

TOR VERGATA
UNIVERSITÀ DEGLI STUDI DI ROMA

SOCIAL INNOVATION

<https://docs.google.com/spreadsheets/d/137fSa0uVwkvla8TJldsYsijUKILRwHZMnTwmiU0VkUE/edit?gid=0#gid=0>

Senior Executive Fellow at SDA Bocconi

Yunus Center Director SDA Bocconi

Yunus Center Director Sapienza

25 years of Global strategic marketing experience in leading FMCG companies (Coca-Cola, Barilla, Unilever, Sony) |

9+ years spent on generating social impact |

Ashoka Fellow |

FAO Consultant |

Catalyst 2030 Italy Chapter Leader and Global Member

G20 Brasil 2024 | G20 India 2023 | G20 Indonesia 2022 | G20 Italia 2021 Task Force Member

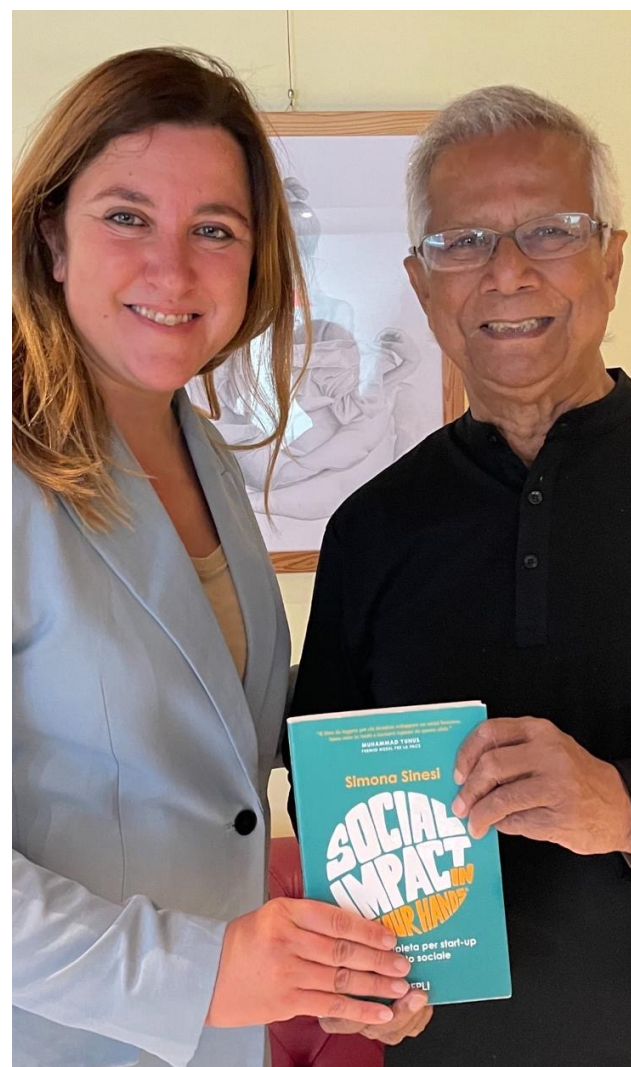
Founder, Vice President , Comms & Growth Strategy Director NEVER GIVE UP Onlus for beating Eating Disorders
www.never-give-up.it

TEDx Speaker Connecting the Dots: il coraggio di cercare sé stessi
<https://www.youtube.com/watch?v=qxNBSxNirXs>

TEDx Organizer & Curator|

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Simona Sinesi

SOCIAL IMPACT IN YOUR HANDS

How to Build a Startup that Combines
Business with Impact

Foreword by Prof. **Muhammad Yunus**, 2006 Nobel Prize Laureate



**BOCCONI
UNIVERSITY
PRESS**

PURPOSE OF THE MODULES

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Inspire you to be a changemaker in social impact

COURSE CONTENT

The sessions will be divided into theoretical classes on the Roadmap to Impact and group work sessions for the development of one's own idea with high social impact and sessions sharing work and feedback.

The exam provides a final pitching session of the various projects and feedback.

COURSE CONTENT

The sessions will be divided into theoretical classes on the Roadmap to Impact, stories and testimonials from social entrepreneurs and group work sessions for the development of one's own idea with high social impact and sessions sharing work and feedback. The exam provides a final pitching session of the various projects and feedback. This course consists of sessions in which the topics unfold through four lenses of social entrepreneurship (WHO, WHY, WHAT, HOW) that allow you to understand what steps are required to build a social enterprise managing to combine impact with business leveraging on AI

COURSE CONTENT

- MODULE 1 WHY & WHO: New times, new leadership - Entrepreneurs and companies with a social impact
- MODULE 2 WHAT: From the analysis of social challenges to the definition of the solution
- MODULE 3 HOW: Create alliances for impact - involve stakeholders to generate systemic change
- MODULE 4 HOW: Enhancing the impact

COURSE CONTENT

- MODULE 5 HOW: Financing the impact - building a Social Impact Business Model and attracting donors and investors
- MODULE 6 HOW: Presenting the impact - attracting funding through the "perfect pitch"
- MODULE 7 HOW: Communicating the impact - raising awareness, informing, disseminating and involving through advocacy and communication campaigns
- MODULE 8 HOW: Growing - Scaling, Replicating & Transfer
- MODULE 9 WHO & WHAT: Extraordinary Stories ; Things you need to have if you want to become a social entrepreneur & Top Tips

***“There is nothing more powerful
than a new idea in the hands of a
social entrepreneur”***

Bill Drayton - CEO of Ashoka (The largest network of leading social entrepreneurs in the world)



If you **imagine**,
Some day it will happen.
If you don't imagine,
It will never **happen**.

Nobel Laureate Professor Muhammad Yunus

COURSE CONTENT

STARTING WITH THE WHY

Key definitions:

Social impact

CSR

ESG

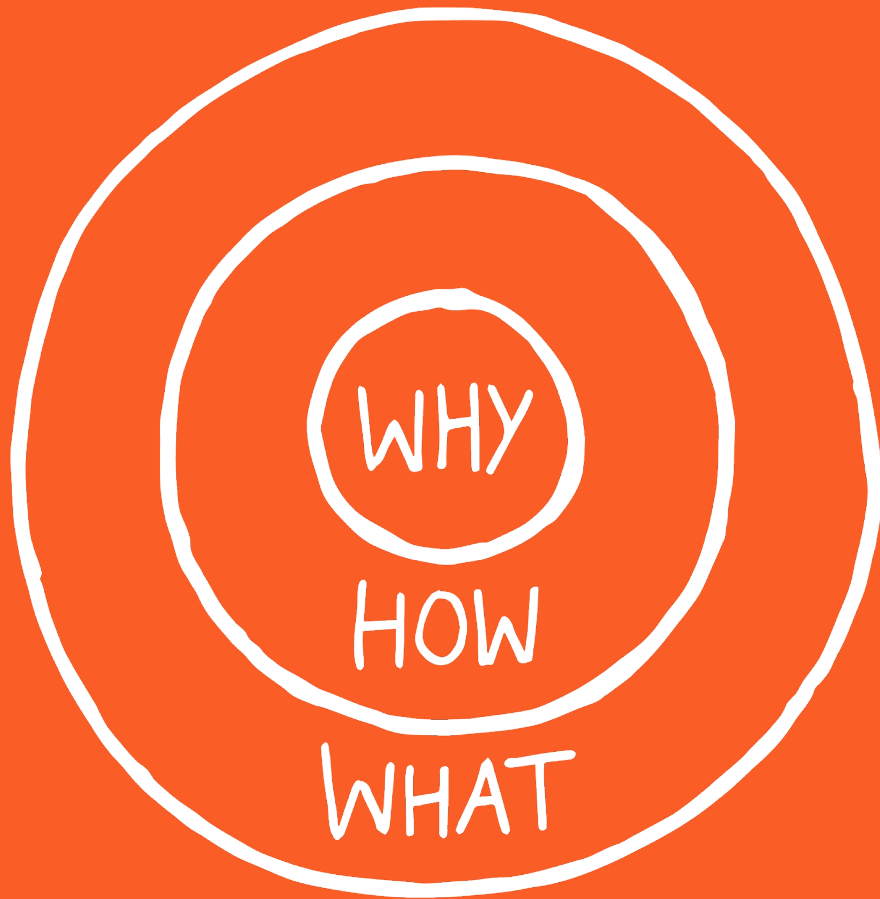
UN Sustainable Development Goals

Social Impact Matters

Who can make social impact

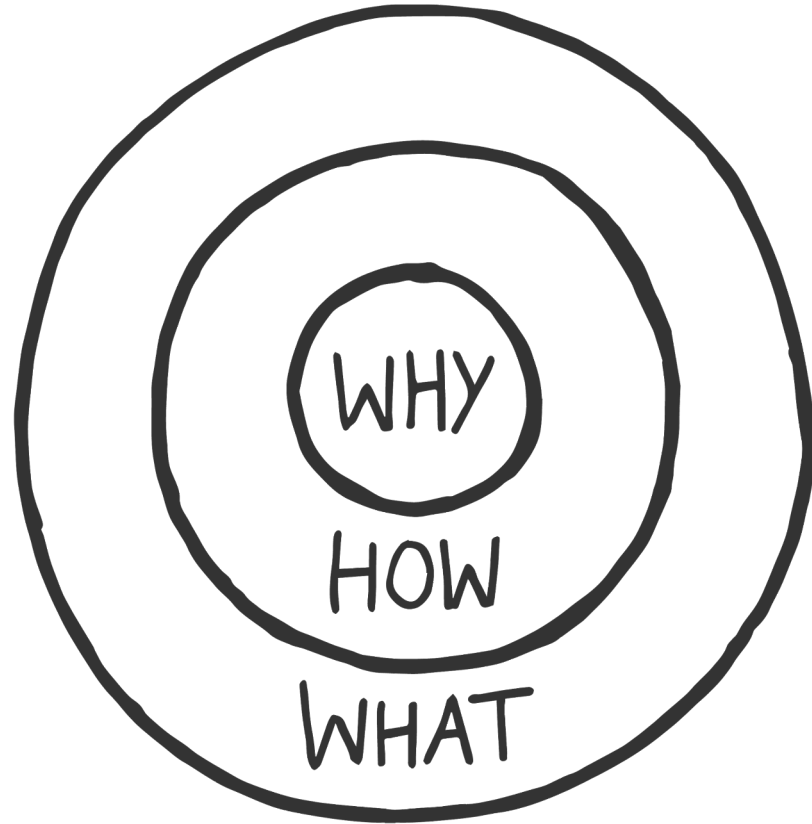
AI

The Golden Circle



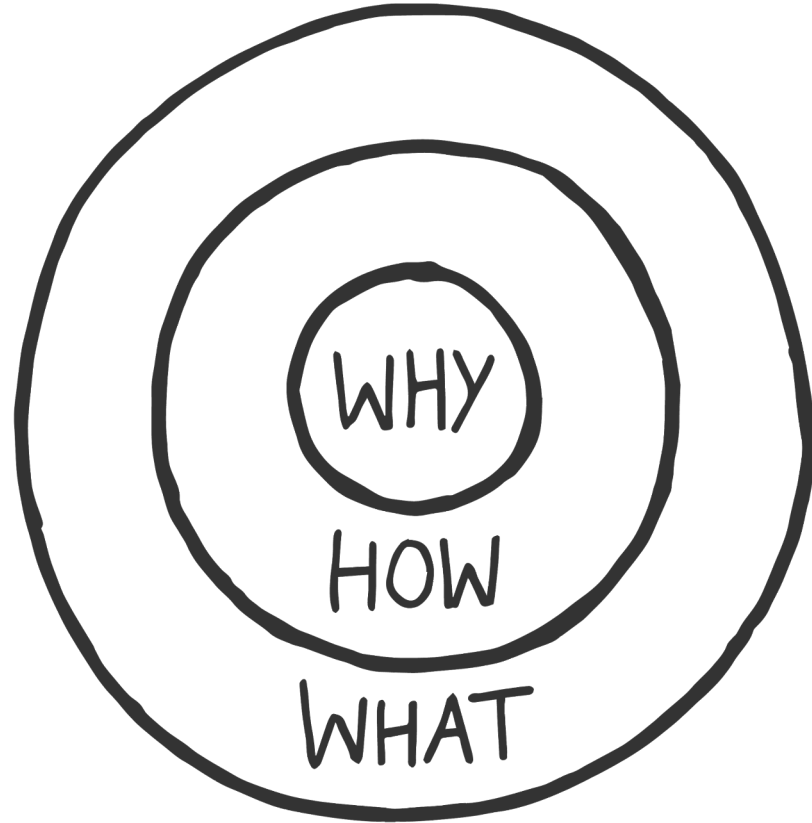
WHAT

Products sold,
services offered or
your role at work



HOW

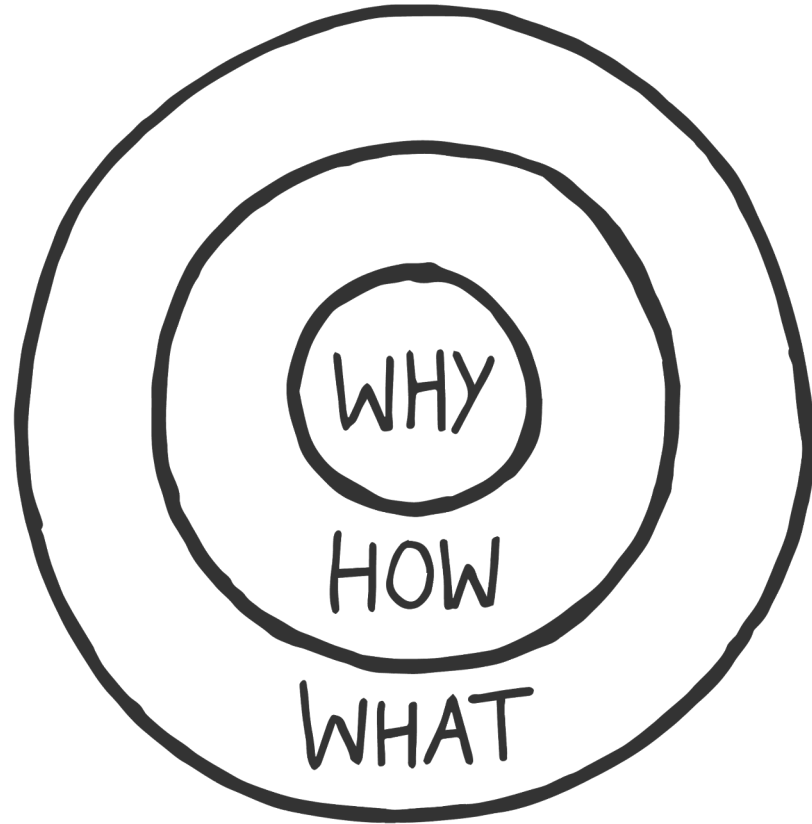
Your strengths,
values and
guiding principles



The Golden Circle

WHY

Your purpose,
cause or belief

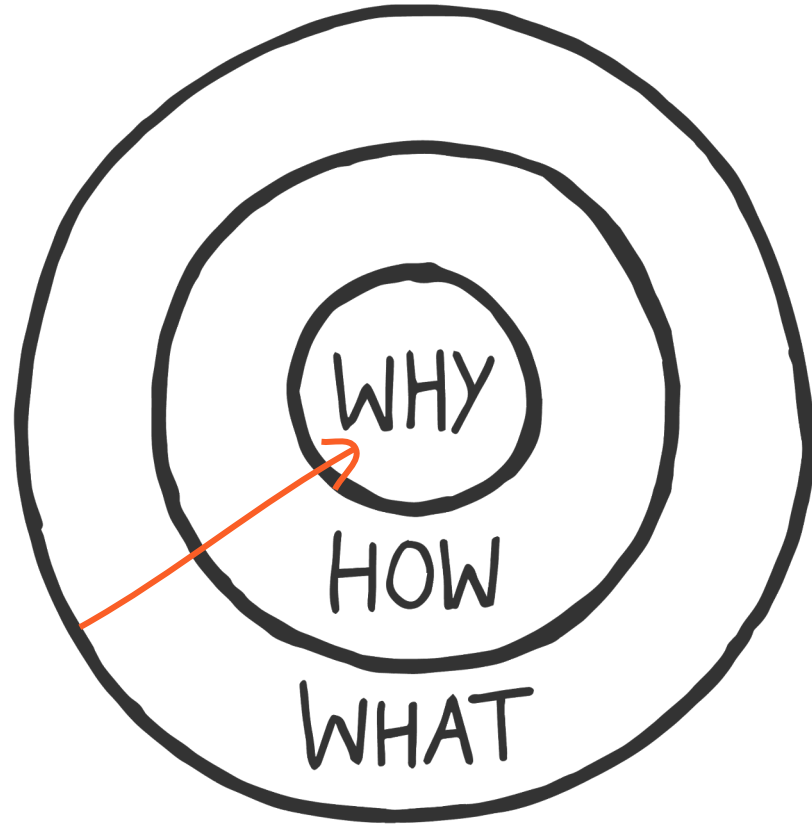


The Golden Circle

**Very few know WHY
they do what they do**

**Some know HOW they
do it**

**Everyone knows WHAT
they do**



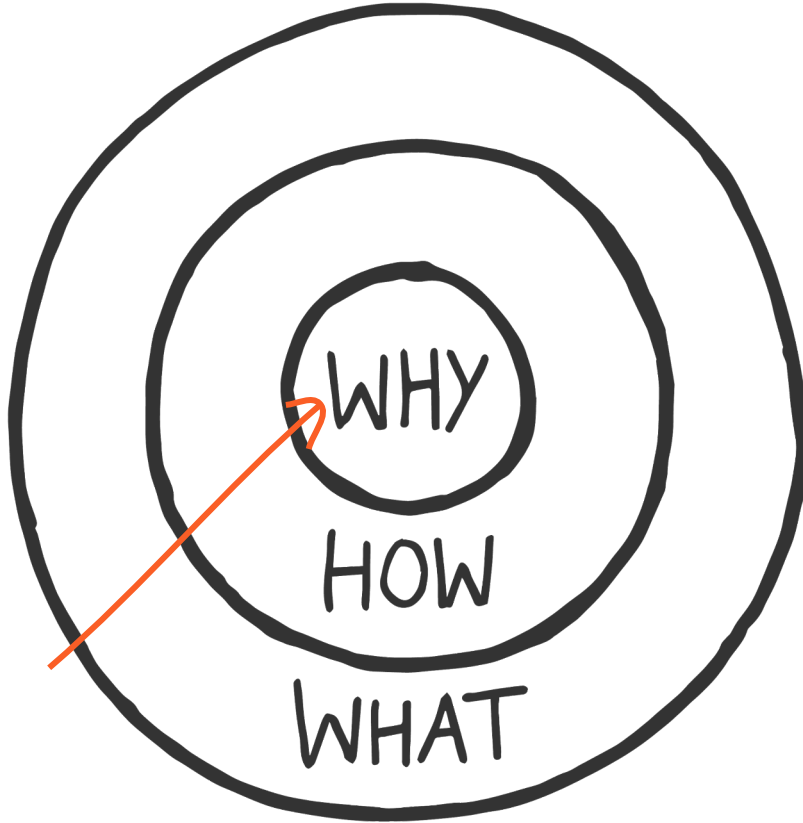
For example:

Say you have two educators who teach the same subject, at the same school and for the same age group. The content in their curriculum—their WHAT—is identical. The way in which they teach – their HOWs – could differ.

One educator approaches the content from an analytical perspective and the other approaches it from an interactive and collaborative perspective. Different students will be attracted to different approaches.

This applies to individuals or organizations. While you may do or sell the same things, the way in which you deliver that product or service is unique

The Golden Circle

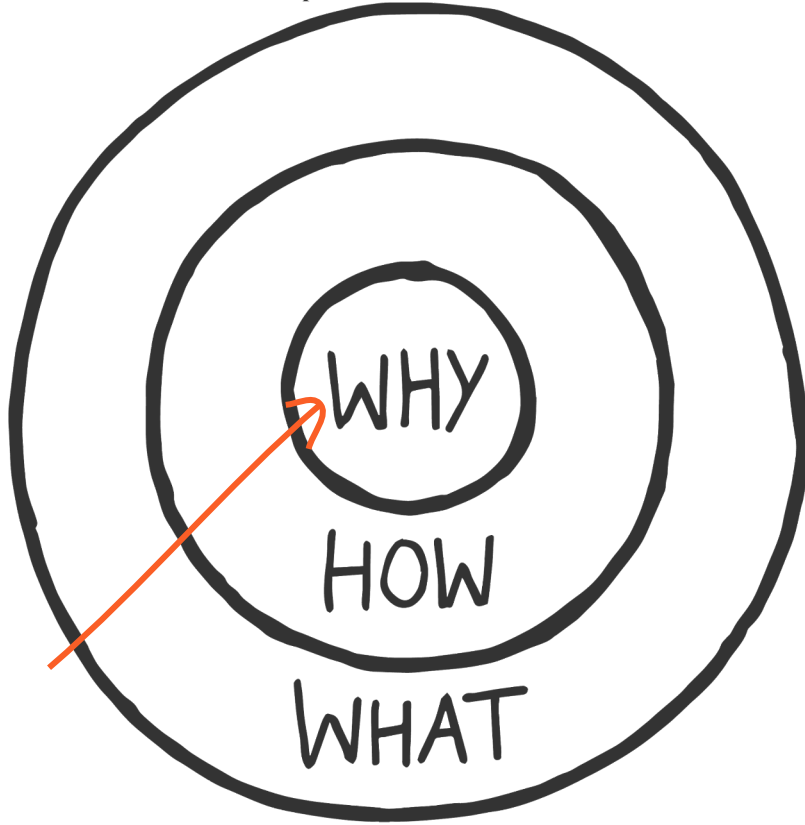


People naturally communicate from the outside-in.

They typically go from what is easiest to understand to what is hardest to understand and explain.

They tell people WHAT they do, tell them HOW they are different or better, and then they expect some sort of behavior or result, like a purchase, a vote or support.

The Golden Circle- Law Firm Example



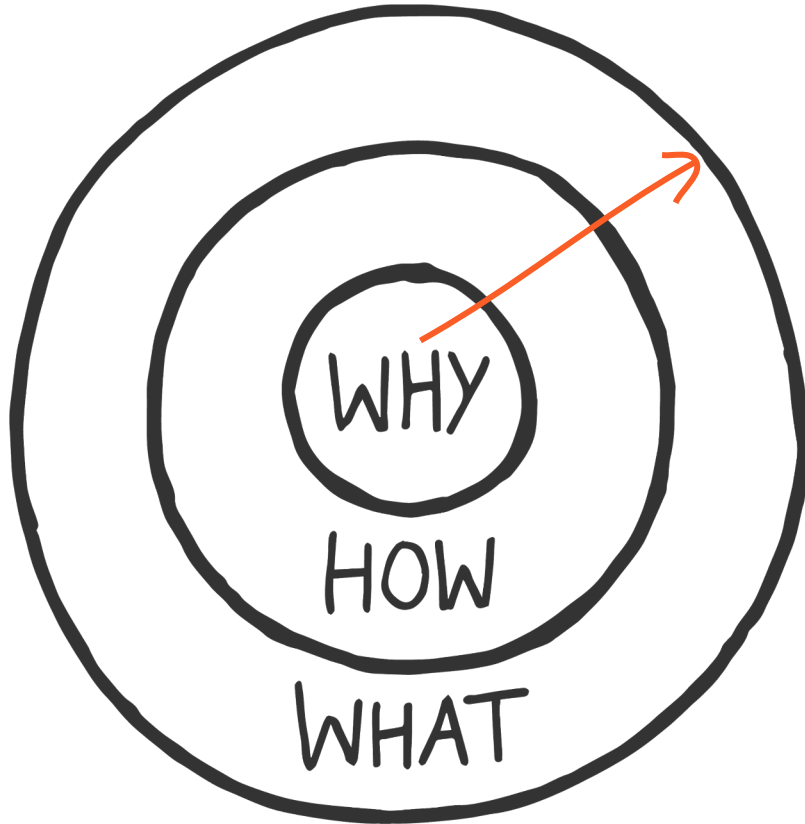
WHAT: Here is our law firm.

HOW: We have specialized expertise in a wide range of practice areas.

We transform complexity into simple action and we go above and beyond every day.

Behavior: Come do business with our law firm!

The Golden Circle

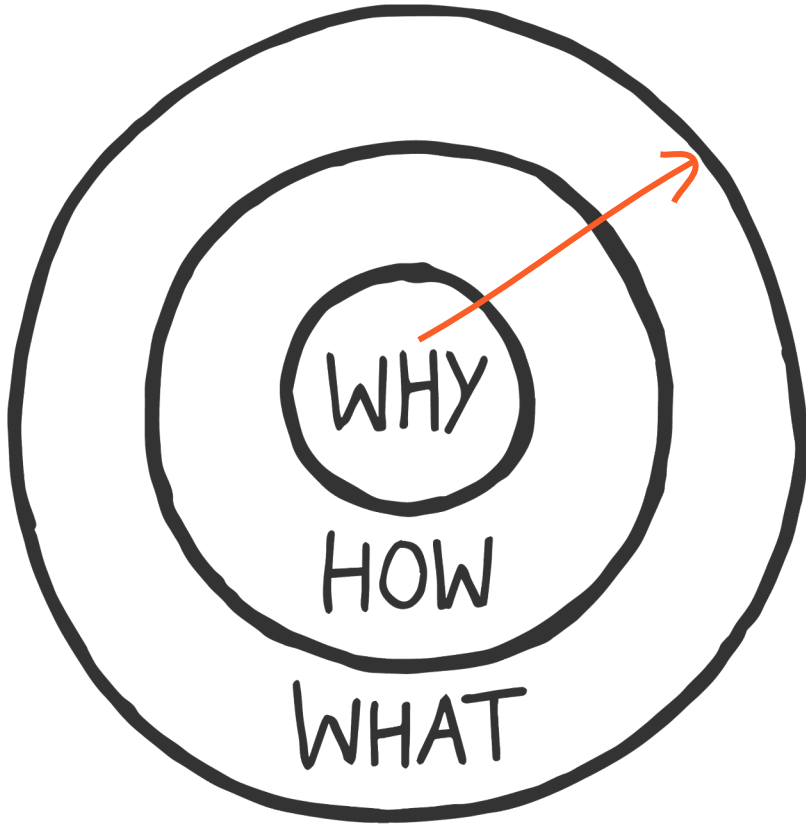


Leaders and organizations with the capacity to inspire all think, act and communicate from the **inside-out**. They start with their WHY.

When they communicate their purpose or cause first, they communicate in a way that drives decision-making and behavior.

It literally taps the part of the brain that influences behavior.

The Golden Circle -Law Firm Example



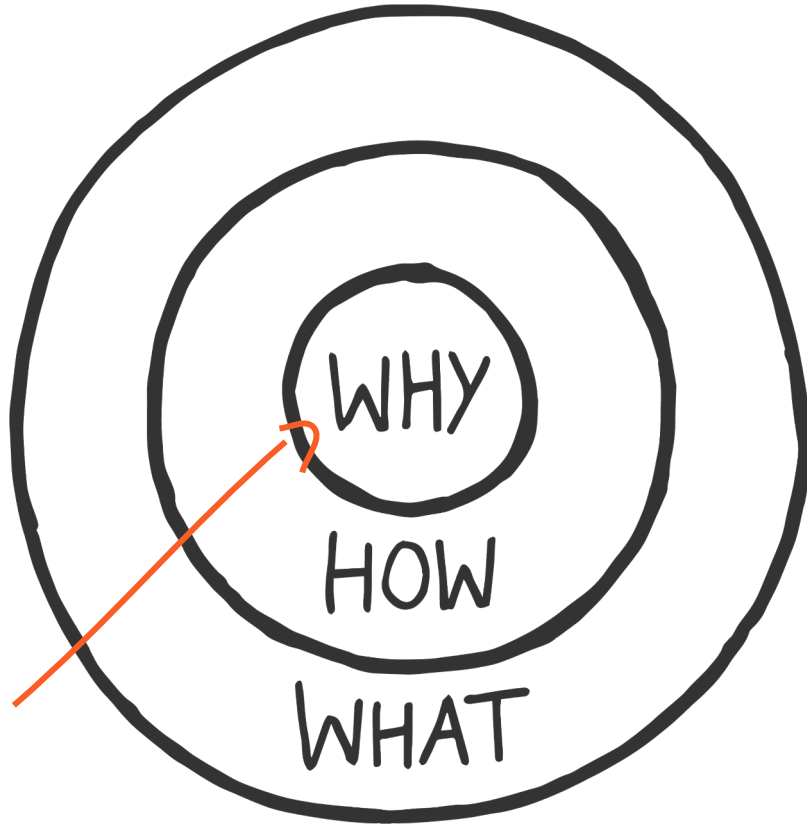
WHY: We exist to enable growth and progress so that people can make the difference they want to make in their world.

HOW: We have specialized expertise in a wide range of practice areas.
We transform complexity into simple action and we go above and beyond every day.

WHAT: We are a world-class law firm. Come see for yourself.



If Apple had **ORDINARY** communication starting with **WHAT**, it would be...



WHAT: We make great Computers.

HOW: They are beautifully designed, simple to use and user friendly

Behavior: Want to buy One?



Instead is how Apple actually communicates...



WHY

“

Everything we do, we believe in challenging the status quo, we believe in doing things differently!

”





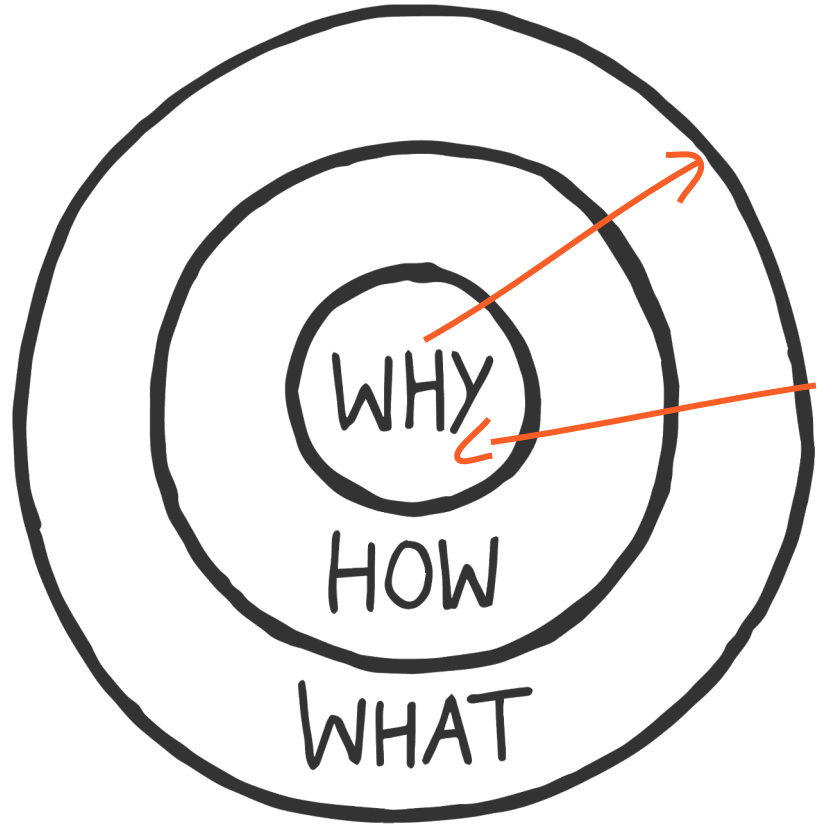
HOW



The way we challenge the status quo by making our products beautifully designed, simple to use and user friendly



**All Apple did
is to revert the
communication
flow from outside-
in to inside-out**

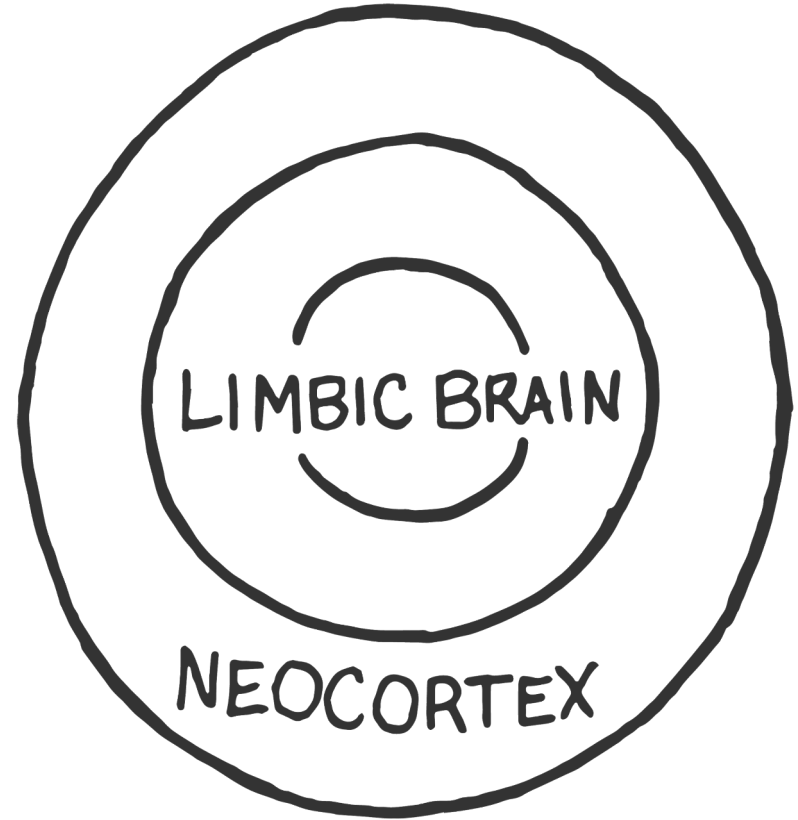
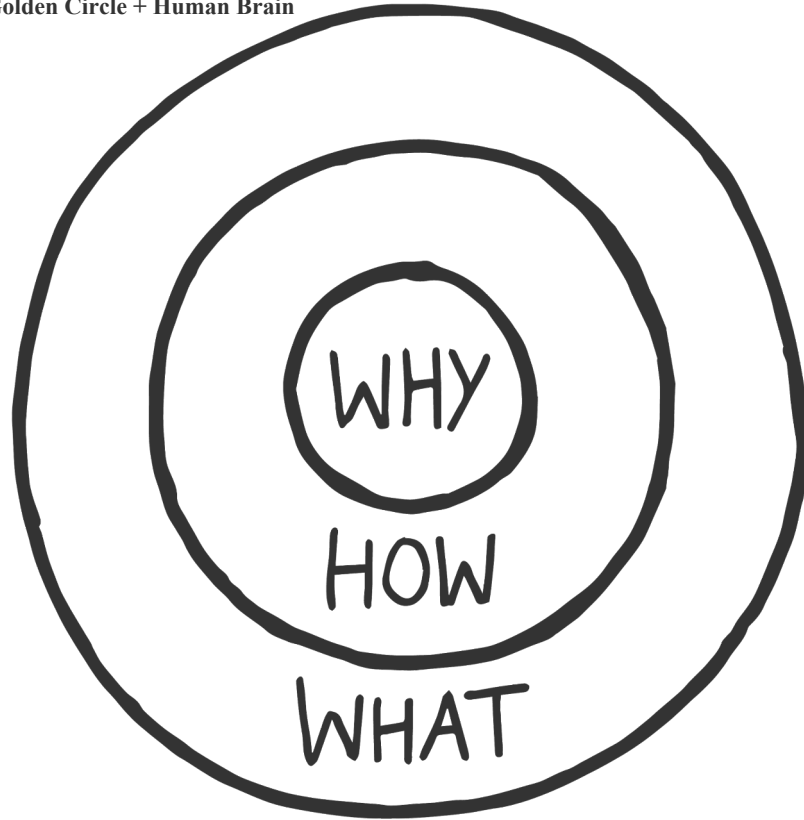


**WHAT and HOW do not inspire action.
Facts and figures make rational sense, but
people do not make decisions purely based on
facts and figures.**

Starting with WHAT is what commodities do.

**Starting with WHY is what leaders do.
Leaders inspire.**

The Golden Circle + Human Brain



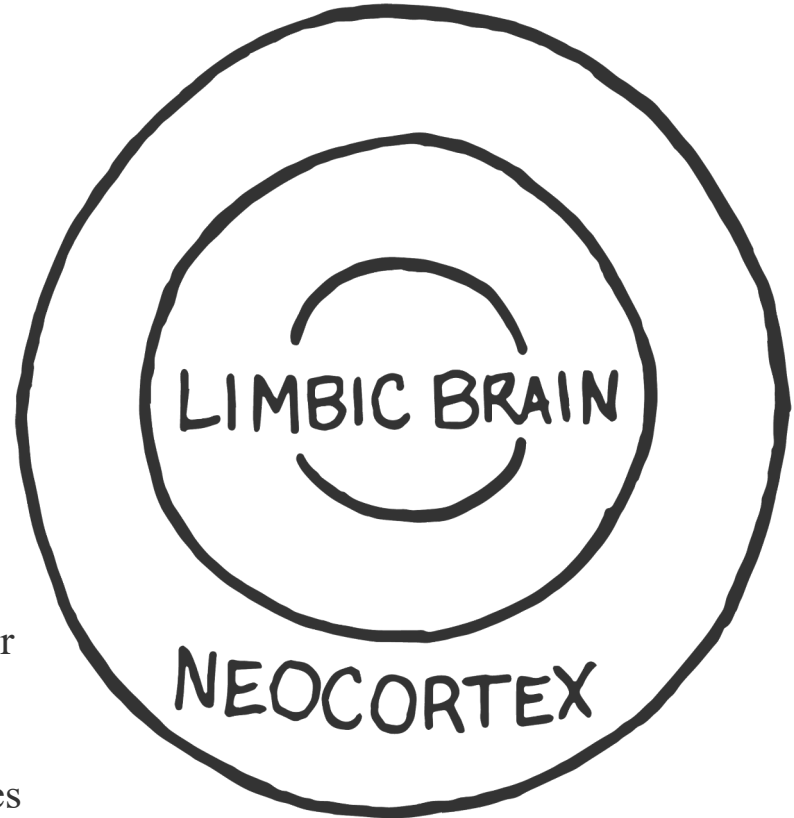
Neocortex

Responsible for all of our rational and analytical thought, and language.

Limbic System

Responsible for all feelings, like trust and loyalty. It's also responsible for all human behavior and decision-making, yet it has no capacity for language.

This is where “gut feelings” come from. It's not our stomach that has decision-making receptors. It's a feeling we get about a decision we have to make that we struggle to explain. The feeling comes from the limbic brain and our neocortex rationalizes the feeling, behavior or decision in language.

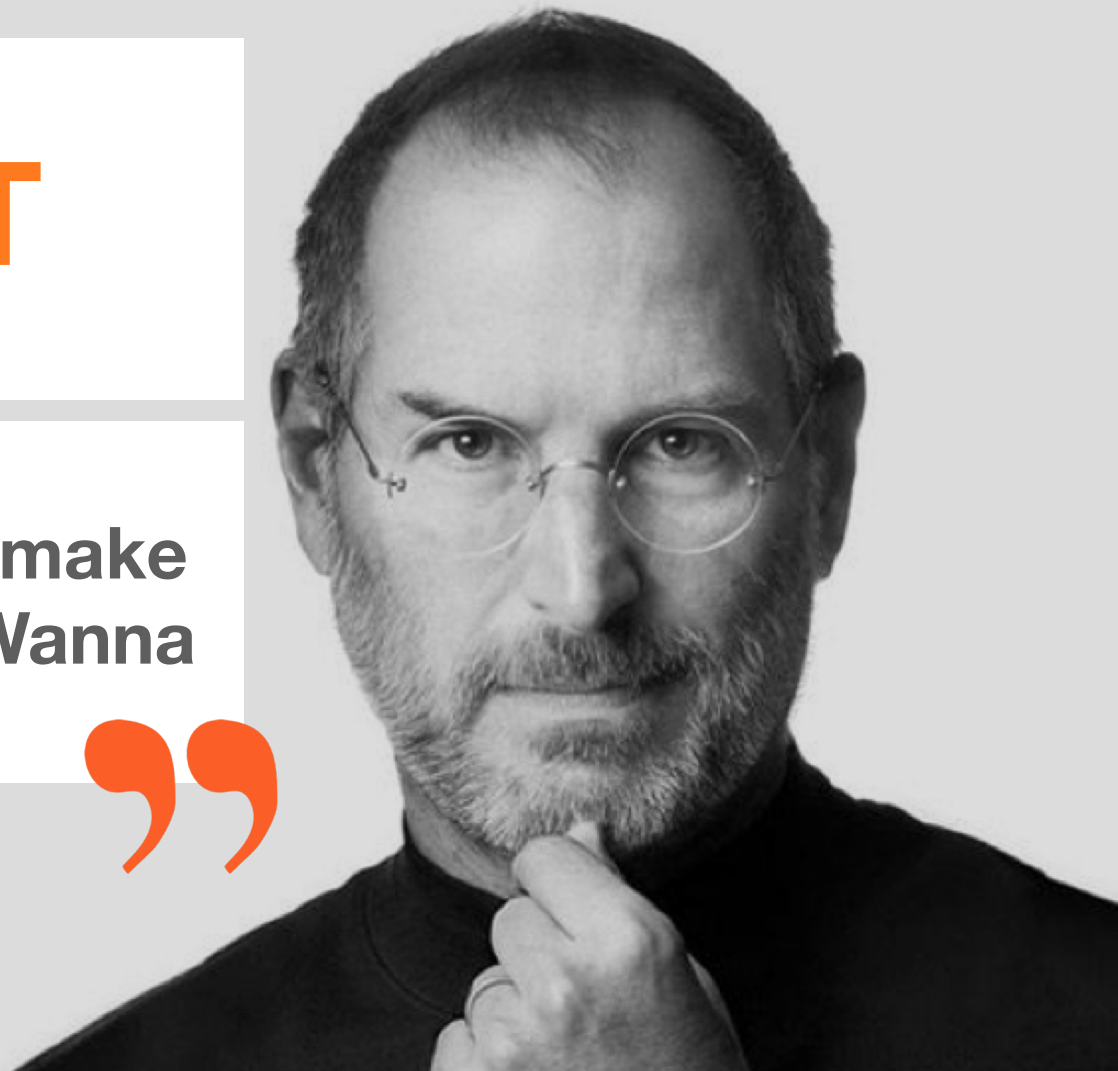




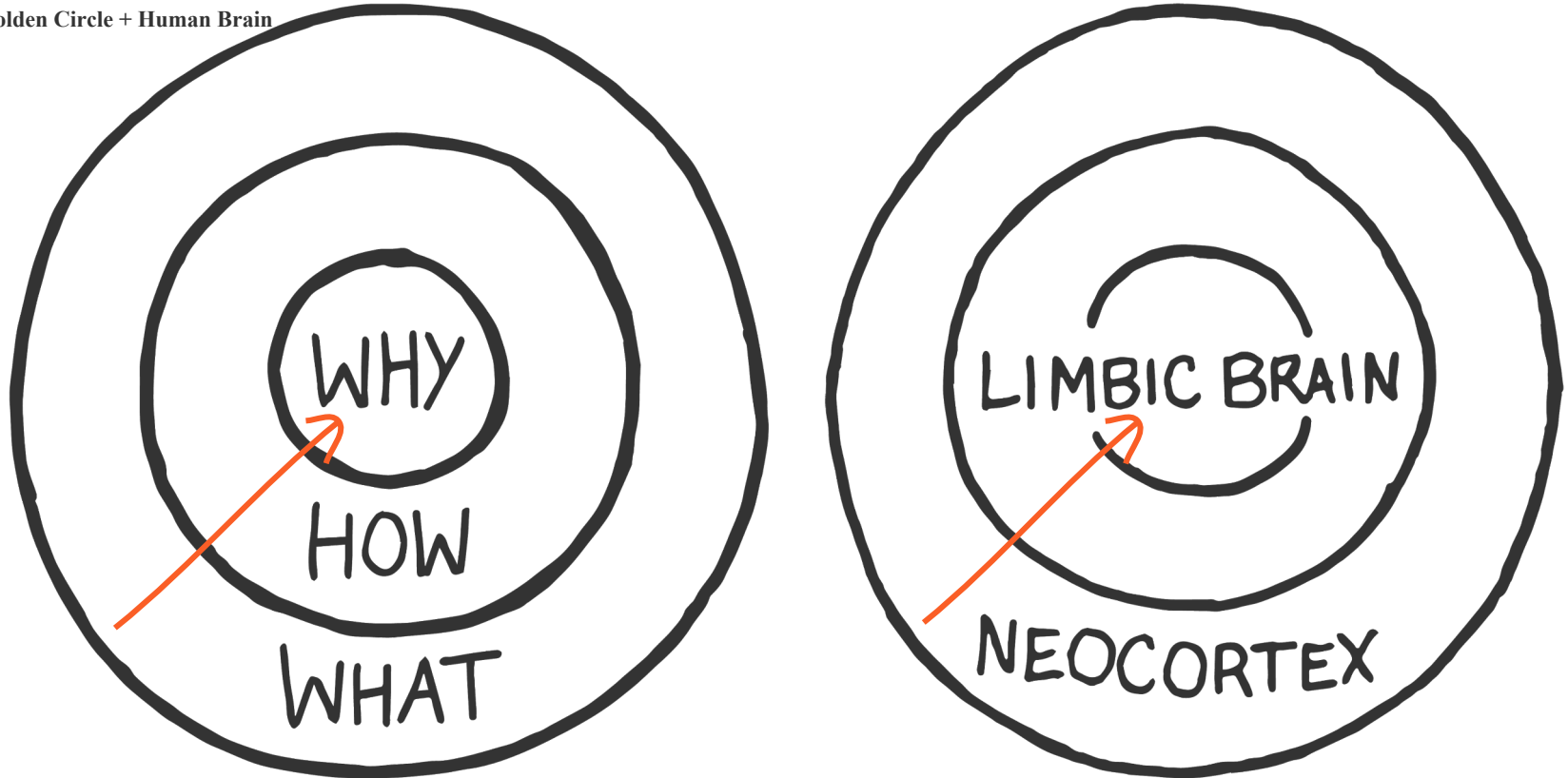
WHAT



**We just happen to make
great computers! Wanna
Buy One??**

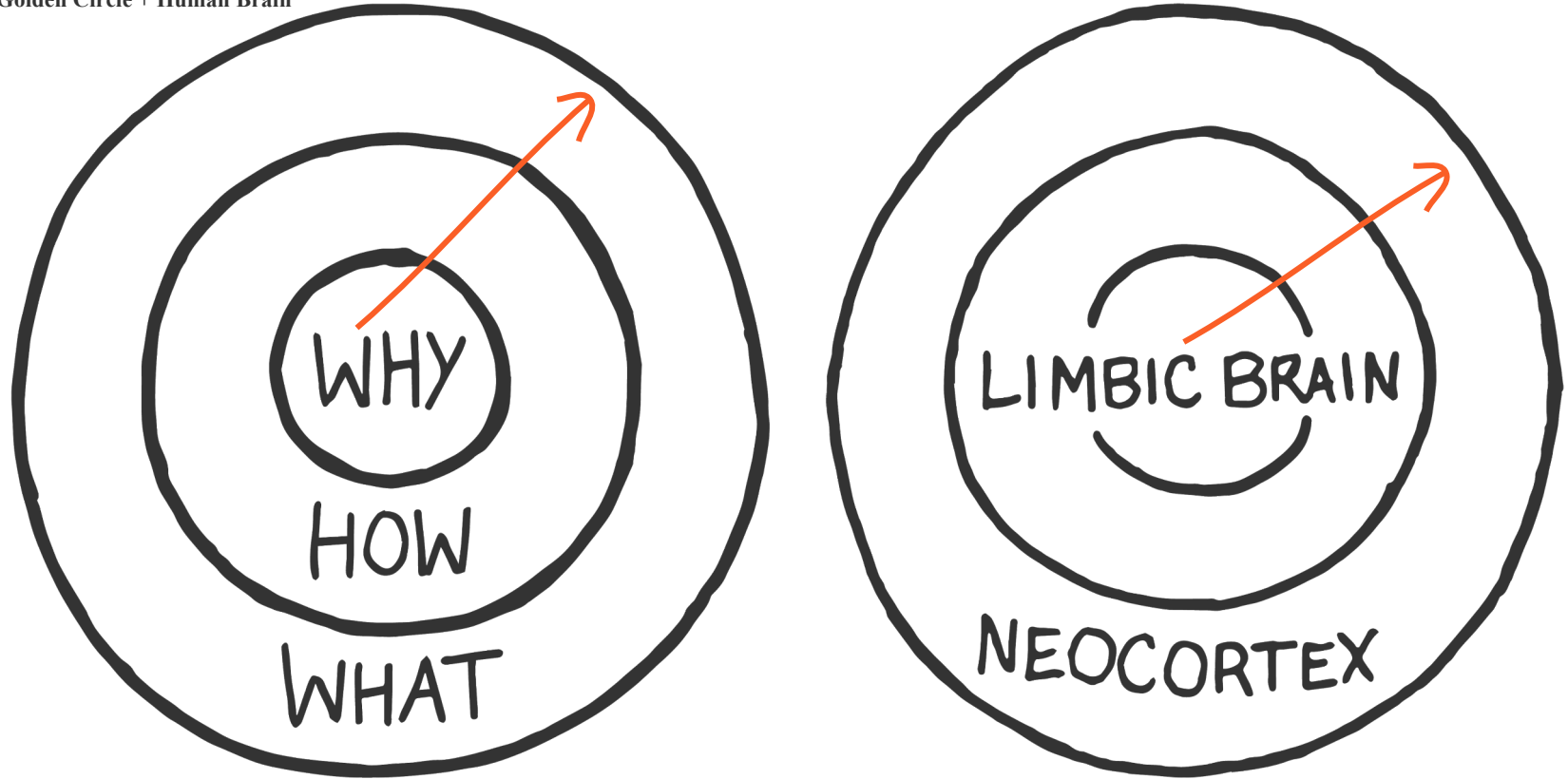


The Golden Circle + Human Brain



Communicating outside-in people can understand vast amounts of complicated information, like features, benefits, facts and figures. It simply doesn't inspire or drive human behavior.

The Golden Circle + Human Brain



Communicate from the **inside-out** and you speak directly to the part of the brain that drives emotions, behavior and decision making.

We do choose one product, service or company because of the way it makes us *feel*.

Clarity of WHY

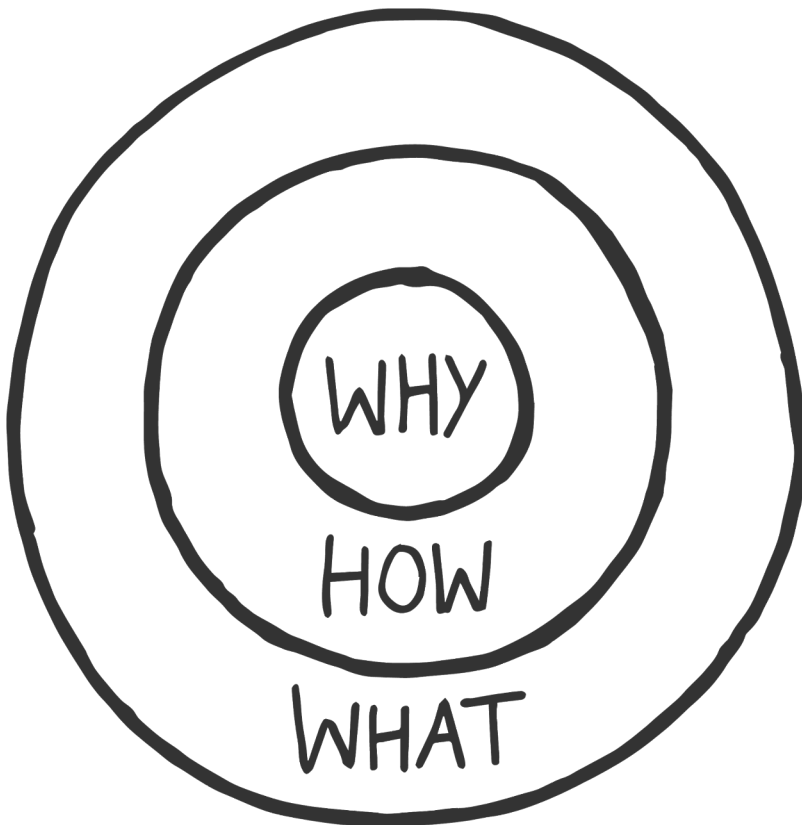
Your purpose, cause or belief.

Discipline of HOW

Your strengths, values or guiding principles.

Consistency of WHAT

Products sold, services offered or your role at work.



The Golden Circle

CLARITY OF WHY

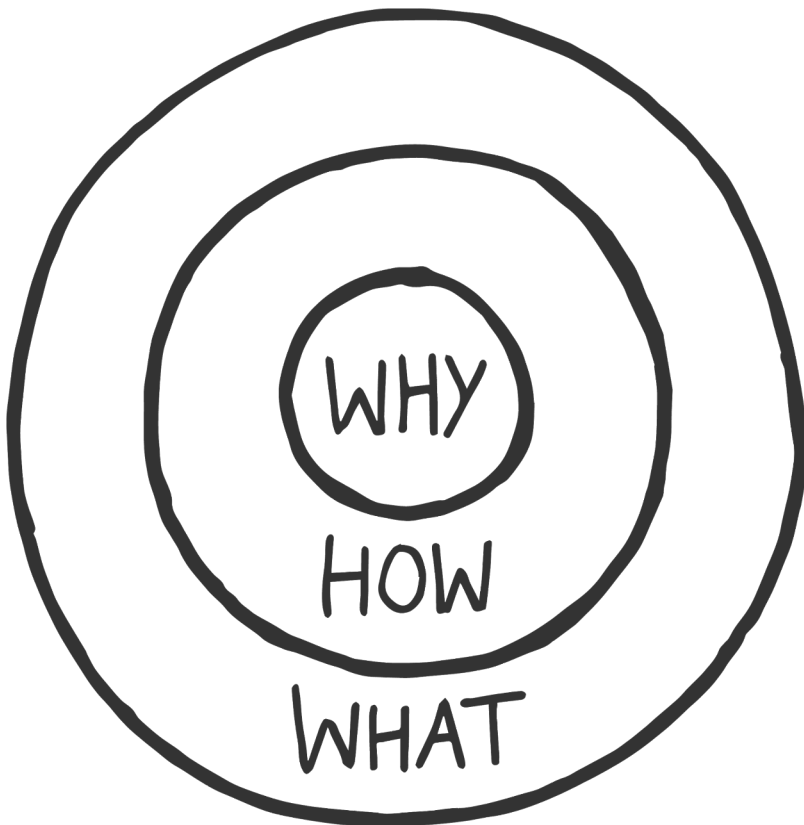
If you don't know WHY you do WHAT you do, how can you expect anyone else to know?
For others to know your WHY, you must first have that clarity yourself.

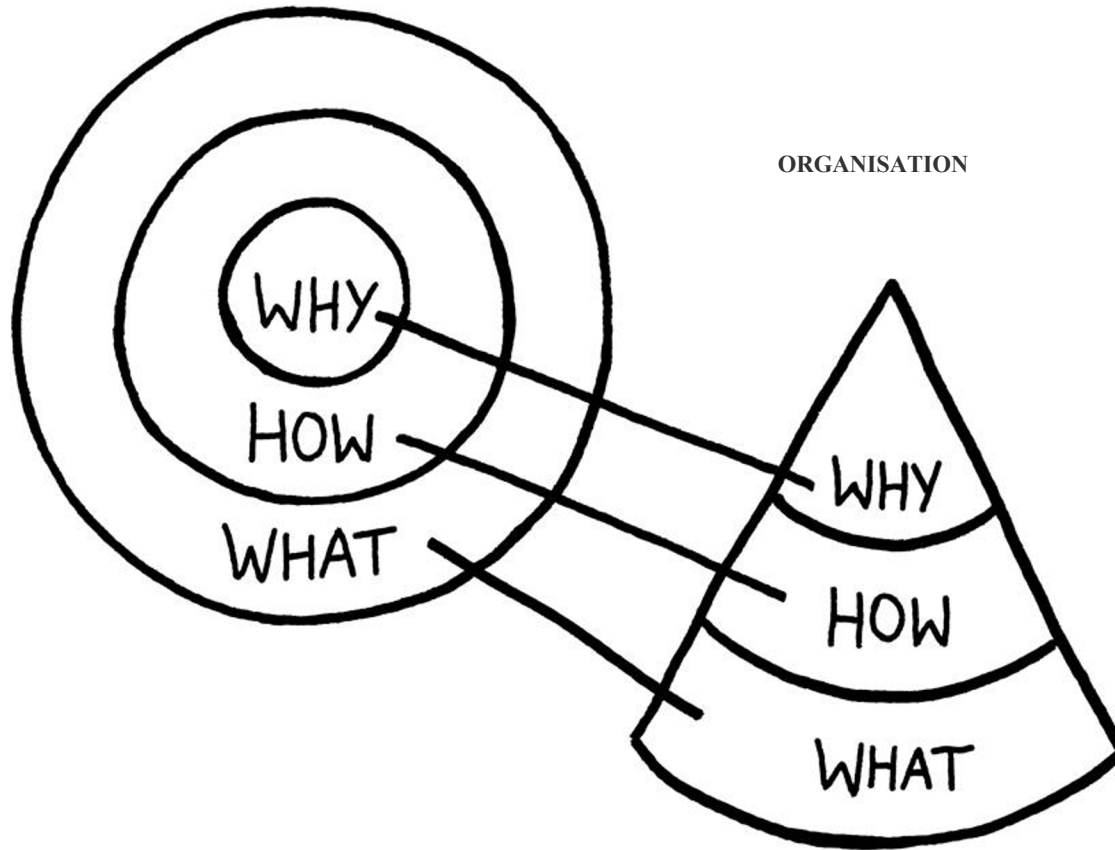
DISCIPLINE OF HOW

In order to bring your WHY to life, you must be disciplined in living your HOWs. You must behave in ways that are aligned with your values, guiding principles, strengths and beliefs.

CONSISTENCY OF WHAT

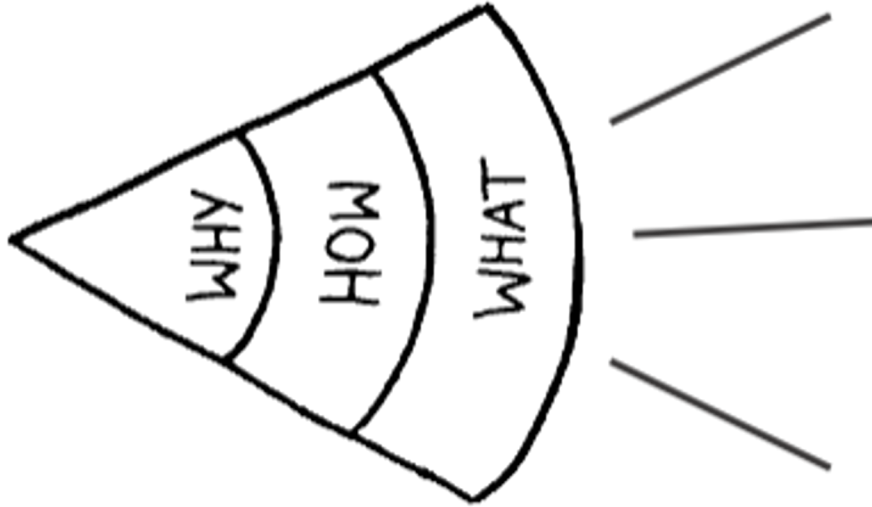
And everything you say and do must be consistent with what you believe. After all, we live in the tangible world. The only way people will know what you believe is if you say and do the things you actually believe. This is what it truly means to be authentic.





- At the top of the system, representing the **WHY**, is a leader. She or he articulates the **WHY** and points to a vision of a better future.
- The next level down, the **HOW** level, includes the people who are inspired by the leader's cause. They are willing to give their discretionary effort and to sacrifice in order to bring the vision to life.
- The **WHAT**, at the bottom of the cone, are the things the organization says and does that breathe life into the **WHY**. They make it tangible.

The Golden Circle + The Cone



When everything you say and do echoes what you believe, you end up with a message that's loud AND clear.

**Discover your WHY through the
Golden Circle**

NOW LET'S START TALKING ABOUT SOCIAL IMPACT

SOCIAL IMPACT DEFINITION

Social impact is the positive change your organization creates to address a pressing social issue.

This can be a local or global effort to tackle things like climate change, racial inequity, hunger, poverty, homelessness, or any other problem your community is facing.

Social impact can be about helping those in need, providing resources and advocacy, or it can be about lessening the negative effects of doing business. Luckily, when it comes to the world of social impact, the possibilities for how you can be a good steward in your community are endless.

HOW TO CREATE SOCIAL IMPACT?

You'll need to choose an issue you want to focus on.

Be sure to choose something that draws on your strengths.

You can focus on improving your practices to do less harm or look outward to help the community through grantmaking or giving programs.

Center the community and show up in an authentic way.

What is Corporate Social Responsibility (CSR)?

*“CSR is generally understood as being **the way through which a company achieves a balance** of economic, environmental and social imperatives (“Triple-Bottom-Line-Approach”), while at the same time addressing the expectations of shareholders and stakeholders.” Source United Nations Industrial Development Organisation (UNIDO):*

There is distinction between CSR and philanthropy or charity work by noting that the latter are external to the workings of the organisation, whilst CSR is more of a strategic business priority.

Stakeholders are now demanding an increased level of responsibility beyond CSR, pushing forth a framework that’s on the rise – ESG.

What is ESG?

ESG stands for Environmental, Social and Corporate Governance. These three broad areas can provide a range of targets for a business to meet in order to improve its sustainability and lower its risk level across various factors. They include aspects like inclusion and diversity, climate change, human rights and more.

The ESG framework is a holistic approach to driving impact for businesses. As people continue to demand more from brands and organizations, this approach will continue to pick up steam.

ESG is on the rise – be prepared to see it across sectors and industries as corporate responsibility continues to grow.

In short, here is the ESG framework explained:

- Environmental – how does an organization impact the environment?** This includes CO2 emissions, energy and water, waste management, and more.
- Social – how does an organization impact its customers, workers, and local communities?** This is where corporate giving, volunteering, and connecting with suppliers and communities come in.
- Governance – how does an organization govern its employees and internal team?** This includes diversity, equity, and inclusion (DEI), executive pay, reporting, and internal policies.

Some agencies measure this data on an annual basis, others update their rating daily. Companies may even face “penalties” from the agencies if any required data is missing. So, to protect the business image, it may be a good idea to be open and compliant with these external assessors.

Difference between CSR and ESG

CSR is often seen as the predecessor of ESG, leading the way in making businesses more socially responsible and making them think about their impact on society, employees, shareholders and other stakeholders. However, the two concepts are also different in a number of ways.

Here are the key differences between the two.

CSR

CSR is a broad collection of sustainable activities aimed at making businesses accountable

Conducting CSR activities is the end goal

CSR policies tell a story about the organisation that it can effectively write itself

CSR relates to the intentions of the organisation

ESG

ESG features specific sustainable policies where the success or otherwise is measurable for the business using [ESG ratings](#)

ESG policies are led by criteria and the goal is to grow and improve based on those criteria

ESG provides data that can be analysed, showing the true picture of the company's sustainability, and then acted upon

ESG is about meeting those intentions

WHAT ARE THE Sustainable Development Goals SDGs?

The SDGs were brought from UNITED NATIONS forth to align businesses, nonprofit organizations, and the government on goals for social and environmental progress. What's great about the UN SDGs is that it gives smaller campaigns and initiatives a chance to be part of something much bigger.

The 17 Sustainable Development Goals are at the heart of the Sustainable Development Agenda 2030 and adopted by all United Nations Member States in 2015.

They shall provide a shared blueprint for peace and prosperity for people and the planet, now and into the future.

They are an urgent call for action by all countries - developed and developing - in a global partnership.

They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth while tackling climate change and working to preserve our oceans and forests.



SUSTAINABLE DEVELOPMENT GOALS



ESG, CSR AND SDGS

It seems to be a direct line between all three of these aspects of sustainability.

The story you create through CSR is quantified by ESG, where you learn how you can make a real impact on your level of social responsibility and uncover the benchmark from which you strategise to improve.

By aligning ESG with the areas highlighted by the UN, you also help your business make its contribution to the SDGs.



SOCIAL IMPACT MATTERS

SOCIAL IMPACT MATTERS

To meet with the increasing expectations of management, employees, and consumers, companies need to authentically commit to creating social change, make real business investments, form cross-sector partnerships, and be willing to take a stand.

Slogans and one-off publicity stunts aren't enough. To build a truly better future, industry leaders must invest in impact—and hold themselves accountable for achieving it.

To be successful in this new context, companies need to move beyond simply saying the right things to doing the right things. They need to create opportunities for action across all organizational levels, from the most junior positions to the board of directors, that will deliver social impact for real.

SOCIAL IMPACT MATTERS FOR AMERICANS

A [study from June 2018](#) showed that 86 percent of Americans believe companies should take a stand on social issues, and a [December 2019 survey](#) found that 55 percent stopped using a product or service due to the company's stance on a politicized issue. There's also evidence that the call for corporate accountability will become status quo among younger demographics entering consumer leadership positions.

SOCIAL IMPACT MATTERS FOR MILLENIALS

[One study](#), for example, found that 41 percent of millennial investors research a company's role in improving society and the environment before deciding whether or not to invest.

IMPORTANCE OF SOCIAL IMPACT FOR GEN Z

That will represent more than 40% of all consumers in the next two years

– Generation Z – are a socially-conscious generation, with their commitment to social good influencing everything from their purchasing decisions to their career paths.

One study by Cone Communications found that 94% of the Gen Z individuals surveyed believe companies should help address critical social issues, while a survey by DoSomething

Strategic found that 76% of Gen Z respondents said they have purchased or would consider purchasing from a brand to show support for the issues that the company supported.

When it comes to their professional lives, data from RippleMatch reveals that Gen Z candidates place the same importance on a company's social impact initiative as they do on compensation, and 60% of candidates cite a company's mission and values as a prominent reason for interviewing with a company.

Purpose driven brand perform better with:

64%

Increase in talent and employee retention and satisfaction.

(Deloitte & Forbes)

87%

Of customers are more likely to buy from brands that support a social cause.

(Amazon)

56%

Growth in 5 years for products and services with ESG claims.

(McKinsley & Co.)

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WHO CAN MAKE SOCIAL IMPACT?

Individuals

Brands

Social entrepreneurs

**SOCIAL IMPACT IS
IN OUR HANDS!!!**



INDIVIDUALS

Individuals

People are constantly searching for a sense of purpose.

It starts with the individual. People care about having a purpose and taking part in something greater than themselves.

Since many of our daily tasks have become automated, we spend less time on basic operations and more time looking for true happiness. Additionally, the need for emotional connection as tech continues to dominate our lives is dire.

Success has evolved. It encompasses not only financial success, career success, or even success in our hobbies but also our philanthropic efforts and impact on others.

If instead of just buying socks, you could buy socks and have one donated to someone in need?

If instead of working at a solely profit-driven company every day, you could spend your time at a company that emphasizes generating profits and doing good?



BRANDS

Brands

Purpose is a powerful tool for a brand. When used right purpose can help *elevate brand value, gain publicity, boost online sales, and engage employees.*

Brand purpose is the *why* of a brand; it's an organization's reason for being beyond profits and it represents the core of the problem that it solves.

By integrating social impact into business, employees and customers can fulfill their needs for purpose through their daily routines. These scenarios have continuously made it more competitive for businesses to attract customers and employees.

For this reason, those who don't take action now will get left behind.

6 benefits of social impact for businesses

1



Builds trust with the community

4



Creates meaningful change

2



Keeps employees engaged

5



Ensures sustainability

3



Attracts loyal customers

6



Tells a story people care about

To make social impact the brands must be authentic, consistent, and transparent.

- **Authentic:** make sure that it is authentic to your brand, purpose, and values. Internal buy-in, driving impact, time & effort.
- **Consistent:** Deep support of a specific cause. Showing up when needed.
- **Transparent:** Clear communications around cause – qualitative and quantitative.

3-step framework for authentic social impact

1) Address the Needs of Others

While a campaign or initiative might be 100% for marketing purposes, it's not worthless if it does help other people.

Simply, a brand that has no real interest in their cause and writes a check out to a nonprofit is likely driving impact with that donation.

By this rule alone, we'll see beauty brands donating to soup kitchens – it's impact, but it's irrelevant to the brand.
Sometimes these initiatives are inauthentic, but impact is impact.

2) Put in Time and Effort

Impact on the surface often is not impact.

It's not easy to make impact, and it takes work!

Oftentimes, businesses think that simply finding a random nonprofit and donating is appropriate and impactful. I don't agree with this approach.

When doing good, it's important to take a real interest in the cause and research ways to make an impact with your campaign.

This starts with finding the right problem to solve, researching and vetting nonprofit partners, and choosing a strategy to best serve the needs of others.

3) Garner Internal Buy-in

The people putting the program out there must believe in it and care about the project.

Beyond keeping the campaign authentic, garnering internal buy-in is a powerful employee engagement strategy.

Volunteering is a super effective strategy for garnering internal buy-in, and another benefit to volunteering is being able to better understand the needs of those you're looking to help.

What is a Benefit Corporation (PBC)?

A public benefit corporation (PBC) is a legal filing option that requires the organization to stay committed to its social or environmental goals, even if the organization is sold to another entity.

Some investors do not like this filing because of its legal restrictions, so startups – even those that are mission-driven – typically do not file as a PBC.

B Corp are different from PBC

In Italy legislation allows to combine B Corp with PBC.

What is B Corp?

Not to be confused with a benefit corporation, B Corp is a certification created by B Lab to hold businesses to specific social and environmental standards. The certification encourages businesses to balance their social purpose and profits.

In B Lab's words:

“Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy”

Certified



Corporation[®]



Society's most challenging problems cannot be solved by government and nonprofits alone.

The B Corp community works toward reduced inequality, lower levels of poverty, a healthier environment, stronger communities, and the creation of more high-quality jobs with dignity and purpose.

By harnessing the power of business, B Corps use profits and growth as a means to a greater end: positive impact for their employees, communities, and the environment.

B Corps form a community of leaders and drive a global movement of people using business as a force for good. The values and aspirations of the B Corp community are embedded in the B Corp Declaration of Interdependence.”

In Italy among the 140 B Corps there are Illy, Davines, Danone Italia, Reda, Save The Duck, Nativa, Fratelli Carli, Aboca.

Learn more about the [B Corp Certification](#).



SOME EXAMPLES

s

LYFT

No matter your destination, we'll get you where you need to go

Great brand purpose for Lyft's: to improve people's lives through the world's best transportation.

Lyft embeds this purpose into their operations and their social mission called LyftUp.

[LYFTUP](#)[DRIVER](#)[RIDER](#)[BUSINESS](#)[LOG IN](#)[SIGN UP](#)[Vaccine Access](#)[Jobs Access](#)[Grocery Access](#)[Bikeshare Access](#)[Voting Access](#)[Access Alliance](#)

Transportation for all

Millions of people lack access to basic needs because they can't get a ride.

Through our LyftUp initiative, we're working to make sure everyone has access to affordable, reliable transportation to get where they need to go — no matter their age, income, zip, or postal code.

Through their programming, they offer people in need free rides to dialysis, job interviews, and chemotherapy – all perfect examples of improving people's lives through the world's best transportation.

LYFTUP

Through their programming, they offer people in need free rides to dialysis, job interviews, and chemotherapy – all perfect examples of improving people's lives through the world's best transportation.

<https://www.lyft.com/lyftup/programs>

STATEBAGS

<https://statebags.com/pages/about>

STATEBAGS

Our mission is to make beautiful, well-made, inclusively cool product while using the power of business to give back and shift narratives around social injustices. For every State bag purchased, we'll support American children and families in need ... in the ways they need it most.

For each bag sold, STATE hand-delivers a fully-stocked backpack to a child at its signature bag drop rallies, huge motivational events attended by employees, consumers, and corporate partners alike.

As State's platform continues to grow, we view it as a responsibility and vehicle to shed light around social injustices happening every day here in the US.

State Bags is proud to be a Benefit Corporation, accompanied by fellow companies creating public significance by having a material, positive impact on society.

With support from Gen Z faves including Chance the Rapper and Beyoncé (BEYONCÉ!) coupled with its charitable ethos, it's no surprise this brand is growing.

<https://statebags.com/blogs/bag-drops/project-two>

LOVE YOUR MELON

Love Your Melon is an apparel brand dedicated to giving a hat to every child battling cancer in America. They created the Love Your Melon Campus Crew Program, an exclusive group of students that are determined to improve the lives of children battling cancer.

LOVE YOUR MELON

<https://loveyourmelon.com/pages/campuscrews>

The Crew Members are brand ambassadors who raise awareness for childhood cancer, represent the brand through promotions and sales events, and directly help children with cancer, some even taking the children and their family members on day trips.

Through its more than more than 13,000 student ambassadors on 840 college campuses, they've donated more than \$4.3 million and 125,000 hats to date (and they've done this without sacrificing sacrificing growth or profit!).

GOOGLE #IamRemarkable

is a Google initiative empowering women and other underrepresented groups to celebrate their achievements in the workplace and beyond.

<https://iamremarkable.withgoogle.com/>

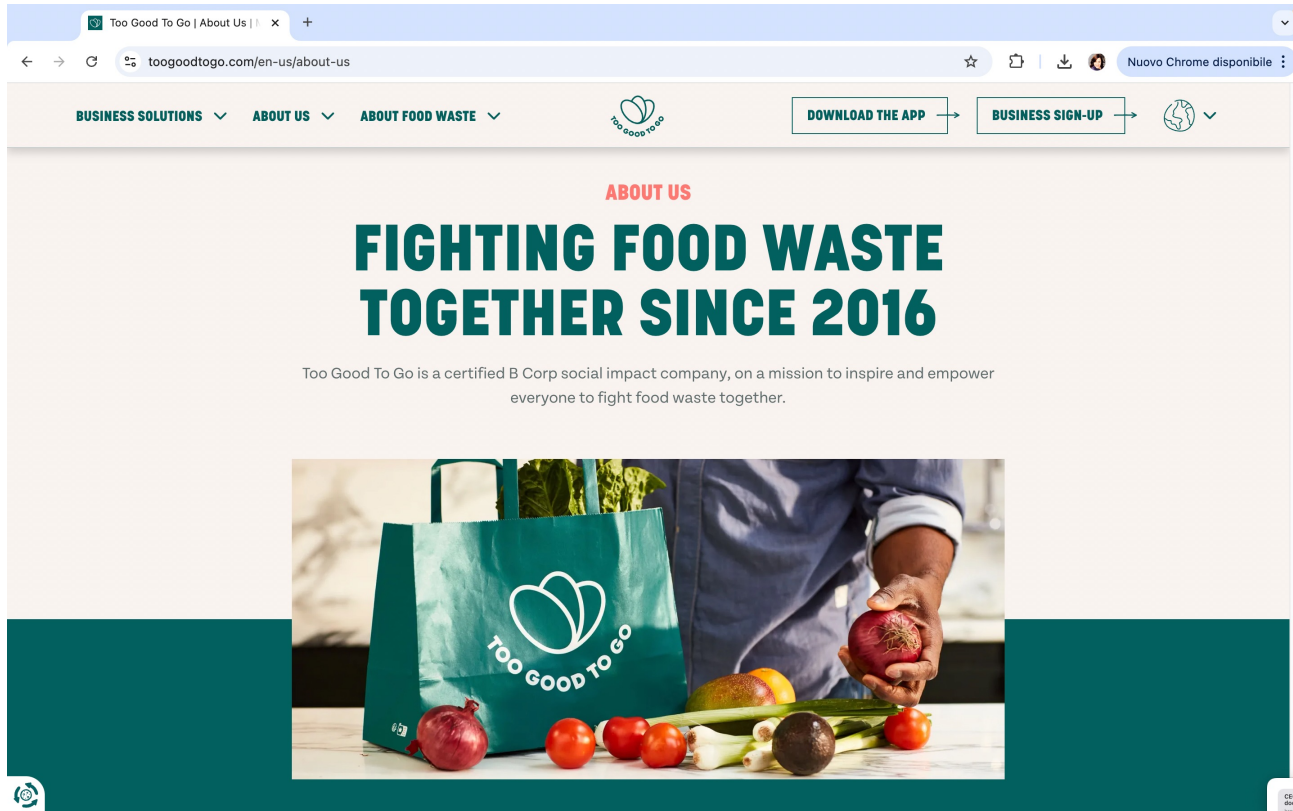
GOOGLE #IamRemarkable

is a Google initiative empowering women and other underrepresented groups to celebrate their achievements in the workplace and beyond.

<https://iamremarkable.withgoogle.com/>

TOO GOOD TO GO

<https://www.toogoodtogo.com/en-us/about-us>



BUSINESS SOLUTIONS ✓ ABOUT US ✓ ABOUT FOOD WASTE ✓



DOWNLOAD THE APP →

BUSINESS SIGN-UP →



ABOUT TOO GOOD TO GO

We are a social impact company that dreams of a planet with no food waste.



OUR HISTORY

Too Good To Go was founded in 2015 in Copenhagen to fight food waste.



B CORP

Too Good To Go is a certified B Corp and social impact company.



ESG

As a mission-driven company, we care about what we do and how we do it.



CAREERS

Discover our open positions and apply to work at Too Good To Go.

IMPACT REPORT

Download our Impact Report and learn about how our collective efforts have made a difference throughout 2023.

DOWNLOAD NOW →



SAVE GOOD FOOD FROM GOING TO WASTE

DOWNLOAD THE APP →

SIGN UP YOUR BUSINESS →

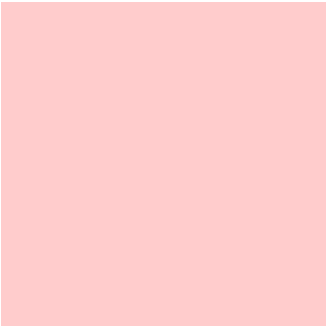


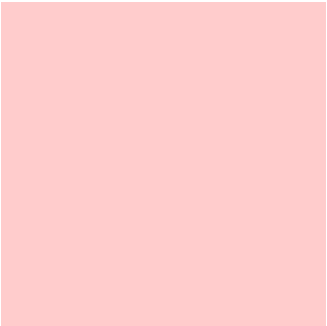
The image features a minimalist design with several overlapping rectangular shapes in shades of red and pink. A prominent thick red border frames the central text. To the right of the text, there is a large pink square. The background is a solid light gray.

SOCIAL ENTREPRENEURS

SOCIAL IMPACT: FALSE MITHS

- **SOCIAL IMPACT MEANS ENVIRONMENTAL SUSTAINABILITY / CLIMATE CHANGE AND FIGHTING HUNGER AND POVERTY IN DEVELOPING COUNTRIES**
- **THE IMPACT ONLY CONCERNS NON-PROFIT ORGANIZATIONS**
- **THE SOCIAL IMPACT IS "STUFF FOR JINK"**

- **LOOK AT PROBLEMS AS OPPORTUNITY**
 - **DO NOT DEEP IN THE MOBILE SANDS OF UNCERTAINTY**
 - **HAVE HUNGER AND COURAGE TO CHANGE THE WORLD**
 - **HAVE A BOLD VISION**
 - **CHANGE COURSE BUT NEVER GIVE UP**
- 

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- 

If a startup is an institution designed to create a new product or service in conditions of extreme uncertainty, a social impact company is an institution that not only operates in conditions of extreme uncertainty but tries to solve vital problems.

START WITH A SOCIAL IMPACT IDEA

The idea behind the social impact enterprise very often arises as a result of personal experiences with a problem, as it is believed that the deep knowledge of the problem in question due to the fact that one has lived it directly, helps to find the thrust to address it and a solution to solve it relevant to the other beneficiaries who are facing it.

START WITH A SOCIAL IMPACT IDEA

Today, fortunately and more and more often, social impact initiatives no longer arise only from personal experiences, but from the real recognition of the needs of society by people with the skills and abilities useful for finding innovative solutions to complex social problems and concrete.

In this context, personal discomfort leaves room for purpose and helps to ensure that passion is a passion in which heart and brain work together.

The purest form of social entrepreneurship consists in starting from scratch to understand what are the most urgent needs in order to satisfy them or at least I like to think that this is the case.

If not, it should be concluded that social problems can only be solved by those who have passed through certain situations, which would certainly drastically decrease the potential number of people who can generate impact, despite having the characteristics of a social entrepreneur.

THERE IS ALWAYS A TRIGGERING EVENT THAT BRING US TO START A SOCIAL IMPACT COMPANY

“Complicating is easy, simplifying is difficult.”

To complicate, just add whatever you want: colors, shapes, actions, decorations, characters, environments full of things.

Everyone is capable of complicating. Few are capable of simplifying.”

The background features several overlapping rectangular shapes in shades of red and pink. A prominent thick red border frames the central text area. Other lighter pink shapes are positioned to the left and right of the central frame.

HOW TO BUILD SOCIAL IMPACT AS ENTREPRENEUR

Social entrepreneurs don't just want to acquire profits or build a successful venture, they want to change their world. Their aim is to achieve lasting impact in tackling a social problem, with entrepreneurship as the means to do so.

4 STEPS

- the **Problem** (what is the social challenge you are addressing?)
- your **Vision** (what is the change in the world that you would like to bring about?)
- your **Mission** (how specifically will you achieve this?).
- the **Solution(s)** (what can be done to address the root causes of the problem?)



PROBLEM > VISION > MISSION > SOLUTION

A social entrepreneur is someone who has identified a social or environmental problem that they wish to tackle. A good analysis of any problem should include the following:

- A clear *description* of the problem, including the people affected
- An understanding of the root causes of the problem
- A sense of the costs to society, both monetarily and in terms of impact on lives and/ or environment;
- Who the stakeholders are (e.g. community, government, business) and what their involvement in the problem is (e.g. are they hindering or helping the situation, who could be a good ally).

In effect, this analysis is the social entrepreneur's equivalent of a market study. It defines the scale of the challenge (= scope of the market), and hence the venture's potential for growth and impact.

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PROBLEM > VISION > MISSION > SOLUTION

Some real world examples :

800 mn people living in Sub-Saharan Africa don't have access to electricity.

The average household has to spend **20%** of their income on poor-quality products such as kerosene.

Some real world examples :

1 in 6 people will become disabled during their lifetime.

For a typical person who becomes disabled, a family member often has to give up their job to become a full-time care giver.

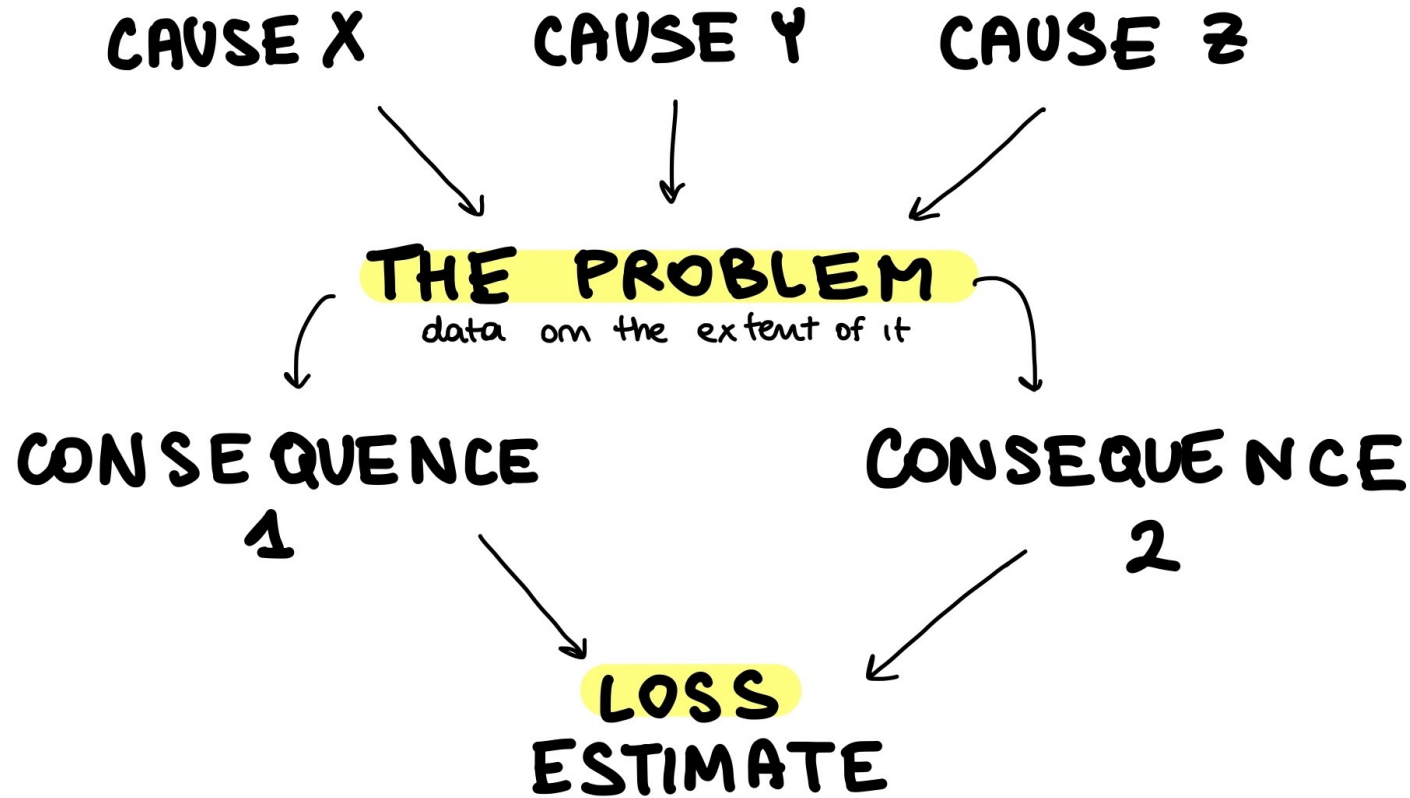
The impact on families, both financially and emotionally can therefore be devastating.

PROBLEM > VISION > MISSION > SOLUTION

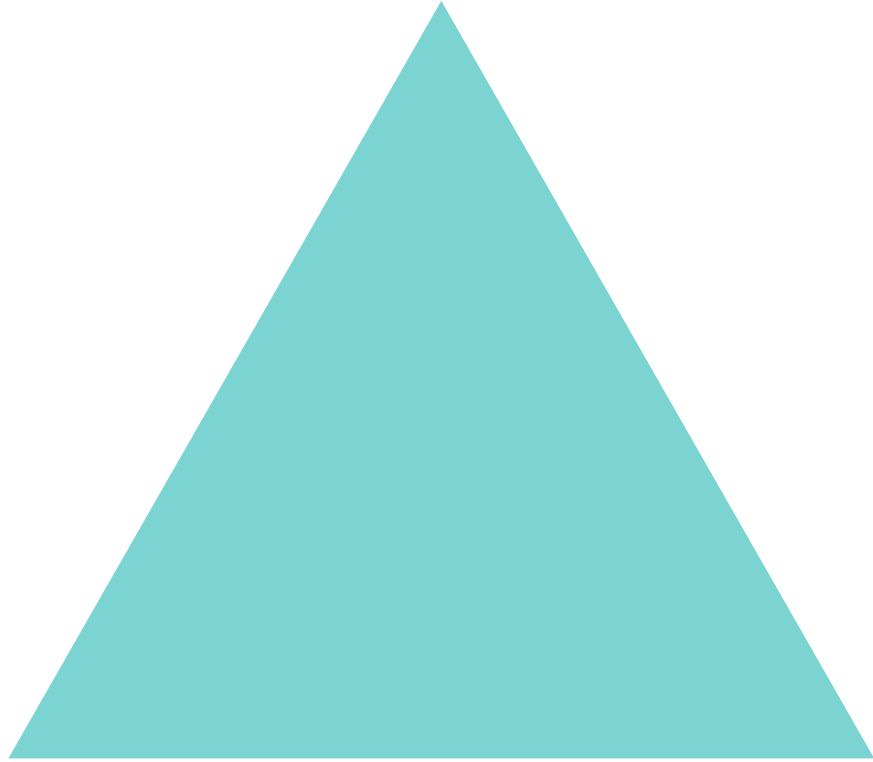
Some real world examples :

The ocean is heating up by 0.25 degree Celsius per decade due to global warming.

If this continues, we will lose all coral reefs within 20 years.



Example: Grameen Bank



Muhammad Yunus



Peace Prize Nobel Laureate 2006
for microcredit
Founder of Grameen Bank

Grameen Bank: PROBLEM



More than half a billion people in South Asia live in poverty because they have no access to affordable credit.

This means **99%** of the poor are reliant on loan sharks and stay trapped in debt slavery.

What is your Vision?

Having defined the problem and possible solution, the next step is a clear Vision statement: what would the world look like if your problem was solved? You can form a Vision statement starting with the phrase 'We envision a world where...'

Your vision isn't something that would be achievable by any one organisation alone; it should act as a guiding inspiration.

Some real world examples might be:

'We envision a world where every girl in India aged 6-13 is going to school'

'We envision a world where all elderly people in the UK have access to affordable home care'

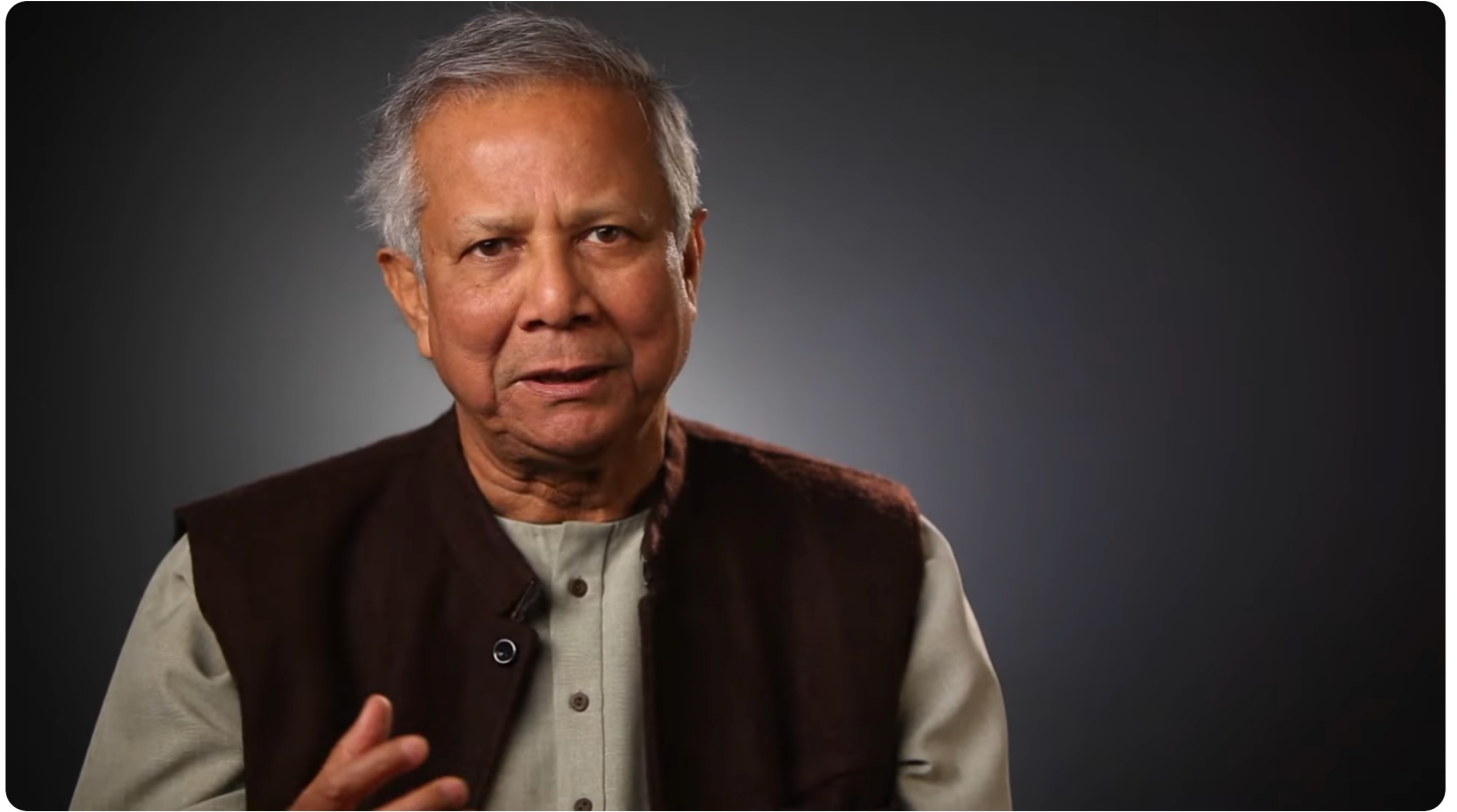
'We envision a world where every young person in Boston can get the training needed to find a well paying job'

PROBLEM > VISION > MISSION > **SOLUTION**

What is your Solution?

Having defined the problem clearly, you should now address potential solutions to the problem. This needs to begin with an analysis of the root causes of the problem. Then consider what could be done to address those causes, including what solutions are already being tried (in business this might be called Competitors Analysis, although social entrepreneurs often want to work together to solve the issue and so welcome 'competition'!).

IF WE HAD SOCIAL FICTION
I BET WE'D CREATE THOSE SOCIETIES
MUHAMMAD JUNUS



What is your Vision?

Your Vision Statement needs to be punchy enough to attract investors with the breadth and ambition of the statement. Here are some tips of how to form a good Vision Statement:

- **Be bold and ambitious.** The vision needs to be inspirational if you are to attract supporters and investors, and motivate staff.
- **Avoid empty slogans.** Be as specific as possible. 'We envision that every young person has a great start in life' is a poor vision statement. 'We envision every 16 year old in London to have the opportunity to find well-paid work' is better.
- **Be concise.** A Vision Statement should be no more than one single, short memorable sentence
- **Don't confuse Vision with Mission.** A good Vision statement should ideally describe an end state, not an intermediate goal (a means to an end). So, for example, 'We envision a world where there is no more malaria in Tanzania' is preferable to 'We envision a world where every household in Tanzania has access to malarial tablets'. The reason is that the Vision shouldn't pre-judge the solution: it may be that distributing malarial tablets isn't the most effective way of eradicating malaria, and that distributing bed-nets, or draining the local swamps and eliminate mosquitoes, might actually be much more effective. You don't want to lock yourself into one solution and preclude discovering better ones.

PROBLEM > VISION > **MISSION** > SOLUTION

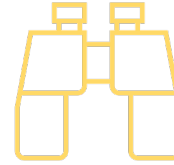
What is your Mission?

Now that there is a clear vision statement, your mission statement is going to build upon it, taking into account the problem analysis.

A Mission statement has the structure "We will achieve X [our vision] by doing Y".

In this context, "X" is the impact that you wish to achieve (as set out in your Vision Statement), and "Y" is the action that you undertake in order to bring about that outcome.

Grameen Bank: VISION



A world where poverty exists
only in museums

<https://www.youtube.com/watch?v=rWZTpX8GyIM>