.

2. Social enterprises could partner with existing gig economy companies to become local nodes on a nationwide network. This approach is based on two assumptions. The first is that social enterprises can create a value proposition that would appeal to existing companies (i.e. local management and training). The second assumption is that social enterprises offer scale through access to a large, untapped labor market.

3. The final approach is to convert existing jobs held by the social enterprise into gigs as a pilot project. Doing so may offer individuals variety in their employment choices. To be successful, the social enterprise would need to make connections through the community to create a portfolio of gigs. However, this approach is not without drawbacks. The biggest concern identified during the design process was lack of consistency in staffing for customers receiving services. This is also not a viable option for jobs with strict personnel-specific requirements such as security clearances.

> *The diversity of gig jobs allows people to do work they enjoy, at a time most convenient for them, and for companies they choose.*

The gig economy model is based on delivering value to three unique customer segments. The first is people with disabilities operating as independent contractors. The gig economy relies on 1099 independent contractors rather than traditional W-2 employees. There are positive and negative aspects to this arrangement. However, the model assumes enough people will gravitate to independent contractor status to warrant consideration. The second customer segment is the business community, represented as business-to-business (B2B) in the model to demonstrate the social enterprise creating value for existing gig economy companies as well as job creators within their community. The third customer segment is the general population, represented as business-to-customer (B2C). This is in keeping with the TaskRabbit model where people post gigs for short-term tasks, creating value at an individual level.

The revenue streams in the gig economy model are unique to the customer segments. The model proposes using state and federal funding sources related to successful employment outcomes for people with disabilities. A unique consideration in this approach is the nature of gig economy work. A person may not find one full-time gig. Instead they are more likely to assemble a portfolio of gigs that match their skills, interests and scheduling preferences. As it develops, this new labor dynamic may require policy change to interact with existing state and federal programs.

Additional revenue streams include transactions with B2B and B2C customers, assuming a margin is applied for the social enterprise to facilitate the successful accomplishment of work. The model also assumes compensation for ongoing support services to ensure success of independent contractors as a possible revenue stream. This may come through state or federal programs.

A unique approach proposed through this model is the establishment of partnerships with existing gig economy companies, where social enterprises could offer localized support to nationwide companies and create unique value in the execution of services. This could allow social enterprises to benefit from the brand recognition of their partners, and

access to an existing transactional platform. Account managers will be essential staff members for engaging B2B and B2C customers and ensuring repeat business. Finally, the unique costs associated with the gig economy model are transactional fees and web services. The costs associated with development and hosting increase significantly if the social enterprise creates its own platform.

Presently, the gig economy model offers more questions than answers. Especially when considering the unique needs of some within the disability community. (See case study, Ada S. McKinley Community Services.) Some individuals may find great benefit in the flexibility and variety of work. Others may be dissuaded if they desire consistency and structure. Additionally, within a portfolio of gigs, there is the potential for significant variability in compensation rates. Gig economy work is not a typical 9-5 employment arrangement, where the pay level has a degree of stability.

The lack of worker benefits in this model also raises concerns. When employers utilize 1099 independent contractors, they experience cost savings because gig workers traditionally do not receive corporate benefits. The concept of portable benefits is being addressed through policy recommendations in response to the rising popularity in gig work. This idea is also being examined in research by organizations such as the Aspen Institute.[6] Finally, there are concerns around increased risk placed on workers in the gig economy. This risk is commonly associated with models where individuals provide their own resources to perform work, such as cars for on-demand ride hailing services. As the gig economy continues to mature, such topics are likely to be addressed through policy and changing industry standards.

As the gig economy expands, new web-based resources are emerging to assist policy makers, companies, researchers and independent workers. The city of San Francisco developed an online starter kit for independent contractors.[7] The starter kit contains information that may be a useful starting place to offer or adapt training for people with disabilities interested in gig work. In 2017, the Aspen Institute Future of Work Initiative and the Cornell University School of Industrial and Labor Relations announced a partnership to develop a data hub on the gig economy. The purpose of the data hub is to provide information to all stakeholders involved in the gig economy to aid their understanding of opportunities and challenges.[8] As a force in the current and future economy, gigs cannot be overlooked as potential employment options for people with disabilities. Social enterprises would be well served to gain a better understanding of successful gig economy models and identify market opportunities to participate.

Case Study
Ada S. McKinley Community Services
An Interview with Crystal Officer

Ada S. McKinley has made a point to monitor employment trends to expand the employment opportunities for the community we serve. With the rise of companies and apps like Uber, Lyft and TaskRabbit, the gig economy is one of those trends. According to a report released in October 2017 by The Freelancers Union and Upwork, 36 percent of the U.S. workforce (about 57.3 million workers) are part of the freelance (or gig) economy, contributing $1.4 trillion to the U.S. economy.[5]

There is a great deal of research and policy discussion about the impact of the gig economy on the U.S. workforce, with implications for healthcare benefits, paid leave and other social safety nets, as well as changes to the tax code. What has yet to be a part of the discussion is how the gig economy could be applied to people who have traditionally been unable to find jobs or maintain employment. Many people, including individuals with disabilities, are unable to or do not want to get up and go to work every day at 9 a.m. Instead, they prefer or need more flexibility in their schedules, which is provided by the gig economy. This model would also move social enterprises toward a trend within our sector of enhanced person-centeredness in job placement. And, if the employee discovers they do not like their job, they can try a different type of gig.

The process would start with a person-centered assessment, matching an individual's employment desires and skills with jobs that are already available through apps like TaskRabbit. As with a customized employment model, this would require the development of a strong personalized workplan for each job seeker. They can use their work experience to develop a resumé, improve their skills and build relationships with references throughout the sectors in which they have worked. This could allow them to pursue a more permanent position within a specific industry of interest or strengthen their reputation for quality work through gig economy apps.

There are some barriers that need to be considered. One is the funding stream for such a model. Since individuals would be paid directly through an app, it's necessary to determine how a social enterprise can sustain such a model. One avenue, depending on the state, is for competitive integrated employment funding.

Another barrier concerns questions about safety of the individuals going out on jobs in unknown settings without support. There are gig economy sites that have safety requirements built into their platform, such as background checks and methods to ensure individuals are paid. But a social enterprise would have to put a mechanism in place to ensure the safety of their clients. This model could also be set up in a way similar to supported employment, where staff is with the individual for a set number of hours or days, depending on the task.

Another barrier is the accessibility of gig economy platforms. This means social enterprises may have to assist clients with app or website navigation. Or, organizations could engage tech companies to develop platforms that are more accessible, which will empower people with disabilities to use them with limited or no assistance.
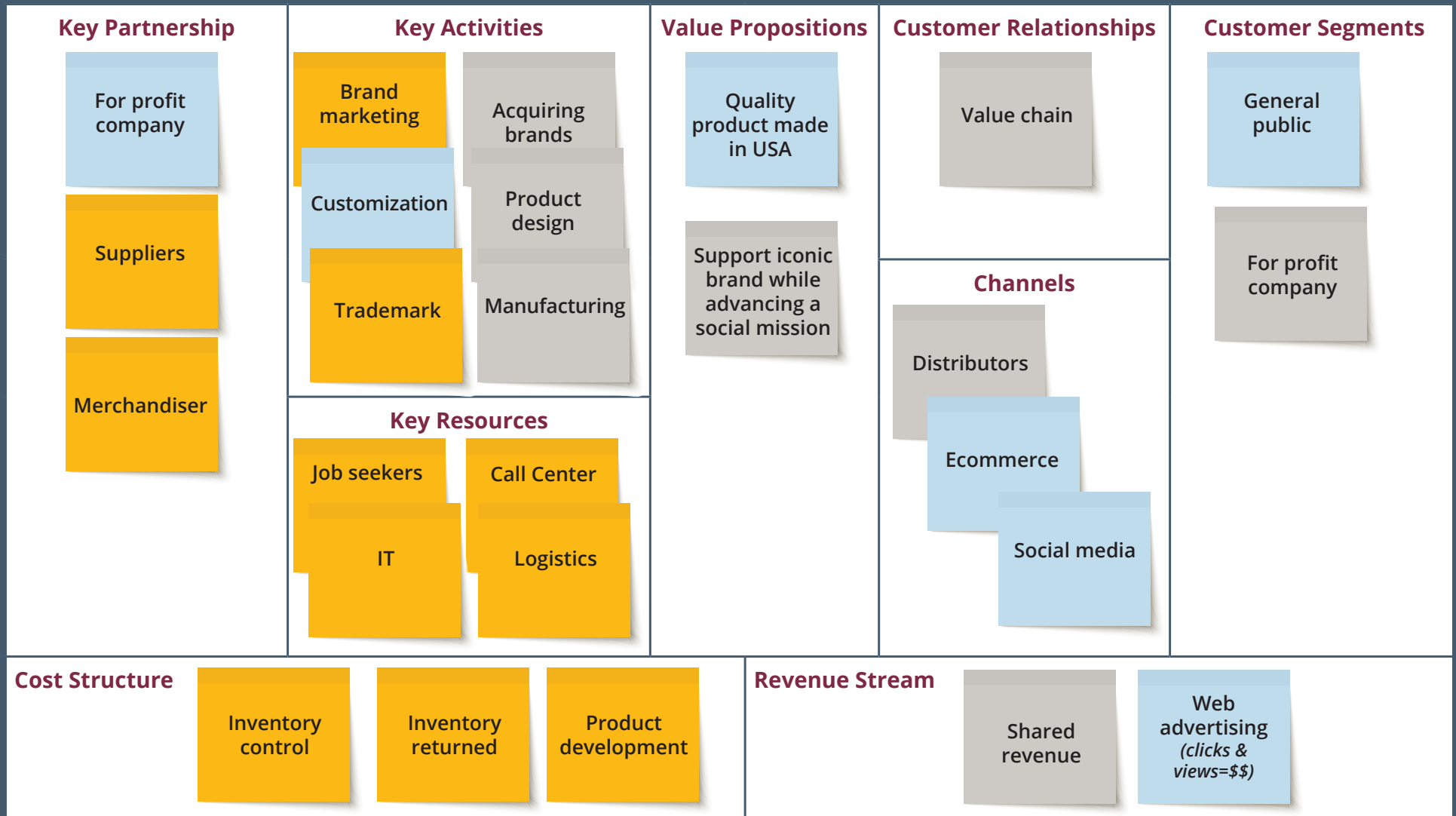
What has yet to be a part of the discussion is how the gig economy could be applied to people who have traditionally been unable to find jobs or maintain employment.

MODEL 5:
CROSS-SECTOR COLLABORATION

Concept

Cross-sector collaborations take many forms and may offer a path to continued relevance and social impact. Through collaboration with the private sector, social enterprises can expand their reach and amplify their ability to further their mission. Private sector partners benefit by advancing a social mission and uncovering new market opportunities. This model is based on leveraging collaboration through a manufacturing operation to increase employment opportunities for people with disabilities, while prompting thought about the future possibilities in the industry.

Key Partnership

For profit company

Suppliers

Merchandiser

Key Activities

Brand marketing

Customization

Trademark

Acquiring brands

Product design

Manufacturing

Key Resources

Job seekers

IT

Call Center

Logistics

Value Propositions

Quality product made in USA

Support iconic brand while advancing a social mission

Customer Relationships

Value chain

Channels

Distributors

Ecommerce

Social media

Customer Segments

General public

For profit company

Cost Structure

Inventory control

Inventory returned

Product development

Revenue Stream

Shared revenue

Web advertising *(clicks & views=$$)*

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

Cross-sector collaborations are a method for addressing systems change. They bring together parties from the private, public and social sectors in different configurations to address root cause issues. These collaborations can take place at the national level, but they can also occur at the local level to create change. Social enterprises of the future recognize the potential that exists in partnering across sectors to further individual and collective goals.

Cross-sector collaborations can take many forms. This model focuses on strategic business partnerships between social enterprises and for-profit entities. These partnerships blend the concepts of social innovation, social entrepreneurship and corporate social responsibility. By creating collaborations that serve beneficiaries at the local level, a nationwide network of social enterprises can create transformative change. Though partnerships are not a new concept, this model applies the approach to address the changing nature of work in the United States, specifically in the manufacturing industry. The model is based on a nonprofit creating a for-profit entity, and starting an ecosystem for innovation. (See case study, ReadyOne Industries.) This thinking also applies to collaborations with existing entities. The approach expands the impact of the social enterprise's mission through private sector collaborations, the introduction of new technology and strategies for future relevance.

Social enterprises of the future recognize the potential that exists in engaging private sector partners to further individual and collective goals.

From a manufacturing standpoint, the use of technology may seem counterintuitive to increasing employment opportunities. However, it is a reality that must be confronted within the industry. The model identifies for-profit companies as the target customer for the social enterprise, with the general public as a shared customer segment. Value is offered to the public through product quality and knowledge that all work was completed domestically.

The value proposition for the private sector entity is the support offered to their brand by a partner within the value chain. Additional benefit is created for the for-profit company through the fulfillment of corporate social responsibility initiatives. This may include contributing to the development of skills, diversification of employment opportunities and economic well-being of people with disabilities. The primary source of revenue for this model comes through e-commerce transactions, captured in the model as shared revenue with for-profit customers. Additional revenue could be generated through web advertising targeting the general public.

For-profit companies are identified as a key partners for this model. The benefits of partnerships include cobranding opportunities and cross promotion. Other partners include suppliers and merchandisers. To extend the reach of the social enterprise, organizations may engage in key activities to acquire more brands through new partnerships. This diversifies revenue sources, while increasing the potential impact the social enterprise can achieve. Given the manufacturing focus, additional key activities include product design, marketing and possible trademark opportunities.

The model includes the key activity of customization as a means of offering people with disabilities new skills that are relevant for the future. If growing consumer demand is based on the personalization of products, there is an opportunity for social enterprises to leverage the use of technology such as 3D printing. Two examples of 3D printing skills training programs for people with disabilities include the SHIVA project and the for-profit company, 3D Veterans. The SHIVA project is a

UK-based program that benefits children with disabilities. Their unique software allows people with physical and cognitive disabilities to use an accessible graphical user interface to produce objects.[9] Though primarily used for rehabilitative, educational and artistic purposes, the approach represents potential for producing customizable products for customers, while providing exposure to continuous learning and skills acquisition for employment. 3D Veterans serves former military personnel by providing training on 3D printing technology for relevant skills in the modern manufacturing industry.[10] This is not just a novelty approach to the use of technology. In a 2016 study, Gartner found that 65 percent of respondents from a survey of 248 representatives within the supply chain industry stated they plan to invest in 3D printing to aid their manufacturing processes.[11]

Another unique twist on the cross-sector collaboration model is represented in the theme of the accessibility consulting model. The accessibility consulting model assumes that people with disabilities are uniquely positioned to inform the usability of technology products and services based on their lived experience. A similar approach can be applied to the cross-sector collaboration model through the manufacturing of products marketed to members of the disability community. Examples range from hardware devices to clothing designed for people with disabilities. In this approach, people with disabilities could directly inform the design and then manufacture and test the products to ensure their quality. The combination of market insight and technical skills represented by people with disabilities amplifies the value they offer as employees. This could also lead to upward mobility in the areas of design and quality control. Ultimately, the approach advances the mission of the social enterprise and leverages the cross-sector collaboration.

As the nature of work continues to change, skill development and new opportunities will be vital for the more than 542,000 people with disabilities in manufacturing positions as of 2016.[12] Social enterprises serving the disability community have a role to play. Through partnerships and the adoption of modern practices, responsive to industry and market trends, social enterprises may find the cross-sector collaboration model an approach worth exploring.

The combination of market insight and technical skills represented by people with disabilities amplifies the value they offer as employees. This could also lead to upward mobility in the areas of design and quality control.

Case Study
ReadyOne Industries
An Interview with Tom Ahmann

In the following case study, ReadyOne Industries provides insight on why it formed a separate for-profit entity. Doing so created new opportunities for cross-sector collaborations with established private industry brands. The case study identifies the approach as a nonprofit/for-profit joint venture, which is an example of a cross-sector collaboration. This approach is not without challenges, and the case study offers lessons learned that are worth considering.

Many nonprofits across the nation are finding that their traditional sources of funding such as federal and state contracts are going backward. At the same time, if a nonprofit solicits donations, more people are going after the same individual donors and foundations. ReadyOne does not accept donations, so when our traditional source of revenue—government contract work—started to dry up, we needed to find a way to develop a new revenue stream.

Before going down the nonprofit/for-profit joint venture route, it is important to ask why you want to establish a for-profit entity. The cross-sector collaboration model is not always the easiest, and it could be difficult for many. This may not be the best model for nonprofits that are solely mission focused. Many nonprofits may find it challenging to change their manufacturing process and operational mindset to accommodate a joint venture with a for-profit entity.

At ReadyOne, we have often taken contracts at a loss to keep people employed. We made the decision to open a for-profit

affiliated entity to supplement our nonprofit work and ensure that people with disabilities stayed employed. ReadyOne looked at its core competencies and decided to build a for-profit business line around sewing apparel.

ReadyOne decided the for-profit would focus on developing the commercial market. Our biggest contract is making jeans for Levi's. The 501 jeans our for-profit makes are sold at a premium because they are made in the United States. Currently, the biggest market for these products is overseas. We are still trying to find out if there is a market for this product in the United States.

One of the lessons we learned during this process was that we should have developed the commercial market within the nonprofit and spun it off into the for-profit. Another difficulty we encountered is that we had to change our manufacturing process and supply chain. With the new manufacturing process, our orders now need to be processed in 10 days, instead of our usual three weeks. The new manufacturing and fast retailing requires us to keep more fabric on hand, so our ordering process has changed. As a result, we need more storage capability to keep our raw materials in stock.

If a nonprofit is thinking about creating a joint venture with a for-profit entity, there are several options to consider before getting started. One is to do what ReadyOne did and create a new for-profit that is affiliated with the nonprofit, but that is not the only option. For example, nonprofits could buy an existing for-profit company, which could result in future tax benefits for the for-profit. To reduce the purchase price, nonprofits that are looking into this option may want to consider a business that is struggling.

Another option is to look at a franchising model where the training and success rate is better than that of a startup business. But understand the rules are different for nonprofits and for-profits. For instance, nonprofits have difficulty borrowing money unless they have a lot of collateral, whereas for-profits typically don't have this problem. Our for-profit venture was able to secure a loan to get the new business up and running. Operationally, we had to establish a separate human resources department for the for-profit because it has a different mission and different requirements and regulations.

Establishing a nonprofit/for-profit joint venture can be challenging. ReadyOne made the determination during our strategic planning process that we needed to secure steady funding to ensure the viability of our organization and mission. While the for-profit entity is not yet making a profit, the hope is that this venture will provide more sustainability to the nonprofit and allow us to continue our mission of providing jobs for persons with disabilities.
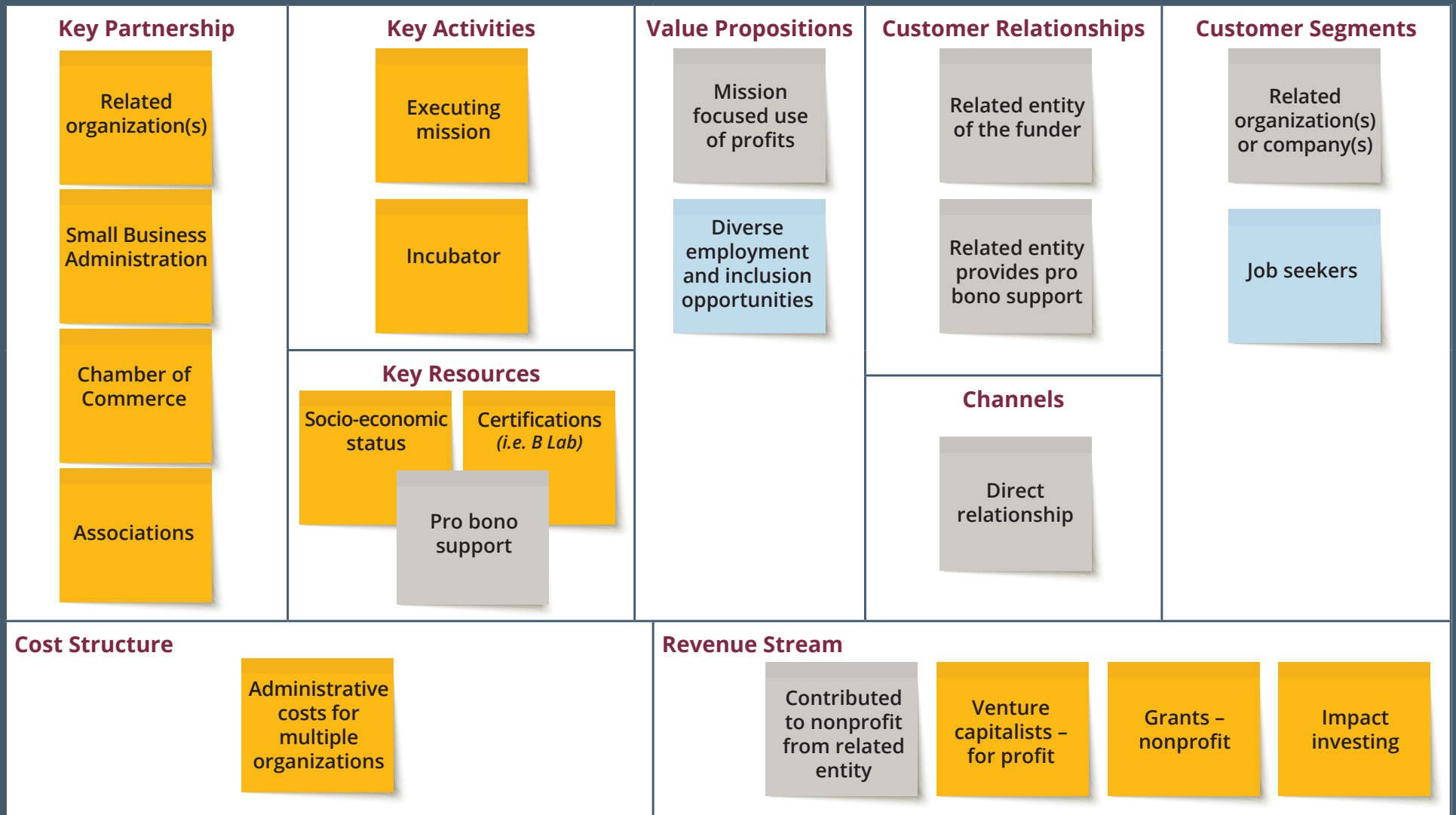
We made the decision to open a for-profit affiliated entity to supplement our nonprofit work and ensure that people with disabilities stayed employed.

MODEL 6:
HYBRID ORGANIZATIONS

Concept

Social enterprises take a variety of forms, exploring business structure options to serve their mission while generating revenue. To remain relevant in the future, disability service organizations must look beyond the traditional nonprofit status and explore other options. Striking the right balance between complexity, stakeholder acceptance and revenue generation is essential for long-term sustainability and social impact. The hybrid organizations model offers ideas for redefining what a social enterprise is within the disability employment field.

Key Partnership

- Related organization(s)
- Small Business Administration
- Chamber of Commerce
- Associations

Key Activities

- Executing mission
- Incubator

Key Resources

- Socio-economic status
- Certifications *(i.e. B Lab)*
- Pro bono support

Value Propositions

- Mission focused use of profits
- Diverse employment and inclusion opportunities

Customer Relationships

- Related entity of the funder
- Related entity provides pro bono support

Channels

- Direct relationship

Customer Segments

- Related organization(s) or company(s)
- Job seekers

Cost Structure

- Administrative costs for multiple organizations

Revenue Stream

- Contributed to nonprofit from related entity
- Venture capitalists – for profit
- Grants – nonprofit
- Impact investing

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

The hybrid organizations model does not have a singular approach. Instead, it promotes consideration of different permutations available for linking business structures to maximize both opportunity and impact. This model also proposes the concept of incubating new ideas and spinning them off as separate entities, promoting innovation and entrepreneurship.

The hybrid organizations model began as a recommendation to explore Employee Stock Ownership Programs (ESOPs). By blending ideas from different business models, social enterprises of the future could establish a for-profit entity owned in part by employees with net profits gifted to the existing nonprofit. This approach could offer new paths for inclusion and economic well-being for people with disabilities. Depending on the level of success and innovative spirit of the social enterprise, this approach could lead to the development of a startup incubator to give people with disabilities an opportunity to develop business ideas. (See case study, Goodwill Industries of Greater Detroit.) This is a concept captured under key activities in the hybrid organizations model.

The hybrid organization model is not limited to standard for-profit, nonprofit or ESOP structures. Social enterprises should also consider the potential advantages of starting a benefit corporation or a L3C (low-profit, limited liability company). State level regulations must be considered to determine if a structure is recognized and to ensure compliance with regulations on how business entities interact. The central point of this model is to promote exploration of different configurations to increase potential revenue streams and opportunities to include people with disabilities.

The hybrid organization model was created from the perspective of the nonprofit organization that has ownership stake. (See case study, !mpact Makers.) Therefore, the customer segments are the related entities and job seekers. The value proposition offered to the related entity is the mission focused use of profits. This approach offers value to job seekers in the form of diverse employment and inclusion opportunities. The social benefits of success becomes a motivator for the related entity to prosper. The primary revenue stream, connected to the customer segment and value proposition, is the net profit generated by the related entity and contributed to the nonprofit organization. The hybrid approach offers additional revenue generating strategies, including grants and impact investing, as well as the possibility of attracting venture capitalists to invest in the for-profit entity.

Another area of benefit this model seeks to unlock is captured under key partnerships and key resources. Through the hybrid approach, the entities could take advantage of unique pairings of socio-economic statuses. Based on industry and size standard rules, the for-profit entity may also qualify as a small business. Qualifying as a small business creates opportunities for loans, grants and advantageous positioning when pursuing market opportunities. If the nonprofit is not the majority owner of the for-profit company, then demographics associated with the owner may also confer socio-economic benefits. Looking to unique certifications, there is also the potential to pursue accreditations through organizations such as B Lab.

A final thought on this approach relates to the opportunity to create more jobs under a for-profit entity. Doing so provides a variety of employment opportunities for people with disabilities, responsive to contemporary public policy. In such cases, the priority for competitive integrated employment may not present any challenges. Employment settings and compensation rates would mirror those of other for-profit entities, with the caveat that the workforce would have a greater representation of people with disabilities than levels typically achieved by other companies.

Case Studies
!mpact Makers

The hybrid organizations model adopts concepts used by !mpact Makers, located in Richmond, Va., an organization originally inspired by Newman's Own. !mpact Makers is a benefit corporation, competing in the management and IT consulting industry, and contributing 100 percent of their net profits to charitable organizations. It is a model hybrid organization because it uses an alternative business structure and offers an innovative approach to the use of profits to drive societal benefit.[14] The charitable organizations related to !mpact Makers receive a vital source of funding, creating a well-functioning, symbiotic relationship. The revenue stream helps to subsidize mission related costs for the charitable organizations, while providing the for-profit with a social mission to support, netting positive perceptions and benefits within its community. An additional benefit found in !mpact Makers' model is the use of pro bono services provided by the for-profit consulting firm to its charitable organization partners and the community. We have identified this element in the key resources section of the hybrid organizations model. It is worth noting that !mpact Makers is a certified B Corp, and has been recognized annually for its high scores on the B Impact Report.

Goodwill Industries of Greater Detroit

Goodwill Industries of Greater Detroit (Detroit Goodwill), is one example of how this hybrid model can be applied by nonprofits employing people with disabilities. One of the pillars of Detroit Goodwill's strategy is to purchase businesses that the organization can own for three to five years, while training employees to become owner-operators. After the training, Detroit Goodwill plans to sell them the business. The strategy's primary benefit is the preservation of manufacturing jobs in the greater Detroit area. According to a *Nonprofit Quarterly* article on their efforts, "the solution that Goodwill proposes would enable the owner to get fully paid up front, with Goodwill serving as an incubator, ensuring the business' survival during the transition period, as well as serving as the business owner until employees are fully trained to take on the responsibilities of ownership."[13]
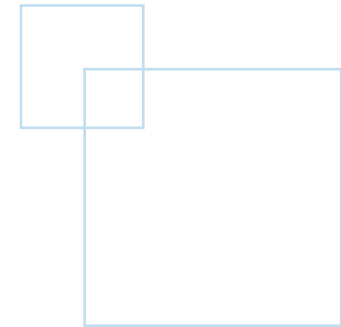
BUSINESS MODELS:
GROUP 3

Line(s) of Business

Innovation can take many forms. Though the intent of Social Enterprises of the Future was to arrive at transformative models, there is no less merit in highlighting innovation through a pivot within existing lines of business. Through the effort of the working group and subsequent feedback of focus groups, a single line of business was carried forward in each round of ideation. This model provides important insight on how identifying new market opportunities represented by a new value proposition to existing services can drive impact.
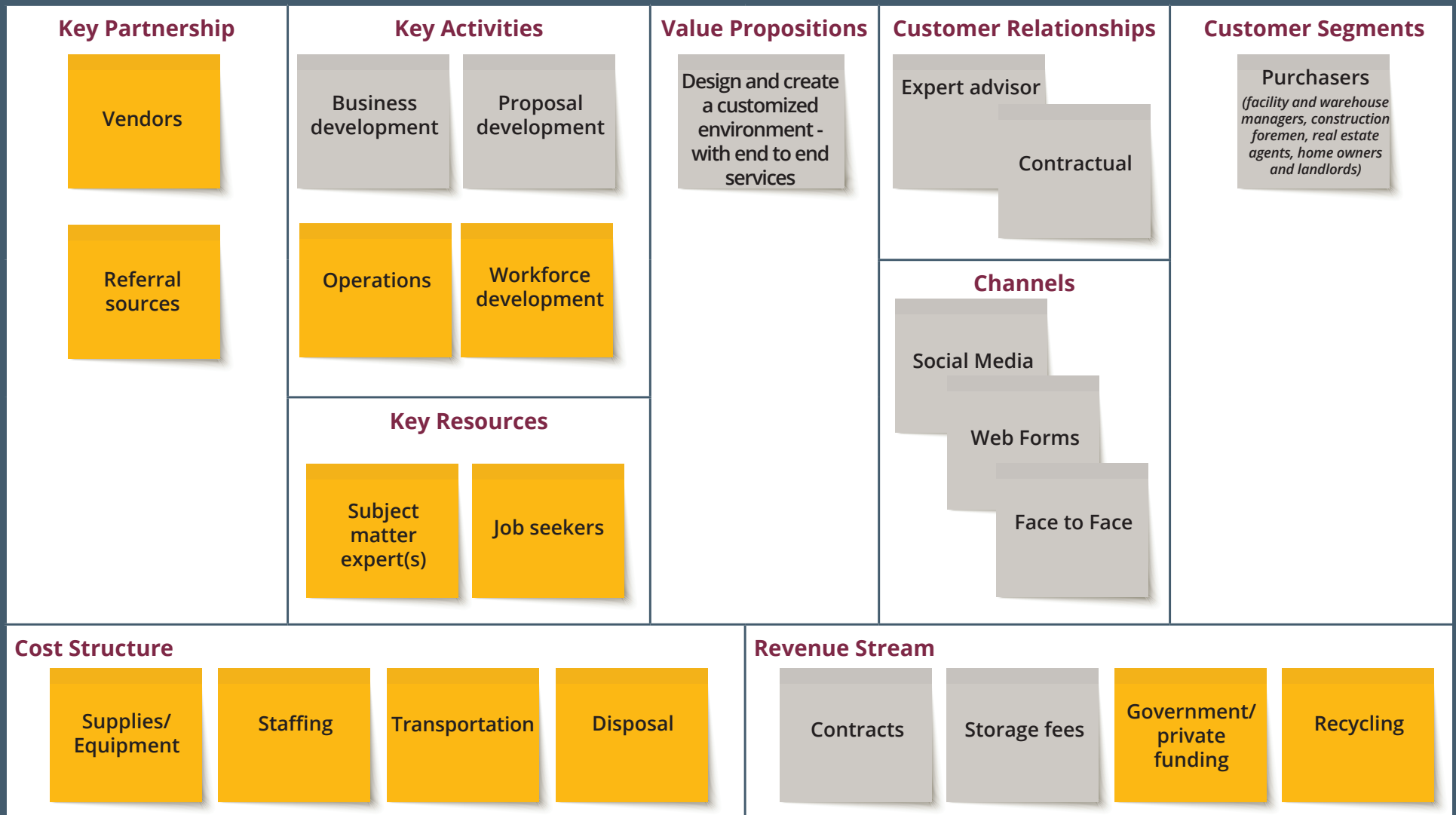
MODEL 7: ENVIRONMENTAL STEWARDSHIP

Concept

Innovative social enterprises capitalize on emerging market opportunities to create value for both their beneficiaries as well as customers. The environmental stewardship model represents an intentional pivot from traditional operating approaches. The model demonstrates that a holistic approach to serving customers in an emerging local market can create new career paths for people with disabilities, while offering financial sustainability to the enterprise.

Key Partnership

Vendors

Referral sources

Key Activities

Business development

Proposal development

Operations

Workforce development

Key Resources

Subject matter expert(s)

Job seekers

Value Propositions

Design and create a customized environment - with end to end services

Customer Relationships

Expert advisor

Contractual

Channels

Social Media

Web Forms

Face to Face

Customer Segments

Purchasers
(facility and warehouse managers, construction foremen, real estate agents, home owners and landlords)

Cost Structure

Supplies/ Equipment

Staffing

Transportation

Disposal

Revenue Stream

Contracts

Storage fees

Government/ private funding

Recycling

Based on the Business Model Canvas developed by Strategyzer Resources (https://strategyzer.com/)

How the Model Works

Pivoting has become part of the modern business vernacular. Pivots can represent small, incremental changes in response to beneficiaries, customers and environmental factors. They can also become significant course corrections depending on the scale of the challenge or opportunity. It is imperative for social enterprises to embrace the ability to adjust to market demand to maintain future relevance and continue to expand employment choices for people with disabilities.

Throughout the ideation process, the environmental stewardship model offered a practical example of innovation. This is because the model's inception was a result of economic trends and policy pressures relatable to social enterprises throughout the country. The originator of the model is Ada S. McKinley Community Services of Chicago, IL. The organization started on this path when it decided to close a component of its facility-based employment. This was due to pressure to discontinue facility-based employment models. Rather than dwell

It is imperative for social enterprises to embrace the ability to adjust to market demand to maintain future relevance and continue to expand employment choices for people with disabilities.

on the challenges this represented, the organization uncovered a new market opportunity through experimentation. (See case study, Ada S. McKinley Community Services.)

The customer segments for this model are representatives from the real estate and construction sectors. The social enterprise creates value for the customers in the form of custom services and expert advice. Apart from design and consultation, the services include cleanup, disposal and storage. They reach their customers through referrals from key partners, as well as social media, a web portal and in-person interaction. Through this model, the social enterprise can direct the efforts of vendors, identified as key partners, and engage subject matter experts, identified as key resources, to serve customers.

The costs associated with the environmental stewardship model are unique to the line of business. Given the expansion from a traditional custodial operation, there are specialized pieces of equipment and materials to procure. Additional costs include the transportation of the workforce for on-site operations, as well as hauling and disposing material during cleanup activities. To balance the costs, revenue streams are primarily in the form of contracts for services. Therefore, it is incumbent on the organization to produce a volume of proposals, and continuously engage in business development activities. Revenue streams related to the operation of the model include charging customers for storing materials and recouping costs through recycling. The social enterprise can also pursue state and federal grants as well as existing program services for the employment of people with disabilities.

In a short period of time, the organization has been able to provide community-based employment to their key resources, people who were previously unemployed or in a facility-based environment. The market they have uncovered has provided more opportunities to effectively match individual skills and interests to newly created positions, identified as a key activity of workforce development. This creates better

outcomes and takes advantage of the diverse range of functions within the new line of business. Also, a component of workforce development is the opportunity for upward mobility for people with disabilities through task variety, supervisory roles and project management opportunities. The goal is to utilize skills people already have and apply them to a different context. Through this approach, people can acquire new, marketable skills to apply in career paths of their choosing.

The customer segments for this model are representatives from the real estate and construction sectors. The social enterprise creates value for the customers in the form of custom design, expert advice and a full array of services to meet their needs.

Case Study
Ada S. McKinley Community Services
An Interview with Crystal Officer

At Ada S. McKinley, we have developed an environmental stewardship line of business, separate from our janitorial services. We have been running this line of business for over a year now, with six jobs completed and $70,000 in revenue generated. It is different from the traditional janitorial services we have performed because instead of going and cleaning out an office space, our crews go to pre-construction and post-construction sites and clean up buildings that are either for sale or are being repurposed.

This line of business was developed while we were trying to find jobs for clients who previously had not been employed. Jobs under this business line have varied from straight clean-out jobs to cleaning out a space and helping develop it into a parking garage. Community crew work is still something new for Ada, so we have had to develop our staff capabilities and teach new skills to clients who were previously employed in congregate settings. Some of the benefits we have seen so far include the development of new skills, greater integration into the community and greater financial stability for our organization.

Our program allows folks previously employed in production work to gain new skills working in a community setting. The jobs we have created require a diverse set of tasks, including painting, installing mirrors, and sorting and organizing reusable and recyclable material from waste that needs to be disposed. Currently, staff from Ada develop the project management plan and supervise the work carried out by the crew. Eventually, the projects will be organized and managed by people with disabilities, with light supervision from Ada staff.

From a financial point of view, this business model has provided Ada with additional revenue independent of of government funding. Our environmental stewardship program is targeted toward the private sector and is a fee-for-service program.

We are always on the lookout for barriers to fulfilling the vision of our programs. Since one of the goals we have is for projects to be organized and crews to be led by persons with disabilities, a potential barrier is the preparation of the project plan and post-project notes. Some clients do not have consistent access to computers, or they are uncomfortable working on them. An easy work-around for this would be to allow the leader of the crew to handwrite notes and have Ada staff formally type them up.

We are still working on building a customer base to make this a sustainable line of business. After cleaning out one location for a real estate agent, the agent thought there might be the possibility for additional work clearing out spaces to prep for sale. So, we are in the process of networking with other real estate agents and property managers for work. Our hope is that this business model will not only provide additional employment prospects for our clients but also provide them with greater opportunities for learning and growing their skill sets.

Our crews go to pre-construction and post-construction sites and clean up buildings that are either for sale or are being repurposed.

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CONCLUSION

Social Enterprises of the Future: A Collective Response is the first step toward addressing the future of work of people with disabilities. By engaging with the community to design new approaches, we seek to build capacity and promote continual innovation. The operational interventions proposed in this report represent a year-long co-creation process by representatives of the disability community. This establishes an important foundation for future policy and operational approaches to create employment opportunities and choices for people with disabilities. Most importantly, the direct engagement of people with disabilities in each step will lead to concepts that are designed to support their goals and aspirations.

Social enterprises must evolve to changing environmental conditions to maintain relevance. This means finding new ways to work together and collaborate across sectors. It also requires identifying new market opportunities that create new paths to employment for those they serve. The models in this report are a starting point for achieving shared goals of inclusion and economic well-being of people with disabilities.

The release of this report signals the transition to the second phase of Social Enterprises of the Future. Collaboratively, SourceAmerica and the NCSE will develop a community of practice model focused on the future. Engagement will expand to the entire disability community as well as policymakers, private industry leaders and academia. The community of practice will use human-centered design to develop policy-level, programmatic and tactical interventions. This will lead to testing, learning and continuous engagement to benefit the entire disability community.

This report is supplemented by additional information offered in subsequent reports:

- Social Enterprises of the Future: Practices for Sustained Social Impact
- Social Enterprises of the Future: Market Perspective, an independent study by Technometrica
- Social Enterprises of the Future: Policy Perspective, an independent study by Technometrica

Each report offers resources and perspectives to aid the development of high-impact social enterprises of the future. This body of knowledge is provided to assist the strategic planning process of all members of the disability community, including social enterprises, advocacy groups and research organizations. Each has an important role to play in creating a more inclusive future for all.

Social Enterprises of the Future establishes a new platform for collaboration to affect systems change. From here we must continue to engage in research, purposeful dialogue and the design of interventions focused on the future. We must test ideas and learn from the outcomes to continue a cycle of innovation that drives societal impact. We cannot overstate the importance of designing programs that provide a meaningful future for all. As the field evolves, we must not lose sight of the need for equal opportunity for people across a diverse range of disabilities. The complexity of the challenges we face will continue to increase. Therefore, we must begin the work of imagining and creating the future now.

The operational interventions proposed in this report represent a year-long co-creation process by representatives of the disability community. This establishes an important foundation for evolving policy and operational approaches to creating employment opportunities and choices for people with disabilities.

Acknowledgements

The following individuals contributed to the first phase of Social Enterprises of the Future. Their participation was invaluable. As cosponsors, SourceAmerica and the NCSE would like to acknowledge their efforts. They have helped to establish a foundation for a new, exciting approach to collaboration within the disability community.

Working Group Members
- Sharon Smith
- Kevena Faure
- Karen Wegmann
- Donato Aponte
- Reginald Hughes
- Steve Miller
- Crystal Officer
- Norris Kentle
- Barbara LeDuc
- Ginny Weigand
- Jennifer Weigand
- Ryan Hansen
- Corrina Peugh
- Tom Ahmann

Focus Group Participants
- All self-advocate and caregiver representatives at the 2017 SourceAmerica Grassroots Conference
- Rich Gilmartin
- Ann Graff
- Charlotte Hammond
- Borgi Beeler
- Julie Osborne
- Matt O'Connell
- Mike Kivitz
- John Theisen

- Whitney Lester
- Jeff Thompson
- Justin Crume
- Sandra Quigg
- Natalya Brown
- Greg Natvig

The Community
We would like to recognize the more than 200 organizations that participated in Social Enterprises of the Future events throughout the year.

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