

Developing Your Social Enterprise Pitch Deck

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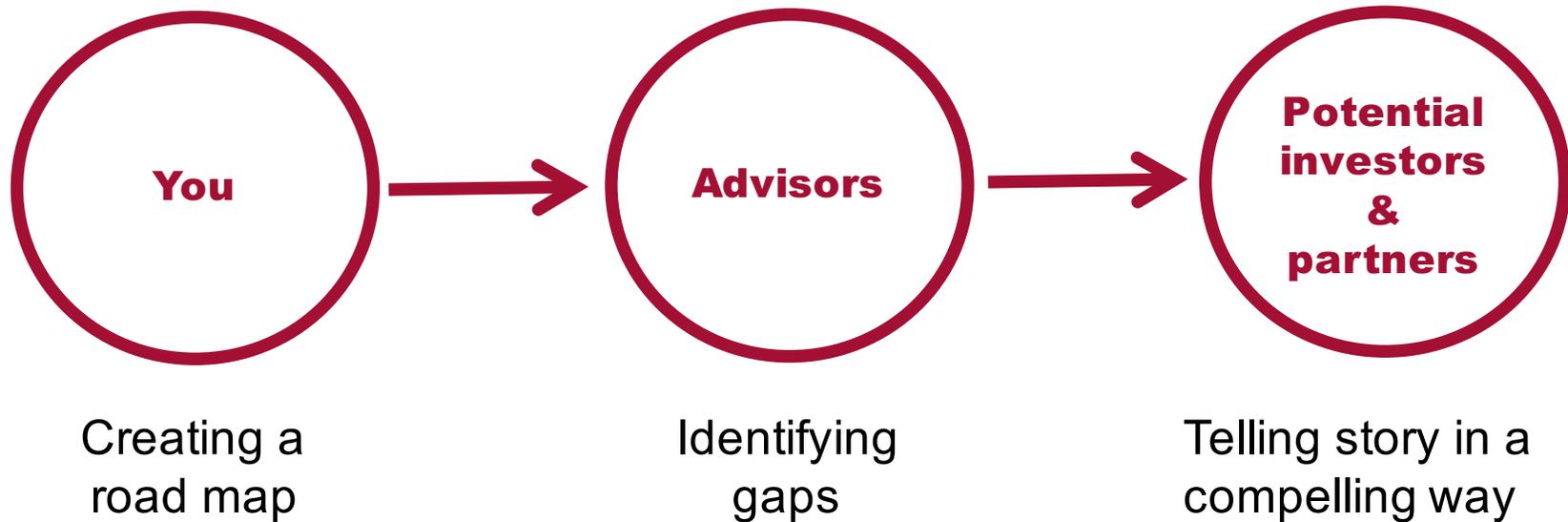
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Start with definitions

- **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?



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 *

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

* *DRK focus areas with early stage organizations*

DEFINING YOUR APPROACH

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?

DEFINING YOUR APPROACH

Competitive landscape

- 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

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.
- We're in business to save our home planet.
- Working toward a world where all farmers have big harvests & healthy families.
- Educate leaders who make a difference in the world.

DEFINING YOUR APPROACH

Theory of change

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

Global Citizen Year

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

Inputs and activities



Outputs

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.



Outcomes

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**?

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 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

WHAT'S NEXT?

Upcoming events and deadlines

Feb 25: Testing Your Social Venture: Iterating Based on Market Feedback

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

Feb 11: Business and Environment Initiative

Feb 13: Digital Initiative

Feb 20: Health Care Initiative

HBS New Venture Competition

Feb 27, 12:00 noon: Final entry deadline and exec summaries due

www.hbs.edu/nvc

WHAT'S NEXT?

Opportunity for feedback

Defining your approach *[3 min individual work; 4 min presenting/feedback each]*

- Mission
- Theory of change

Get it right early *[4 min presenting/feedback each]*

Choose an area where you would like feedback

- Leadership
- Measurement and evaluation
- Revenue model
- Messaging/communications