



LEGACY LEADERSHIP LAB

STAKEHOLDER BRIEFS

A grid of 20 video call thumbnails arranged in 4 rows and 5 columns. Each thumbnail shows a person's video feed with their name at the bottom and a red slash icon indicating they are muted. The names are: Row 1: Sean Geobey, Lee Herrin; Row 2: Maureen Glenn, Meg Ronson, Elvezio Del Bianco, Wendy Keats, John Kay; Row 3: King, Karen Miner, Lili Camacho, Sarah, Andy Horsnell in NS; Row 4: afarska, ken Lewenza, Heather Co-operatives First, Peter, Garrick Ng; Row 5: Christianson, Fiona, Sean Campbell, Diane Hodge. A large white telephone handset icon is in the bottom right corner.

ABOUT

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Social Acquisitions for Business Recovery (SABR) is a complex process requiring many interest groups, professionals, and skill sets. These Stakeholder Briefs were compiled to outline some of the major players that are involved in a successful social acquisition. These briefs help community builders, municipalities, business owners, co-ops, and any other groups to leverage the full system of supports and leaders at their disposal when executing a SABR.



Business Service Providers

Essential Team

WHY THEY CARE

They are usually the first line of information and expertise for a business owner since they support essential business events like incorporation, tax filing, etc.

Knowledge of SABRs is likely limited, but increased knowledge could provide new options for existing clients and may expand their overall client base to people who are looking for SABR supports.

MEMBERS OF THE GROUP

- Accountants
- Business lawyers
- Financial advisors

NEEDS & PRIORITIES

NEEDS

SABR-related knowledge is low in this stakeholder group so educational products are required. Once they have the SABR-expertise, their next need becomes finding clients that should and want to pursue a social acquisition.

TOP PRIORITY

Ensuring their clients are provided the best options while generating enough profit to be able to pay for their services.

WHERE THEY FIT

Without SABR expertise, they provide the traditional business services needed to run any successful venture or conduct a

successful ownership exit, and ensure all boxes are ticked and legal/regulatory requirements are met.

With added SABR expertise, they can offer SABRs as an option for clients looking for solutions to sale, exit, and continuity challenges, and provide services that are tailored to the SABR process or SPO business models (e.g. ESOPs, worker cooperatives, etc.)

BARRIERS & RESOURCES

BARRIERS

- Lack of SABR knowledge
- The lack of a standardized SABR process makes it harder to help their client through stages they have limited expertise in.

RESOURCES

- Knowledge products and training that explain the different types of SABRs and the necessary steps to ensure a successful acquisition
- Knowledge products that can help the service provider better understand the SABR process (e.g. a guide of the conversion process) and that they can distribute to clients interested in SABRs (info about SABRs).

EXAMPLE ORGANIZATIONS

Richardson GMP

Wealth management firm

UNIVERSITY OF
WATERLOO



Business Service Providers

Buying & Selling Services

WHY THEY CARE

They want to support their clients who need help during the buying or selling stage of a SABR or who are unaware of SABRs but could benefit from pursuing one.

Knowledge of SABRs may provide new options for existing clients and may expand their overall client base to people who are looking for SABR-specific support.

MEMBERS OF THE GROUP

- Business valuers
- Business brokers
- Exit planning advisors

NEEDS & PRIORITIES

NEEDS

SABR-related knowledge is low in this stakeholder group so experienced contacts and educational products are required. Once they have the SABR expertise, their next need becomes finding clients that should and want to pursue a social acquisition.

TOP PRIORITY

Ensuring their clients are provided the best options during the buying & selling stages.

WHERE THEY FIT

Without SABR-expertise, they can provide the traditional business services needed to purchase or sell a business ensuring all boxes are ticked and legal/regulatory requirements are met.

With SABR-expertise, they can offer SABRs as an option for clients looking for solutions for sale, exit, and continuity challenges, and provide services that are tailored to the SABR process or SPO business models (e.g. ESOPS, worker cooperatives, etc.).

BARRIERS & RESOURCES

BARRIERS

- Stakeholder's lack of SABR-specific knowledge
- Traditional business processes are not tailored to the SABR process

RESOURCES

- Knowledge products that explain the different types of SABR and their specific needs during the buying and selling process;
- Knowledge products that show value potential when they value a business and build a way to integrate social valuation into a business valuation.

EXAMPLE ORGANIZATIONS

Commercial Ventures

Provides education, workshops, valuations, and growth and transition advisors

CBV Institute

Business valuation specialists

Business Service Providers Social Purpose Organization (SPO) Experience

WHY THEY CARE

Their operations are directly tied to the development and success of social purpose organizations.

Improving the SABR process will not only benefit their existing clients but it will create a new cohort of clients looking for their SABR knowledge.

MEMBERS OF THE GROUP

- ESOP developers
- B-Corp certifiers
- Social enterprise incubators and accelerators

PRIORITIES

Ensuring that they have access to clients and that their clients are receiving the supports they need to carry out SABRs, which can include:

- Building a network of professionals
- Building a list of potential recipients of their program
- Identifying financial supports for succession/start up

WHERE THEY FIT

This group can be involved in the entire SABR process depending on the knowledge and services they provide.

If they are more focused on incubation and development then they should be involved for most of the buying and selling processes up until succession and ownership transition. If focused on certification and social purpose monitoring, they are integral to the new SPO sustaining its financial and social ends.

BARRIERS & RESOURCES

BARRIERS

While this group can provide SPO knowledge, the lack of a standardized SABR process makes it harder to help their client through stages they have limited expertise in.

RESOURCES

Knowledge products that can help the service provider better understand the SABR process (e.g. a guide of the conversion process) and that they can distribute to clients interested in SABRs (info about SABRs).

EXAMPLE ORGANIZATIONS

Centre for Social Innovation

Supporting inclusive economy frameworks for social & cooperative enterprise development

Scale Collaborative

Assisting non profits to acquire businesses as a social enterprise and revenue generation strategy.



Traditional Financing & Investment Services

WHY THEY CARE

A large stakeholder group, these traditional financial service and investment providers seek new investment opportunities and loan clients. They also seek to support their clients who need help during the buying or selling stage of a SABR or who are unaware of SABRs but could benefit from pursuing one. SABR solutions can provide new options for existing clients and expand their client base to people who are looking for SABR-specific support.

MEMBERS OF THE GROUP

- Business insurance providers
- Commercial real estate
- Venture capitalists and investors
- Search funds
- Banks
- Business loan providers and funds

NEEDS & PRIORITIES

NEEDS

New financial products tailored to the SABR process and enterprising social purpose organization clients

TOP PRIORITY

Ensuring they receive a stable return on their investments, and that they have useful financial and business tools and resources for their borrowing clients. They also welcome new deal flows that a SABR-oriented clientbase might provide.

WHERE THEY FIT

WITHOUT SABR EXPERTISE

Provide the traditional business financing and services needed to purchase or sell a business ensuring all boxes are ticked and legal/regulatory requirements are met.

WITH SABR EXPERTISE

Highlight SABRs as an option for clients (e.g. a business owner looking for potential succession options).

Provide services that are tailored to the SABR process or SPO business models

BARRIERS & RESOURCES

BARRIER

- Knowledge and risk perceptions of SABRs
- Traditional business processes are not tailored to the SABR process

DESIRED RESOURCES

- Product-development support to build SABR-specific investment and financial tools
- Guidance and support for a deeper understanding of social impact and social finance

EXAMPLE ORGANIZATIONS

The Cooperators

Small-business insurance providers

Social Finance Providers

WHY THEY CARE

Their goal is to create financially viable social purpose organizations and gain a stable return on their investment.

With an improved SABR process they can ensure that their portfolio of companies encounter fewer barriers and ultimately mitigate risk and generate a better return. An improved process would also create a pipeline of new investments for this group.

MEMBERS OF THE GROUP

- Impact investors and funds
- Co-operative investors and funds
- Credit unions
- Community and family foundations

NEEDS & PRIORITIES

NEEDS

Have investment opportunities that can deliver on both of these priorities.

TOP PRIORITY

Ensure that their investments create a social, environmental, or cultural benefit alongside a good return on investment.

WHERE THEY FIT

The initial investment and reinvestment stages to provide capital to the new or emerging social purpose organizations.

They may be able to connect the previous owner and new buyer with other business professionals in other fields that have worked on their previous investments and have experience with the SABR process.

BARRIERS & RESOURCES

BARRIERS

- Access to new investments opportunities that could actually be viable SPO conversions
- Lack of standard SABR process increases financial risk
- Lack of standard social impact metrics

RESOURCES

- Services that connect them to potential investments
- Standard SABR process to mitigate risk
- Standard social impact measurement tools

EXAMPLE ORGANIZATIONS

Vancity

Vancity is a values-based financial co-operative

Rhiza Capital

Their investment funds are directed toward Canadian local and social ventures that generate both a social and financial return

Economic & Workforce Development

Economic Development Focus

WHY THEY CARE

Their main focus is to ensure they are facilitating local economic development to support their communities. Their embeddedness in their geographical communities gives them a systemic perspective of their local SABR system.

SABRs not only provide an exciting option for local economic development but they can be very useful for the problems that their local businesses are facing (e.g. succession planning).

MEMBERS OF THE GROUP

- Local/regional/provincial/national economic development organizations
- Local/provincial/national chamber(s) of commerce
- Trade & Business Associations
- Business Improvement Areas (BIAs)

NEEDS & PRIORITIES

NEEDS

When one of their community members wants to buy or sell and are ideal candidates for a social acquisition, they need adequate distribution materials and a network of professionals with expertise in the process to provide support for the acquisition.

TOP PRIORITY

Ensure business continuity (especially those that fill unique roles) to keep these small businesses local.

WHERE THEY FIT

They can build awareness and educate their communities about the SABR exit or entry options and can provide knowledge and referrals to other SABR service providers in the community.

BARRIERS & RESOURCES

BARRIER

- Lack of SABR knowledge
- Lack of a standardized SABR process
- May not see the SABR solution as a relevant to their mandate

DESIRED RESOURCES

- Knowledge products and training that explain the different types of SABRs and the steps that need to be taken to ensure a successful acquisition
- Knowledge products that can help the service provider better understand the SABR process
- Knowledge products outlining the benefits of social purpose enterprises and their role in business communities

EXAMPLE ORGANIZATIONS

Visit the Canadian Chamber of Commerce [member directory](#) to find your local chamber or contact your local Economic Development department.

Economic & Workforce Development Labour Focus

WHY THEY CARE

SABRs can provide opportunities to expand the decision-making power of workers within their organizations, especially those focused on expanding the rights, governance, and ownership of workers, like organizations supporting worker co-operative buy-outs.

MEMBERS OF THE GROUP

- Labour and worker unions and organizations
- Trade unions
- Worker co-op associations

NEEDS & PRIORITY

NEEDS

Know where they can point their members to the proper services, products, and expertise.

TOP PRIORITY

Create opportunities for their members to carry out these acquisitions and linking them with the products, services, and expertise they need during the process.

WHERE THEY FIT

They can educate their members on how to acquire businesses and can provide support through knowledge products to help them through the process.

This group can also help link these buyers with those who have already been through these types of business acquisitions.

BARRIERS & RESOURCES

BARRIER

- Lack of SABR knowledge
- The lack of a developed SABR pipeline makes it harder to help their members through stages they have limited expertise in.

DESIRED RESOURCES

- Knowledge products and training that explain the different types of SABRs and the steps that need to be taken to ensure a successful acquisition
- Knowledge products that can help the service provider better understand the SABR process (e.g. a guide of the conversion process) and that they can distribute to members interested in SABRs (info about SABRs).

EXAMPLE ORGANIZATIONS

Canadian Worker Co-operative Federation

Economic & Workforce Development

Education Focus

WHY THEY CARE

They are essential in educating a new generation of entrepreneurs as to the opportunity to take over a business as a social purpose organization, and are essential for generating youth and workforce involvement and leadership in the movement. They have access to students for co-op and internship placements, as well as potential business acquirers.

MEMBERS OF THE GROUP

- Researchers and Educators
- Trade schools and education
- Business schools and education

NEEDS & PRIORITIES

NEEDS

- Find current conversions available to take on students for internship/co-op opportunities
- Provide knowledge products and training to educate their students on these issues

TOP PRIORITY

Provide skills for students and second career learners entering or returning to the workforce.

WHERE THEY FIT

They are involved in educating the future generation of entrepreneurs and activists on the benefits of the process of SABRs. Their academic expertise may also be useful for awareness raising and deeper research and development on SABRs.

BARRIERS & RESOURCES

BARRIERS

- Lack of SABR knowledge
- Lack of opportunities for student involvement in the process

RESOURCES

- Knowledge products and training that explain the different types of SABRs and the steps that need to be taken to ensure a successful acquisition so they can relay this information to students
- Resources that connect students with expertise (e.g. coding, accounting, etc.) with current conversion cases. These resources could also support potential student's looking to become entrepreneurs.

EXAMPLE ORGANIZATIONS

Bow Valley College

St. Mary's University Sobey School of Business

Social Inclusion Areas

WHY THEY CARE

Social inclusion areas are groups that have historically faced barriers to employment and economic inclusion and equity. They will have a diverse set of reasons to be involved in the SABR process, but their principal interest and involvement will be to take over transitioning businesses. There will be a unique set of opportunities and barriers. Anyone involved in the SABR process should ensure they are making space for these stakeholder groups to ensure they are creating real social benefits in the communities that these organizations operate within.

MEMBERS OF THE GROUP

Organizations that serve the following:

- Indigenous peoples
- Canadians identifying as a visible minority
- Canadians identifying as part of the LGBTQ community
- Canadians identifying as women
- Canadians identifying as a disabled person
- Canadians returning from drug rehabilitation
- Canadians returning from the prison system
- Canadians returning from the military
- New Canadians
- Youth

NEEDS

Workforce and skills training
Specialized financing to lower economic barriers
Socio-economic inclusion and participation

WHERE THEY FIT

Every stage of the SABR process depending on the role they wish to play in it.

If they are not a primary actor (buyer, seller, supplier, worker) then their input is still important for ensuring the resulting organization can create real social benefits for their community.

BARRIERS & RESOURCES

BARRIERS

- Historically excluded from the workforce and entrepreneurship
- Knowledge and awareness of SABR
- Access to expertise

DESIRED RESOURCES

- Targeted financing, entrepreneurship training, networking
- Knowledge products and training that explain the SABR process as an entry to business ownership
- Networks of industry professionals with experience in the field that can guide them through the SABR process

EXAMPLE ORGANIZATIONS

Indigenous Business & Investment Council
Social Economy through Social Inclusion (SETSI)