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?

- You
- Advisors
- Potential investors & partners

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

**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.

• 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

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?
Global Citizen Year

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

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**?
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?

How will you finance your business plan?
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

**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
- Feb 13: 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