



H A R V A R D | B U S I N E S S | S C H O O L

# Developing Your Social Enterprise Pitch Deck

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# Start with definitions

***What is social entrepreneurship?***

***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*

## DEFINING YOUR APPROACH

# The problem and the opportunity

*Why does anyone care?*

### ***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?

## DEFINING YOUR APPROACH

# 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?

## DEFINING YOUR APPROACH

# Mission

***What's the  
big vision?***

Key roles your mission statement should play

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

*Source: Sharon Oster, Yale School of Management*

## DEFINING YOUR APPROACH

# 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.



## DEFINING YOUR APPROACH

# Theory of Change

*What's your  
“if...then”  
statement?*

The *rationale* that connects mission to strategy

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?

## DEFINING YOUR APPROACH

# 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



Outputs



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 — **transforming**  
**education and unleashing the potential of a new**  
**generation of global citizens.**

## DEFINING YOUR APPROACH

# 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**?

*How will  
you convert  
theory into  
action?*

**GET IT RIGHT EARLY**

# Measurement and evaluation

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

**Inputs → Activities → Outputs → Outcomes → Impact**

- 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

**GET IT RIGHT EARLY**

## **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?

**GET IT RIGHT EARLY**

## **Revenue model – at start-up stage**

***How will  
you finance  
your business  
plan?***

- 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?

**GET IT RIGHT EARLY**

# **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



***What's next?***

**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

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## **HBS New Venture Competition**

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

**[www.hbs.edu/nvc](http://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](http://www.hbs.edu/nvc)