

## Case studies - Working in partnership

### Case study 2 - Income generation project

With the Government encouraging community and voluntary sector organisations to bid for procurement contracts, Enterprise Solutions was commissioned by the charity Evelyn Oldfield Unit (EOU) to support refugee community organisations (RCOs) in the development of income generation activities.

The core problem experienced by EOU was the identification of a business support service able to work effectively with RCOs. Previously the charity had linked RCOs with business initiatives having support programmes designed to assist them to apply for grant to develop new or expand existing income generation products. The RCOs recommended to this programmes were unsuccessful and demoralised by the experience. EOU were in need of a business support service capable of meeting the varied needs of RCOs.

In partnership with EOU, we set up the communications protocols, administration system and operations plan to manage the project. Enterprise Solutions proposed a portfolio of different methods of supporting RCOs and worked with EOU to design sample packages that would meet both the needs of EOU and the RCOs.

We worked with staff and management committees in RCOs to build their capacity by helping them to identify existing products, services or skills with commercial potential. We also explored whether they had new ideas for products and services they could develop into commercial opportunities. When consulting with RCOs each support package was tailored to meet their specific needs and style of operation. We created a programme of support delivered through workshops and meetings customised to meet their business development aspirations. In doing so we:

- stimulated and encouraged the creative potential of group members
- developed resources and adapted the language format to meet the cultural contexts and needs of the group
- supported them to develop or expand their practical business skills
- raised their aspirations

We helped the income generation project team in each RCO to carry out market analysis and apply their developing business knowledge, skills and capability to identify market opportunities. Additionally, we helped them to assess whether there was a viable and sustainable market for their business ideas.

Where appropriate, Enterprise Solutions has helped the RCOs to change their culture to one where making a profit was seen as positive and a necessary component of a sustainable future. This relationship continues as more RCOs are supported so look out for future updates.