

HARVARD BUSINESS SCHOOL

Developing Your Social Enterprise Pitch Deck

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Start with definitions



Entrepreneurship – The pursuit of opportunity regardless of the resources you currently control

Social entrepreneurship – The pursuit of an opportunity to create pattern-breaking social change regardless of the resources you currently control

(Whether non-profit, for-profit, or public sector)

Your pitch deck: who is it for?



Creating a road map

Identifying gaps

Telling story in a compelling way

Developing your pitch deck

Defining your approach

- The problem and the opportunity
- Competitive landscape
- Mission
- Tying the vision to action: Theory of change & your solution

What you have to get right early on to succeed *

- Leadership: team and board
- Measurement and evaluation
- Revenue model
- Messaging/communications

^{*} DRK focus areas with early stage organizations

The problem and the opportunity



Problem

- Why is it important?
- Where is there a gap or unmet need?
- What is the scale?
- What are the contributing factors?
- What are the root causes?

- **Opportunity** Why is it solvable?
 - What would the world look like (your vision) if you solved it?
 - What other approaches have been tried and what are their results?

Competitive landscape

What else is out there?

- What other approaches have been tried?
- What are the gaps and opportunities?
- What have been the experiences of other service providers?
- What is distinctive about your approach and organization?
- How much money flows to your 'issue' annually from all sources and how is it distributed?
- How will you capture existing dollars or attract new resources?

Should you start something, or join other efforts?

Mission



Key roles your mission statement should play

- Setting boundaries
- Motivating internal and external stakeholders
- Evaluating organizational performance

Source: Sharon Oster, Yale School of Management

Mission - Examples

- Close the Opportunity Divide by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education.
- Connect people through lending to alleviate poverty.
- Affordable access to eyewear, everywhere.
- Protecting nature, for people today and future generations.
- Educate leaders who make a difference in the world.

Theory of Change





Based on your understanding of the problem, what is your theory about which actions and resources will lead to the results you want to achieve

- Assumptions of cause and effect in your logic chain
 Inputs → Activities → Outputs → Outcomes → Impact
- Is your theory of change based on research?
- Are there leaps of faith in the theory that you must defend?
- Is your theory focused on local or systemic change, or both?

Theory of change reflected in mission statement

Global Citizen Year

We believe that the best way to improve college outcomes is to change the inputs.

Inputs and activities

Under the control of the con

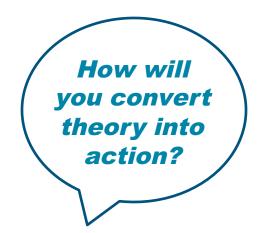
Outcomes

Through world-class training and structured immersion we equip Fellows with global skills, empathy, and grit—the foundations for success in college, careers, and life.

We envision a world where this bridge year becomes a common expectation and opportunity — <u>transforming</u> <u>education and unleashing the potential of a new generation of global citizens</u>.

Your solution

- Who are the beneficiaries or customers?
 And how will you serve them?
- What specifically does your program look like?
- How does it differ from what currently exists?
- What initial management and governance structure will you put in place to implement the strategy?
- What partnerships or collaborations would be critical or useful?
- What criteria did you use for choosing to become a nonprofit or for-profit organization?
- On what premises (experience/knowledge) did you build your solution?
- With whom and how have you tested your solution?



Measurement and evaluation

- Objective is to prove and improve
- How will you assess your organization's effectiveness in achieving its mission

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Inputs → Activities → Outputs → Outcomes → Impact
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- Indicators should link back to your mission, theory of change and strategy
 - Just enough indicators, and no more: i.e., the critical ones
 - Adapt measures and process to the stage of the organization
 - Set and measure interim milestones on the way to longer-term goals
- Create a measurement and evaluation/data system and culture

Leadership: team and board

- What about your team and board makes it likely you can execute this plan?
 - Personal connection to mission
 - Background, experience, expertise
 - Networks: access to resources
- What expertise don't you have and how will you get it?
- How might the team composition and board change over time?

Revenue model – at start-up stage

- How much start-up capital do you need?
- What sources are available to provide seed capital?
- How will you spend it? What is your burn rate?
- How will you acquire capital to go to the next level?
- How will you fund scaling the organization?

How will you finance your business plan?

Brand, messaging and communication

What is your brand identity?

Who you are, what you do, and why it is important

Who are your key audiences, both internal and external?

Donors, beneficiaries, partners, volunteers...

What is your message?

- How do you talk about the problem and solution?
- What stories can you tell and show; what examples can you share?

How do you communicate it?

- Pitches (of varying lengths), exec summaries, PPT decks, full plans
- Social media and website presence

Upcoming workshop & deadlines



Feb 15: Testing Your Social Venture: Iterating Based on Market Feedback

Office Hours with Initiatives (all 4:00 - 5:00 pm, Gallatin Hall Lounge)

- Feb 7: Business and Environment Initiative:,
- Feb13: Digital Initiative
- Feb 14: Health Care Initiative

HBS New Venture Competition

→ Feb 21, 12:00 noon: Final entry deadline and exec summaries due

www.hbs.edu/nvc

If not you, then who? If not now, then when?

Show up.
Dive in.
Stay at it.

What's YOUR idea?

HBS New Venture Competition
Creating ventures that revolutionize
www.hbs.edu/nvc