

The simultaneous English-French translation at LAUNCH/LANCER was made possible with the support of:



The Legacy Leadership Lab (L3)'s final design workshop, LAUNCH / LANCER, brought designers together to continue creating social acquisition solutions. The aim of LAUNCH was to reflect on the work done so far and begin planning next steps for L3 and the larger movement around social acquisitions. Participants and the L3 team evaluated existing ideas and prototypes from previous workshops and looked at how they fit together in the larger picture of initiatives participating in a system shift.

Day **one** focused on prototype testing and evaluation. Participants were matched with a potential user to structurally test, evaluate and entertain feedback about the idea/prototype. With the matched pairs, participants evaluated their ideas/prototypes from the lens of desirability, feasibility, viability and impact. Day one ended with participants reflecting on what they learned from the workshop. Day **two** offered participants more workshop time and optional design consultations with the L3 staff.

### **◆ PROTOTYPE EVALUATION OUESTIONS**

The guiding conversation questions used by participants to evaluate their ideas and prototypes.

### **FEASIBILITY**

Is this technically and organizationally feasible to pursue this opportunity?

### **VIABILITY**

Is it financially viable to pursue this opportunity? Are there contextual factors you need to consider (e.g., regulations)?

### **DESIRABILITY**

Do your stakeholders or end users want this opportunity to be addressed? Will this fill a need?

### **IMPACT**

Will pursuing this opportunity help build systemic support for social acquisitions?







# **INITIATIVE MAPPING**

Day **three** began with participants working on a collaborative map, indicating where their idea/prototype interacted with the social acquisition ecosystem. Participants of Team Blue, for instance, mapped their idea of a Social Acquisition Hackathon for post-secondary students under the following stages of the social acquisition process map: identify social acquisition opportunities and prepare to buy (see the map below). While collectively looking at the map, participants and the L3 team discussed potential gaps in the system and where different prototypes/ideas can be connected. Based on the discussion, participants thought of next steps for the development or execution of their ideas/prototypes, which included any requests for support or collaboration from the L3 team. The workshop ended with a presentation about the various milestones L3 has achieved and how we might continue to push for social acquisitions in the future.

### **PORTFOLIO OF INITIATIVES** ↓

Ideas and prototypes developed through L3's design workshops were mapped onto the various phases and steps in the social acquisition process to demonstrate interaction points.

#### TRADITIONAL ENTERPRISE SOCIAL ENTERPRISE an organization or program that is mission-driven, aiming to sell goods or services to earn a revenue, while achieving positive social, cultural, Determine and/or environmental results financial value of enterprise Select sales strategy Desire to sell Complete tax planning business emerges Consult business Assemble advisors = === documentation Develop Define objectives Assemble awareness of additional sale options Identify and documentation amongst business approach potential Sell business stakeholders buyers 🔚 OWNER EXITS **BECOME AWARE** PREPARE TO SELL BUSINESS OF SUCCESSION NEED IDENTIFY ACHIEVE PURCHASE LAN FOR THE REVIEW, LEARN. SOCIAL PREPARE TO BUY TRANSITION FINANCIAL ACQUISITION BUSINESS ADAPT FUTURE STABILITY **OPPORTUNITIES** Prepare a 🚟 🚾 📒 Raise funds and Buyers become Succession **Build awareness** Review and revise Re-investment acquisition arrange financing owners feasibility study earlier plans and planning Pay down vision Perform due Purchase business Previous acquisition diligence ownership Implement impact financing supports new measurement opportunities Determine social organization Generate Adaptive value through the sustainable management revenue Secure transition commitment of Create business Educate affiliated buyers plan and · Social enterprise governance and involve if others are conversion begins involved structure stakeholders Create impact Engage seller







measurement plan

## PROTOTYPES

We had five prototype groups present for the LAUNCH workshop activities.

### **SOCIAL ACQUISITION INCUBATOR**

Developing a process that will help organizations become prepared for future opportunities. Additionally, build internal capacity across various decision-making layers of non-profits.

### SOCIAL ACQUISITION HACKATHON

Engaging post-secondary students through a hackathon to consider social acquisition as a viable option and alternative for SMEs.

### **COLLECTIVE INNOVATIONS**

Building upon a newly emerging "Collective Innovations - a social purpose economic development cooperative," which is capable of scaling-up place-based social innovation, social enterprise, community wealth, local asset and civic capacity building ventures.

### **NAVIGATING LEGAL STRUCTURES FOR SOCIAL ACQUISITIONS**

Creating a tool kit focused on social acquisition/ social enterprise start-up by charities and non-profits to guide the selection of legal structure.

### KIBA HOUSING CO-OP

Exploring how to build a solid foundation for a project that will allow some people (including us!) to live in a sustainable, adaptable, community-based environment while owning our own homes.



As Minister responsible for Canadian Relations and Francophonie, I am very pleased with the Quebec government's support for the Waterloo Institute for Social Innovation and Resilience at the University of Waterloo'S LAUNCH workshop on social acquisitions. The sharing of knowledge on this topic between Quebec and other provinces will certainly create strong professional links and increase the capacity to support entrepreneurs in the various participating jurisdictions.

Social acquisition is a practice that is particularly important at this time. The current economic disruptions, largely caused by the pandemic, is forcing a sudden paradigm shift for many businesses. Companies must adapt their business models and practices to remain successful, and succession is often a smart solution to this difficult problem. It is therefore to the advantage of the organizations concerned to accumulate as much knowledge as possible on the subject, in the interest of the economic health of the community.

I am proud that the Government of Quebec, through the Quebec Secretariat for Canadian Relations, is financially supporting this activity. We are maximizing the scope of Quebec's expertise, while ensuring that our institutions remain leaders in the field

### **Enjoy the workshop!**

Sonia LeBel

Minister responsible for Canadian Relations and Canadian Francophonie







