

Corporate-Ready

How Corporations and Social Enterprises
do Business Together to Drive Impact



ACUMEN
CHANGING
THE WAY
THE WORLD
TACKLES
POVERTY



Social Entrepreneurship

Foreword

Corporations, large and small, play a key role in creating a fairer and more equal world. As expressed in SDG17, Partnerships for the Goals, all sectors need to work together on our most pressing issues for a sustainable future. Engaging with social entrepreneurs that develop scalable business models to address social challenges can accelerate those efforts.

Ingvar Kamprad, the founder of IKEA, had the vision to “create a better everyday life for the many people.” As the home furnishing company grew, a continuous development of compliance and rigorous code of conduct processes were paralleled by substantial philanthropic investments. Directly sourcing from social entrepreneurs has grown over time. From a few products produced by social entrepreneurs sold in a few countries, IKEA now has unique handmade products sold globally, and collections sold in 16 markets.

Integrating social entrepreneurs’ products and services into corporate value chains can yield more jobs and better livelihoods for marginalized groups and people from vulnerable communities. Partnering around services can also add value to customer experiences. For social entrepreneurs this can mean access to new markets, scaling up, and tapping into business knowledge and expertise.

We see much potential in such partnerships and there is still a lot to learn and share. A combination of doing business with social enterprises, corporate philanthropy, impact investment, and co-worker engagement can further leverage innovative partnerships that contribute to a positive future for both the planet and people. By supporting this research, we can better understand how corporations and social enterprises are doing business together. There are still many hurdles, but also many examples of solutions and successes. It is our hope that the insights and inspirational cases will open opportunities for many and different types of partnerships, ultimately increasing support for the people who need it the most.

*Åsa Skogström Feldt, Managing Director,
IKEA Social Entrepreneurship*

Contents

01



Executive Summary

Overview of key findings from the corporate-readiness survey and analysis.

02



Introduction

The transformational potential for social enterprise and corporate business partnerships.

03



Survey Results

Methodology and detailed findings from a survey of 150+ social enterprises.

04



Case Studies

Five deep-dive case studies showcasing corporate-ready social enterprises and their corporate business partnerships.

05



Conclusion

Three next steps to facilitate sourcing from social enterprises.

06



List of 100

100 diverse examples of social enterprises selling to corporate customers across industries and geographies.

Executive Summary

Businesses across the globe play an increasing role in contributing to — and solving — some of the most complex problems of our time. Many are making ambitious commitments to make the world fairer, more inclusive, and environmentally sustainable, and are integrating these goals into their decision-making and business operations.

One highly effective but underutilized strategy to fulfill these commitments is to source from social enterprises (SEs) that are solving significant business problems while also creating positive environmental and social impact. The benefits to businesses beyond contributing to sustainability agendas include innovative products, services, and business models, access to new markets and new customers, and more resilient supply chains, as well as brand building and the ability to attract new employees. However, there is surprisingly little information about these types of corporate and social enterprise business relationships. Do social enterprises have the ability to sell to corporations? If so, in what industries and geographies is this taking place? Are SEs effective in helping corporations meet their business as well as social impact goals, and how is this demonstrated? What are the challenges SEs face when selling to corporate customers and how are these challenges being addressed?



This research was developed under the auspices of the [World Economic Forum \(WEF\) COVID Response Alliance for Social Entrepreneurs](#) (the Alliance) — a network of over 85 corporations, investors, and intermediaries supporting the social enterprise ecosystem — to address these questions and support increased access to corporate value chains for social enterprises. Acumen and IKEA Social Entrepreneurship led the project with support from Ernst & Young (EY), 60 Decibels, and other Alliance members and key stakeholders to develop a framework to assess “corporate-readiness,” identifying what it means for a social enterprise to be ready to sell to a corporate customer. The framework highlights four key elements: a compelling solution/offer, supply and demand management, access to capital, and capabilities and skills.

Within each element of “corporate-readiness” we had hypotheses about what would matter most. For example, that access to capital would be a major prerequisite to success, or that measurable social impact would be an important differentiator for social enterprises. We tested these hypotheses via a survey to over 300 social enterprises selling to corporations.

More than 150 SEs responded to our survey. The insights we captured from this data form the backbone of this report. We also highlight 100 examples of these “Corporate-Ready Social Enterprises” to illuminate the scale and breadth of social enterprises across industries and geographies that are already selling to corporations. To provide deeper insights on how corporations and social enterprises collaborate and evolve to jointly address business needs and social impact goals, we have included five case studies representing diverse business models and geographies.



Key Findings:

1. Social enterprises in every corner of the world are ready for corporate customers.

- Social enterprises from 43 countries responded, and more than half of the respondents have been selling to corporations for more than three years.
- More than two-thirds (72%) of the respondents have five or more corporate customers.
- More than 30% of the SEs surveyed had annual revenues over \$1 million, with 50% or more of those revenues coming from corporate customers.

2. Social enterprises have significant social impact that is aligned with the SDGs.

- Seventy-five percent of the SEs surveyed tie their impact metrics to the SDGs.
- Poverty, gender equity, and decent work are the major areas of focus.
- Social impact measurement, a core tenet of SEs, provides concrete evidence of progress on key corporate social and environmental indicators.

3. Social enterprises still face challenges, but they are solvable.

- Seventy-seven percent of social enterprises have challenges related to their corporate partnerships, especially in agreeing on pricing and payment/delivery terms. Very few reported challenges related to product quality or compliance.
- Corporations are addressing barriers by paying in advance, supporting capacity building accelerators, and providing access to in-house expertise.



It is our hope that the research that follows debunks some of the common misperceptions about social enterprises and their business capacity. Even more, we hope that it begins to illuminate key insights and the path forward for social enterprises and corporations seeking to do business together, and reveals the large untapped opportunity for corporations to source from social enterprises.

Introduction

At a time when our social and environmental vulnerabilities have been laid bare, the urgency for this transformation is greater than ever.

When Carlos Ignacio Velasco and his co-founders Mayumi Ogata and Alejandro Gomez started Cacao de Colombia, they had a dream.

They wanted to make the world's best chocolate, but beyond that, they wanted to bring a message of dignity, respect for the earth, and hope for a more just future to consumers that could help change the world for the better. Their model was to fulfill both goals through deep partnership with Indigenous and rural communities in Colombia that lived in proximity to the world's finest cocoa, and who valued nature in a powerful way based on their unique experiences and ties to the land.

This partnership was a success, and Cacao de Colombia (CDC) won numerous international prizes for their high quality chocolate. Velasco secured capital from Acumen and other investors to build a factory that would allow CDC to expand production and maintain above-market prices for the cocoa they purchased from farmers. But their original dream of

transforming the cocoa industry seemed out of reach until they partnered with Crepes & Waffles, the leading restaurant chain in Colombia, to produce a new flavor of ice cream that would combine luxury chocolate with a social and environmental commitment. Through this collaboration with an international corporation, Cacao de Colombia was able to bring its product, and its message, to a much wider audience, and expand the benefits of their model to even more farmers.

Crepes & Waffles was able to boost farmers' income and communicate to their customers and employees their commitment to people and planet, and they have used the bold flavor profile of CDC's chocolate to develop new products. For Crepes & Waffles, CDC delivers value well beyond the premium price they pay for chocolate.



As corporations strive to bring their business activities into alignment with their purpose and set new commitments for operating in ways that respect human rights, promote environmental sustainability, and increase social impact, they face an enormous set of challenges. The transformation of business from a shareholder-focused model to a stakeholder model requires innovation, adaptation, and new partnerships on an unprecedented scale. At a time when our social and environmental vulnerabilities have been laid bare by the triple crises of the pandemic, climate change, and social injustice, the urgency for this transformation couldn't be greater.

In the face of this need, social enterprises have demonstrated their capacity to lead with new ideas, new business models, and new ways of operating that can accelerate the transformation required. In this report we define a social enterprise as a revenue-generating business with a social purpose at its core that is designed to scale and achieve financial sustainability. Through this research, we delve into what happens when corporations and social enterprises do business together — when corporations use their spending, or procurement, to purchase goods or services from social enterprises. Alongside other ways that corporations are supporting the social entrepreneurship movement, including corporate philanthropy and employee engagement, this research shows the breadth of alignment and impact possible, and the tremendous potential for scale with an estimated **\$13 trillion annual global procurement spend**.

The movement for using purchasing to drive impact is becoming increasingly visible in leading global companies, as demonstrated by **SAP's 5 & 5 by '25 initiative**, which aims to reach 5% of annual addressable procurement spend with social enterprises and with diverse businesses by 2025, and **Unilever's commitment to spend \$2 billion annually** with diverse suppliers and underrepresented groups by 2025. Corporations are increasingly seeing their spend as a way to achieve impact, sustainability, and inclusivity goals.

Through the sourcing of raw materials, manufactured products, and business services ranging from technology to workforce development to renewable energy, corporations are discovering new ways to achieve their business, social, and environmental goals by sourcing from social enterprises. Whether through new efforts to “buy social” or diversify supply chains, corporations can look to social enterprises to achieve their goals while prioritizing impact for vulnerable and marginalized people. Social enterprises are demonstrating their readiness to meet corporate business needs as allies in corporate transformation, having achieved the scale, access to capital, and capabilities to provide high-quality and impactful products and services.

Yet, despite the strategic value and enormous impact and business opportunity represented by these kinds of business partnerships, there are still far too few examples of this approach. This report aims to change that. In the pages that follow, we hope to illuminate the enormous potential for transformative impact by directing corporate spend towards social enterprises.



**This is only the beginning,
and the future depends on what
we do with this moment.**

Methodology & Survey Results

Our research findings clearly show that social enterprises are not only ready to do business with corporations, but that successful business partnerships are already in place.

Methodology

To launch this research, we first developed a corporate-readiness framework (see page 101). The process to develop the framework was inclusive and thorough, and underpins the content in the corporate-readiness survey, which informed the insights in this report.

To build the framework, Acumen and longtime partner EY conducted 20 interviews with leading organizations: six corporations, seven social enterprises, and seven intermediaries (see page 102). During this process we ran various consultative workshops to solicit feedback on the framework, one with 30+ WEF Alliance members and other key stakeholders via the Alliance, and another with social enterprises during a session at Catalyst 2030's Catalyzing Change Week.

The 20 interviews, coupled with this widely consultative process, enabled Acumen to develop a framework highlighting four key elements to being “corporate-ready:”

- ➔ A compelling solution/offer
- ➔ Supply and demand management
- ➔ Access to capital
- ➔ Capabilities and skills

Based on the framework, Acumen then worked with 60 Decibels, a social impact measurement company with deep expertise working with social enterprises, to build the corporate-readiness survey.



Alliance members nominated social enterprises to take the survey, and this resulted in more than 300 social enterprise nominees. Our goal was to learn more about social enterprises doing business with corporations, so that was an explicit requirement for nominations. As a result, this research does not explain how many social enterprises are corporate-ready, but rather what we can learn about those that are selling to corporations, and what factors may influence their varying levels of success or commercial scale. The results of this survey are not a representative sample of the larger social enterprise community, as only those SEs actively selling to corporations were nominated.

The survey consisted of five distinct sections, each targeting characteristics identified in the corporate-ready

framework as important. These five survey sections were:

- ➔ Social enterprise data: size, location, and industry
- ➔ Social impact
- ➔ Working with corporate customers
- ➔ Supply and demand management
- ➔ Current capabilities

Out of 300+ social enterprise nominations from 85 distinct nominators, 160 enterprises completed the survey, yielding an over 50% survey response rate. The survey results were analyzed by our team and serve as the basis of our insights in this report.

New and Unexpected Findings

Our research findings clearly show that social enterprises (SEs) are not only ready to do business with corporations, but that there are many successful business partnerships already in place. These partnerships span a broad range of geographies and industries, addressing business needs including workforce training, commodity supply, agricultural inputs, environmental sustainability, and IT services, among others. These business partnerships are doing more than addressing a business need, they are creating positive and measurable social impact.

More than half of the enterprises surveyed have been selling to corporations for more than 3 years, and most in that group, 72%, already have five or more corporate customers. This demonstrates the value that social enterprises are delivering to their corporate customers, and our research shows that the social enterprises are benefitting from these partnerships as well. More than 75% of SEs surveyed state that corporations were important to their growth and profitability, and every social enterprise reported that selling to corporations strengthened their business overall.

Our survey also showed that the perceived difficulties of partnering may be more fiction than fact, as issues around cash flow, order variability, and product quality — often cited in discussions about the limitations of sourcing from social enterprises — did not come up in our survey results as major challenges. Another myth debunked through this research is that SEs are too small to be viable suppliers. Nine percent of the SEs surveyed had over 100 employees, while 50% had less than 20 employees. However size was not an indicator for success in doing business with corporations. Among SEs with fewer than 20 employees, 72% had five or more corporate customers and 60% earned a majority of their revenues from corporate customers. The enterprises surveyed still face challenges but many of those challenges are being overcome through creative efforts by corporations and intermediaries, as described below.

In summary, our survey data revealed three key insights:

1

Social enterprises across regions and industries are ready to do business with corporations

2

They deliver on social impact; and

3

The barriers and challenges SEs face can be overcome.



1

Social Enterprises are Ready for Corporate Customers

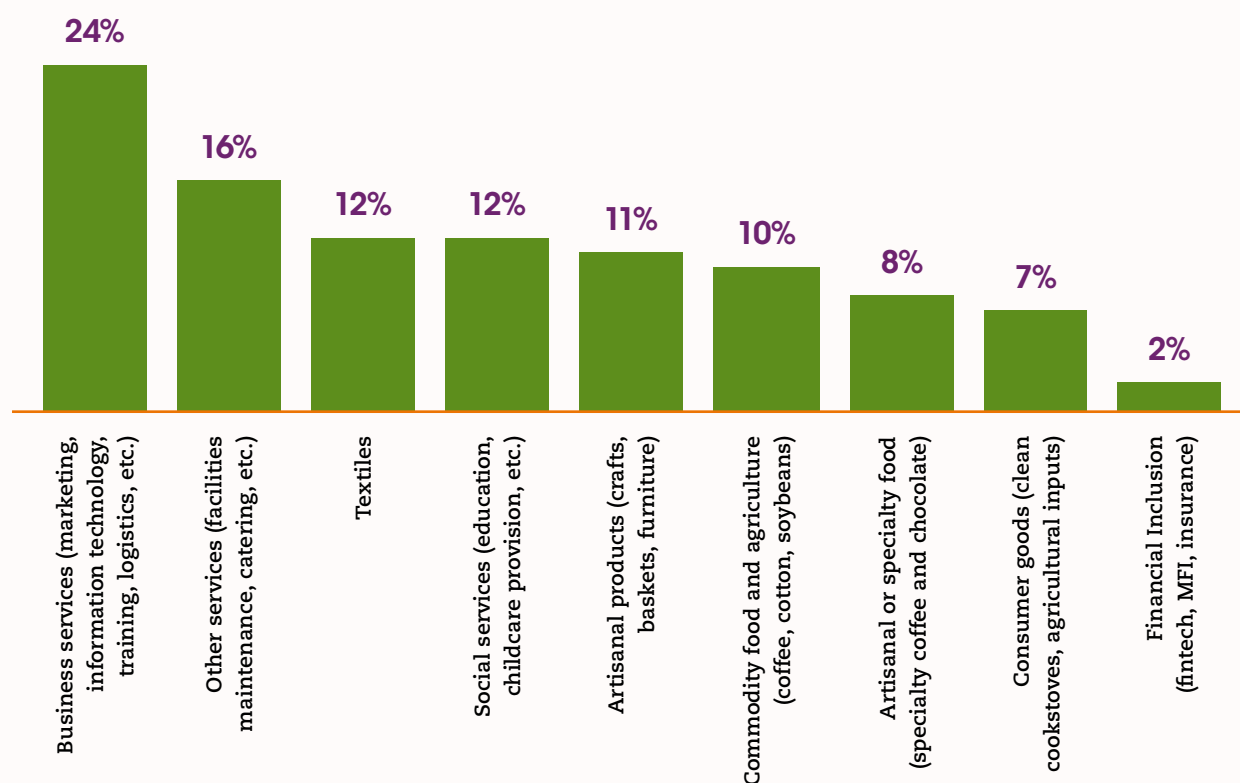
Significant business between SEs and corporations is already taking place, and in many cases has been for years. Fifty-two percent of respondents already earn more than half their revenues from corporate customers and 77% strongly agreed that corporate customers are important to their current profitability. Even more SEs, 91%, expect this to be true in the future.



Strength in Diversity

What is exciting about these results is that this level of success and interest in expanded engagement with corporations is not limited to a few regions or industries. Business and other services, particularly workforce development, are getting more traction with corporations than commodities and manufactured products. However, what stands out is the wide array of industries represented. The financial inclusion sector had the fewest respondents, at 2%, which was not surprising given that most SEs in this sector tend to target individuals, not corporations. Survey respondents came from more than 43 countries and every corner of the globe. Due to the relative maturity of the social enterprise ecosystem in certain regions, it was not surprising to see the largest number of respondents coming from Europe (26), India (24), and the United States (25).

Survey Respondents by Sector



Poised for Growth

In addition to the diverse business models reflected in the survey, the enterprises surveyed shared that they are able to adapt to customer needs and growth opportunities. When asked how they would respond to an order twice as large as their current monthly orders, 60% stated they would take the order but negotiate on timing, 13% said they would take it no questions asked, and only 3% would decline. The SEs surveyed have confidence in their abilities, not only to deliver on larger orders, but also to secure corporate contracts in the first place. Three out of four consider their corporate sales teams to be very capable, with 60% self-reporting to be strong or very strong in negotiating pricing and delivery.

Contrary to a common perception that social enterprises are strapped for cash, cash flow was generally not a significant barrier for 80% of those surveyed, and the majority of SEs offer their customers payment within 30 days with more than 41% of respondents requiring no, or minimal, upfront payment. Sixty-seven percent also have export capability, enabling them to tap into international markets and diversify their customer base.

Certified Impact

More than 50% of SEs surveyed have third-party certifications from a variety of local and international organizations, including the World Fair Trade Organization, International Organization for Standardization, B-Corps, and the Global Organic Textile Standard.

The vast majority of SEs (87%) found their social impact orientation important when negotiating corporate partnerships, as emphasized by the quote below. While this orientation differentiates them from other suppliers, all case study interviewees emphasized that social impact can open doors, but enterprises need to quickly demonstrate how they can solve problems and produce meaningful business outcomes.

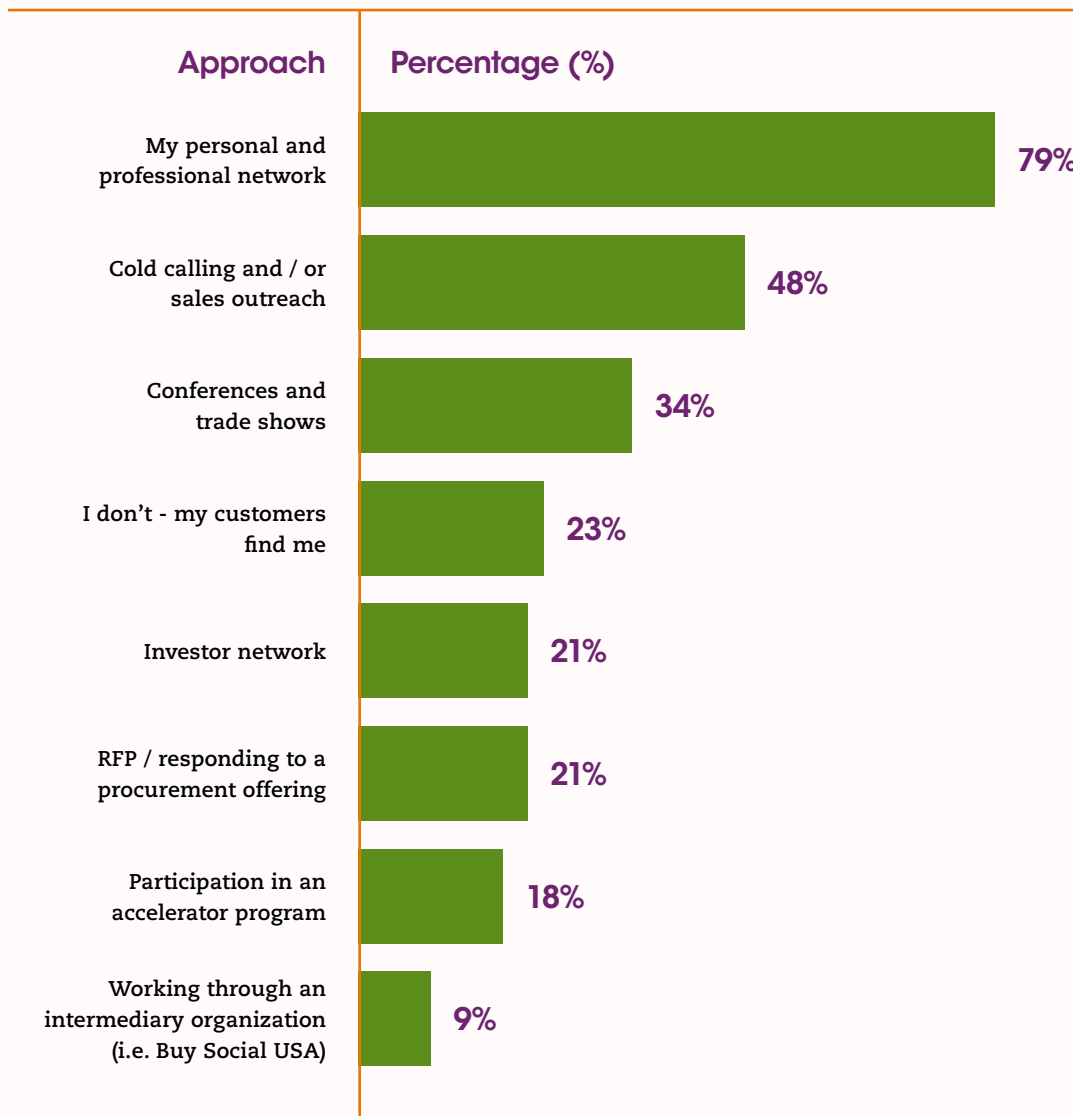
We focus on a fully traceable supply chain with high social and environmental impact. By combining this with rigorous attention to quality and risk management, we can offer ingredients that can compete with other businesses that do not have impact at their heart.

— Nick Salter, Co Founder, Aduna Ltd., U.K.

Identifying Corporate Customers

Social enterprises use a variety of approaches to identify potential corporate customers, with 79% stating that personal and professional networks were among their top three. This strongly indicates the importance of “network building” as a tool to enhance corporate sales (read more about this in “Accelerators and Capacity Building Programs” below). Notably, only 21% of SEs reported that new customers come from responding to RFPs or procurement offerings, implying there may be untapped opportunity for corporations to be more proactive in including social enterprises in their RFP processes, or in considering how RFPs may unintentionally exclude SEs.

How SEs Identify Corporate Customers

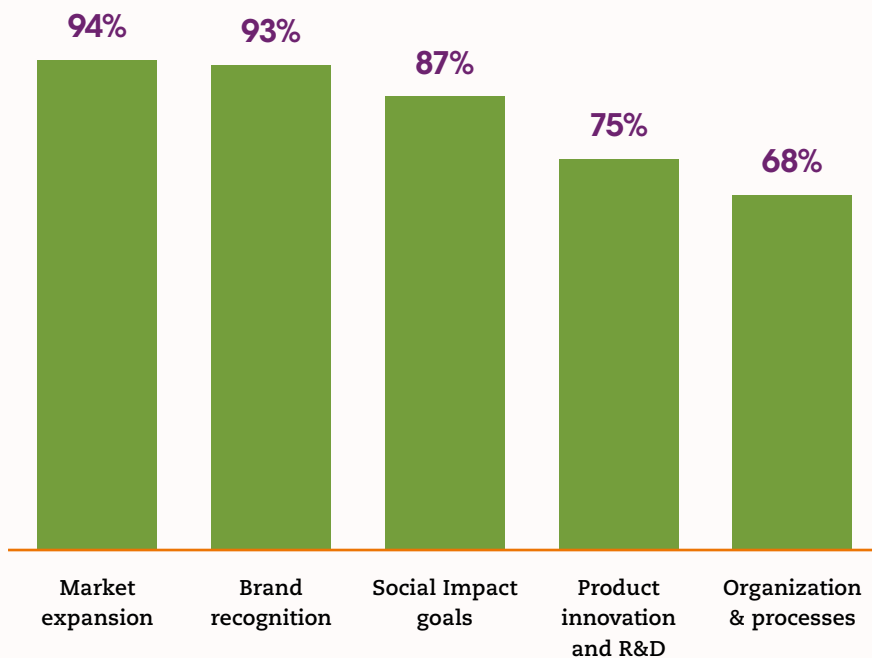


Growing Stronger Through Corporate Partnerships

Respondents reported that having corporate customers strengthened their overall businesses in several areas, especially in brand recognition and market expansion, a key point also made by the entrepreneurs interviewed for the case studies. For Kuli Kuli ([see page 39](#)), their early relationship selling to Whole Foods gave them the credibility and experience to sell to other large brands in the U.S. food industry.

The data also showed that brand recognition, market expansion, and sales and communication were enhanced for social enterprises with five or more corporate customers. Having corporate customers had the least impact on strengthening SEs organization and processes.

Area of Strengthening





2

Social Enterprises Deliver Concrete and Measurable Progress on Corporate Sustainability Targets

There is growing recognition that [corporations must play their part](#) in addressing global social and environmental challenges, whether related to COVID response and recovery, addressing social and racial injustice and inequality, or the urgency of the growing climate crisis. Social enterprises are proactively tackling these issues and can help corporations meet their commitments and align with their operations with their values..

One indicator of this shift in corporate behavior is the increased focus on the U.N. Sustainable Development Goals. There are numerous benefits to corporations that align their impact with the Sustainable Development Goals (SDGs), documented by the [U.N. Global Compact](#) and companies such as [Ernst & Young](#). In a [2021 study](#) by the World Economic Forum (WEF) of 8,550 companies in the MSCI All Country World Index, however, the WEF found that only 38% were aligned with the SDGs and 55% were misaligned or neutral. Without both alignment around the goals and concrete progress on outcomes by global corporations, achievement of the SDGs will remain out of reach.

Social enterprises are designed with social and environmental purpose at their core, and have significant and measurable social impact. In fact, 75% of the SEs surveyed tie their impact metrics to the SDGs. Below is a list of the Sustainable Development Goals along with the percentage of surveyed social enterprises that focus on that SDG.

SDGs Targeted by Respondents



Measuring Impact

Our survey showed that among the SEs that participated, poverty, gender equity, and decent work are the top areas of focus. This suggests that for corporations who see living wages, the dignity of work, and the inclusion of women, vulnerable people, and the poor as core to their own social impact commitments, there can be a strong overlap with SE suppliers. At the same time, the survey revealed that there is a wide range of issues that SEs tackle, including disability inclusion, environmental sustainability, health, nutrition, and access to safe drinking water. Corporations can be targeted in finding SE partners or suppliers that align with their specific social impact goals. This then points to the need for impact measurement, since beyond alignment of values, many corporations seek to demonstrate concrete progress on the targets and goals they have committed to, and **many struggle to do so**.

Social impact measurement is not only a critical indicator of SE success, but can also provide concrete evidence of progress on key corporate social and environmental indicators. One-third of the surveyed SEs measure their impact every year, with more than half measuring impact more frequently. Seventy-nine percent of the enterprises have a mix of quantitative and qualitative evidence of their impact, while 36% have third-party quantifiable evidence (e.g. a research study).

Serving Target Populations

Corporations can identify social enterprise suppliers with complementary social impact goals by looking at who is served by social enterprises. Ninety-four percent of the SEs we surveyed directly benefit vulnerable or marginalized populations, with 82% focusing on low-income populations, and many serving rural workers and rural populations. Other target beneficiaries include youth (41%), minorities (29%), informal and precarious workers (29%), children (28%), and people with disabilities (24%), among others.

Our survey did not investigate awareness among corporations regarding how SEs can contribute to their sustainability goals. Among the case study interviews, however, four of the five social enterprises noted that outside of the early phases of developing their corporate partnerships, corporations rarely asked for ongoing data about social impact. This may be a missed opportunity for corporations to not only fully understand the social impact created by their SE suppliers and how this ties to their sustainability, inclusivity, and social impact goals, but it may also impact overall corporate success. When CEOs were asked to rate their most important measure of success in 2019, Deloitte Consulting LLP found that the number one issue they cited was **“impact on society,”** including income inequality, diversity, and the environment.



3

Barriers Remain, But Are Solvable

Despite the many successful business partnerships between corporations and social enterprises, several barriers were mentioned repeatedly in the survey and case study interviews. Seventy-seven percent of social enterprises have challenges related to their corporate partnerships, and were asked to choose from the following choices:

1. Agreeing on pricing;
2. Payment terms and timing;
3. Order volume;
4. Overall communication;
5. Variability of orders;
6. Agreeing on delivery timing;
7. Mission alignment;
8. Product/service quality;
9. Compliance; and
10. Management of sub-suppliers.

Agreeing on pricing and payment terms, and the time it takes to secure corporate contracts, were cited as the top two challenges. Very few reported challenges relating to product and service quality or compliance. Below are details on the challenges most widely reported, along with solutions to address these barriers. We also highlight the potential role accelerators, capacity building programs, and access to investor support can play in driving more corporate and social enterprise business partnerships.

Pricing

Agreeing on pricing is a challenge for almost half (47%) of the survey respondents, and it was the biggest barrier for the 22% of SE respondents who set their pricing to provide a living wage for employees and producers. This challenge is most prevalent in artisanal products (64%) and textiles (39%) and implies that organizations making purchases based primarily on price may miss opportunities for embedding social and environmental impact into their supply chain. This also suggests that corporations may need to change how purchasing teams in the artisanal products and textiles sectors are incentivized if they intend to embed social impact into purchasing decisions.

This likely also reflectreflects that most of the social enterprises in our survey focus their impact on those who have often been excluded — women, the poor, and other vulnerable persons — as core to meeting their missions. These people may be more difficult to reach and may also need more support to develop new skills as they enter the formal workforce. These accommodations, designed to include the excluded, can sometimes translate into higher prices.



“For Azahar, understanding buyers’ pricing requirements — and making sure we fairly compensate our suppliers is critical. When pricing demands are too low for us to meet our producer income goals, we will try to identify a niche supply need (e.g. for a specific product category), and build a business relationship based on that need. At the same time, we try our best to convince them to work towards sustainable pricing in their other product categories.”

— Tyler Youngblood, CEO, Azahar Coffee, Colombia.

Cash Flow and Increasing Production

As noted above, more than half of surveyed SEs stated that cash flow is not a barrier to their corporate partnerships. However, 7% said it was an extreme barrier and another 14% noted it as a moderate barrier. Sector differences were quite apparent, with the greatest cash flow challenges reported by commodity food and agriculture suppliers (60%) and artisanal products suppliers (31%). SEs in South Asia tended to have the most challenges overall with cash flow, while the U.K., followed closely by the Netherlands and the U.S., reported the least challenges. Many financial services (100%) and social services (78%) reported no cash flow challenges.

Of the surveyed SEs who would take an order twice the size of their normal order, 69% would need to make additional investments to fulfill the order, with small enterprises needing to invest at somewhat higher rates than large enterprises. Overall, 74% of SE respondents would invest in hiring staff, 51% in supplies and inputs, and 41% in improving employee capacity. To finance these investments 29% had the funds already in the bank, 26% would take out a loan, and most telling, 30% would seek to get an advance from their corporate customer.

If more corporations are willing to make advance payments, this will likely increase the number of social enterprises able to supply to them. As noted in the case study on Promethean Power, a thermal-energy-powered agriculture technology company in India, corporations can also benefit by making advance payments and may be able to negotiate lower prices in exchange for pre-financing. Beyond payment terms, grants and loans may also be needed to help some companies take on new growth opportunities that come with corporate contracts. Business development support in areas like marketing, product development, and operations can also complement financial support.

Managing Communication and Lead Times With Corporate Customers

Twenty-three percent of SEs noted communication — clarity and frequency — to be a challenge in working with their corporate customers. Some SEs pointed to the costs they incur when corporate customers ask for multiple proposals or prototypes without providing clarity on timing and decision-making criteria.

SEs are often thinly resourced so understanding processes and timelines early on would help them better allocate resources and/or negotiate with customers. Having a single point of contact within a corporation could also help social enterprises more easily get the information they need and solve problems more quickly.

“Before starting a negotiation with corporations, we make sure that they have a true interest in supporting social entrepreneurs to grow and enter into win-win deals, where both parties benefit and that they are aware of our effort and interest in continuous improvement,”

— Valery Zevallos, CEO, Ethical Textile S.A.C, Peru



“Small businesses are fairly straightforward. The complexity and hurdles come when working with larger corporates who are policy and rules rich. By working together in partnership, we can develop solutions that create long-term sustainable impact for both producers and buyers,”

— Nick Salter, Co Founder, Aduna Ingredients, U.K.

The Role of Accelerators and Capacity Building Programs

One clear path for SEs to overcome the barriers cited above is participation in accelerators and capacity building programs. A majority of the survey respondents (58%) participated in a social enterprise impact accelerator prior to securing their first corporate customer, with 91% finding participation important to their corporate-readiness. Seventy-nine percent of SEs surveyed noted that partnering leads came through connections and accelerators and can be very valuable in building networks, especially if this is a particular emphasis of the program.

As further detailed in the case study, Green Mining, a waste management social enterprise in Brazil, credits AB InBev's 100+ Accelerator Program with "moving their idea from paper to implementation" and finding their first corporate customer. Launched in 2018 by AB InBev, the 100+ Accelerator initially focused on meeting AB InBev's aggressive sustainability goals and their realization that they needed outside experience, technology, and innovation to do so. In its first two years, the program **has accelerated 36 companies in 16 countries**. In 2021, the Coca-Cola Company, Colgate-Palmolive Company, and Unilever joined the 100+ Accelerator. In addition to funding, these corporations provide hands-on support to startups by assigning dedicated teams to help test their solutions in a large global supply chain. Finding early opportunities to test is of immense benefit to making sure the product or service

works and that it meets the needs of potential corporate customers.

Accelerators like AB InBev's 100+ play an increasingly important role in building the ecosystem of social enterprises that are ready to sell to corporations. While each accelerator may differ in its objectives and who it targets, evidence **in the GALI report** points to the importance of tailored support, peer learning, and localization of service models as key factors for success. Interestingly, only 18% of those surveyed indicated that accelerators were in their top sources for corporate customer leads, which may imply that social enterprise accelerators need to more strongly emphasize network building in their programming.

In addition to supporting social enterprises through accelerators, corporations can engage social enterprises directly. IKEA, for instance, concentrates their social impact efforts through **IKEA Social Entrepreneurship**, which contributes to positive social impact with a focus on inclusion, equality and livelihoods. By sourcing from companies like the Jordan River Foundation (see case study) and other social enterprises, IKEA creates livelihoods for marginalized groups and women in vulnerable communities, while creating products for IKEA. IKEA assists these enterprises directly with know-how around planning, scale, and compliance with IKEA standards.

Access to Capital

While cash flow was not a major barrier for most SEs surveyed, responses to the survey did show that , alongside corporate customers, investors play a key role for many social enterprises in supporting their business growth and overcoming the challenges faced by startups. In addition to providing funding, investors serve as mentors and board members, and often have strong networks to tap into. Thirty-nine percent of the SEs in our survey received outside investment, with 65% of these SEs raising over \$250,000 and 17% raising over \$2 million.

Inclusively, a social enterprise profiled in the case studies, has attracted investment from traditional venture capital firms as well as from impact investors. Having investors with differing backgrounds and networks has helped Inclusively in their mission to increase economic equality for people who are disabled by strengthening Inclusively's contacts both among corporations committed to inclusive hiring practices and within other mission-based organizations that support differently-abled job seekers.

To build a name in the market it is important to have people or organizations that already have a good reputation to vouch for you. Our investor network played an important role in landing our first big corporate customers, which in turn began to build our own credibility. Thereafter potential deals started rolling in.

— Elina Bazinas, Head of Business Development/Partner, 100 Mentors, Greece

Kellogg's chose to support social enterprises with access to capital through their venture investment arm, [eighteen94](#), launched to invest in companies "pursuing next-generation innovation" to give Kellogg's access to "cutting edge ideas and trends." Kuli Kuli (see further details in case study) was [eighteen94](#)'s first investee, and their funding enabled Kuli Kuli to bring moringa products to a much wider audience and triple its distribution to 6,000 stores nationwide.



Summary: The Untapped Opportunity

The data that emerged from this unprecedented study confirmed what many enterprises and corporations are already experiencing — that there is an untapped opportunity for corporations and social enterprises to work together to achieve both business and social impact goals. It also revealed rich details about the ways that social enterprises have positioned themselves to serve as valued suppliers and the ways they are delivering large scale and concrete social impact.

The following case studies explore the themes seen in our survey data in greater depth, and underscore both the opportunities and challenges faced by social enterprises working with corporations.

Case Studies

01



Kuli Kuli

A sustainable superfood snack company selling to Whole Foods and other large retailers.

02



Green Mining

A Brazilian waste management company helping AB InBev achieve their circular packaging goals.

03



Jordan River Foundation

A social enterprise producing handicrafts made specifically for IKEA Range and Supply.

04



Inclusively

A technology-centred inclusion solution and employment platform for job seekers with disabilities.

05



Promethean Power

Energy storage systems enabling a cold chain for dairy in developing countries.

Diving Deeper

The following case studies share the stories of five enterprises that have navigated the journey of selling to corporate customers. The case studies detail how these enterprises have been creative in addressing the needs of their corporate customers, and how the corporations have supported or accompanied their growth and scale. When paired with the survey insights, these case studies show diverse pathways to navigating corporate business partnerships, as well as these partnerships' unique ability to deliver against corporate business, impact, and sustainability goals.

Kuli Kuli



**Improving Nutrition, Building
a Business, & Sustaining Farmers**

Nutrition with Impact

As a Peace Corps volunteer in Niger, working with rural farmers, Lisa Curtis discovered moringa and its unique nutritional properties. Today, as CEO and Founder of Kuli Kuli, she continues to improve health, livelihoods, and environmental sustainability by selling moringa-based snacks and drink powders in over 11,000 stores across the U.S. Kuli Kuli sources primarily from women smallholder farmers in 13 countries, collaborating closely with them to enhance soil quality, harvesting practices, and processing procedures to ensure quality. By providing ongoing technical assistance and guaranteeing purchase at above-market prices, Kuli Kuli unlocks the power of the U.S. market for thousands of low-income farmers around the world, and also promotes local consumption in the communities where moringa is grown. To date, Kuli Kuli has planted over [24.6 million](#) moringa trees and partnered with over 3,200 farmers, providing more than \$5.2 million in income to small family farms. Also, Kuli Kuli's Pure Moringa line uses pouches made from recycled materials, saving the equivalent of an estimated [40,000 plastic bottles](#) per year.

Executives at Whole Foods were introduced to Curtis through one of her advisors, and immediately saw the potential in Kuli Kuli's approach. They worked together to develop and introduce the Moringa Wellness Shot. Whole Foods helped Kuli Kuli with market and product advice and flavor testing and, in exchange for a short period of sales exclusivity, offered Kuli Kuli financing to produce their first products, waiving some of their typical promotional fees.

“We would not be where we are today without our corporate partners,”

**Lisa Curtis, CEO and Founder,
Kuli Kuli.**

Kellogg's was the next big company that helped Kuli Kuli grow and led their Series A investment. Even though Kellogg's does not currently use moringa in their own products, their Venture Funds Managing Director Simon Burton said, “There's a lot of potential here, whether it's the nutrition or the superfood angle, for moringa and Kuli Kuli to scale. We're seeing trends that look like what we saw with quinoa ten years ago.” In one of their first meetings together, the Kellogg's CEO spent over an hour with Kuli Kuli to learn from them and to share the importance to Kellogg's of food sustainability, supply chain transparency, and plant-based foods. Kellogg's was also instrumental in introducing Kuli Kuli to several large buyers, and helped prepare the Kuli Kuli team for negotiating pricing and store placement terms with them. Kellogg's also has a business group focused solely on product promotion that advises Kuli Kuli as needed. According to Burton, Kuli Kuli “has served as a model for how large companies can partner with startups to the benefit of both.”

Kuli Kuli's most valued relationships have been with large corporations like Whole Foods, Kellogg's, Walmart, and CVS, who want to introduce sustainable products into their supply chains. They realize not only the benefit to their sales, but also the value of media attention, the positive impact of sustainability and supply chain transparency, and alignment of purpose with employees and future hires. These large companies also have thousands of retail outlets and can easily take products nationwide as Whole Foods did in Kuli Kuli's early days, moving almost overnight from carrying their products in just dozens of stores to over 2,500 Whole Foods stores around the country.

Not only is moringa a [storehouse of nutrients](#) and an income generator, it can also play a role in [combating climate change](#). The moringa tree captures carbon at a rate 20 times higher than typical vegetation. Moringa is also drought resistant, helps prevent soil erosion, and the seeds can be used to purify water.



The Path to Success

Kuli Kuli's network played a critical role in their success. Their introduction to Whole Foods came via an advisor, a pitch presentation at a Food Association event led to conversations with Kellogg's whose investment made it easier to raise Series B funding, and both of these opportunities led to future introductions to Walmart and CVS. Most importantly, though, Kuli Kuli's products generated media and consumers responded to the product, leading to strong sales.

Kuli Kuli has invested heavily in developing transparent supply chains along with proprietary processing methods to ensure the moringa powder they produce is of the highest quality. Younger consumers, especially Gen-Zers and Millennials, [favor products](#) that are environmentally sustainable and, like Kuli Kuli's offerings, are Fair Trade Certified. The consumer products companies they sell to benefit from this transparency both in attracting new consumers and by ensuring that their supply chain is free of child or forced labor.

Kuli Kuli has remained committed to their mission and repeatedly emphasized this to their funders, even converting from a C-Corp (an incorporating structure that generally requires prioritizing shareholder value and profit maximization) to a Benefit Corporation (an incorporating structure that requires consideration of the social and environmental impact of their decisions on workers, customers, the environment, and communities as much as shareholders) at the beginning of their fundraising journey. This decision caused some potential investors, who were most interested in profit maximization, to drop out, but Kellogg's, who sensed a potential whole new product category and pathway to move deeper into nutritious foods, stayed with them.



Ongoing Challenges

Though Kuli Kuli has raised over \$10 million in investment funds they saw little interest from the impact investment community until Kuli Kuli revenues surpassed \$1 million. Many potential impact investors shied away, expressing concerns that Kuli Kuli had no physical operations where they sourced. They were also generally uncomfortable investing in an early-stage start up. Kuli Kuli's last investment round was led by Griffith Foods, a purpose-driven company with a clear triple bottom line commitment. Griffith also has a strong team of food scientists and chefs that have helped Kuli Kuli further refine their products.

While many corporations do prioritize purchasing from women-owned firms, Curtis noted that they often passed Kuli Kuli by. As Curtis has taken on new investors — many of whom are male — and shared equity with them, Kuli Kuli is no longer majority owned by women, although it is still women-led. This definition of equity by ownership causes some buyers to miss the opportunity to partner with this pioneering women-founded and run enterprise that also sources primarily from women-owned farms.

“I think if you had told me three years ago that our biggest investor and best supporter is going to be the maker of Pop-Tarts, I’d say, ‘You’re crazy. Why would they invest in us?’ We found them to be unbelievably helpful, mission-driven... They really care about what we’re doing and go above and beyond constantly to help us make it happen. They’ve been so great to work with,”

— Lisa Curtis, CEO and Founder, Kuli Kuli.

Introduction

Survey Results

Key Takeaways

Kuli Kuli has brought a new niche product to market, creating revenue for their corporate partners, and sustainable livelihoods for their suppliers, delivering meaningful and measurable social impact. They are a strong example of how a very small social enterprise can create traction with a new product category, and experience phenomenal growth by partnering with large corporations. In fact, in 2018, Kuli Kuli, shortly after receiving investment from Kellogg’s, was named by Inc. as one the [fastest-growing](#) food and beverage businesses, posting three-year growth of 820% and generating revenue of \$4.5 million in 2018.

Kuli Kuli’s market growth went hand in hand with their credibility growth, and once they landed a major deal with Whole Foods, Kellogg’s saw their potential and connected Kuli Kuli to Walmart, CVS, and other large retailers, finally leading to additional

investment both by Kellogg’s and Griffith Foods.

For corporations looking for deep impact through food and agriculture sourcing, Kuli Kuli and other SEs in this sector can offer significant value through premium products that center their success on the livelihoods of smallholder farmers and producers, often based in low-income countries. Specialty cocoa, coffee, and a growing number of products like coconut and palm oil can be sourced in ways that transform lives, and social enterprises are at the forefront of this effort. The example of Kuli Kuli and the many specialty food companies identified in the list of 100 Corporate-Ready Social Enterprises demonstrate the ways that corporations and social enterprises can make food and agriculture a driver of impact, sustainability, and profit.

Case Studies

Conclusion

List of 100

Green Mining



**Bringing Post Consumer
Packaging and Traceability Into
Corporate Supply Chains**

Trash or Treasure

As a consultant on waste disposal engineering in Brazil, Rodrigo Oliveira had a growing sense of worry. Over and over he saw municipal recycling programs recycling only 2% of their waste, and landfills reaching capacity. The only recycling seemed to be done informally as trash pickers with no other options rummaged through garbage piles to find anything that could be resold.

Rodrigo was familiar with urban mining — the recovery of raw materials from spent products, buildings, and waste — and set out to apply this in Brazil. Not only does urban mining help reduce the mountains of waste and rampant pollution of the land, it is also an environmentally friendly way of acquiring rare and expensive raw materials that would normally have to be mined. Rodrigo, along with his co-founders Adriano Leite and Leandro Metropolo, Green Mining was built to efficiently retrieve post-consumer packaging and bring it back into the production cycle while offering dignified employment to former waste pickers.

“We’ve been able to show that it was possible to introduce sustainable operations in the core business, be affordable, and reduce production costs,”

Rodrigo Oliveira, CEO and Co-founder, Green Mining.



Around the same time, AB InBev, the world's largest beer brewer by both volume and revenue, announced their increasing [commitment](#) to environmental and social impact and transparency across their value chain. In 2018 they launched a sustainability accelerator for startups focused on solving the challenges that will help AB InBev achieve their 2025 sustainability goals, including the promise to sell 100% of their product in packaging that is returnable or made from majority recycled content.

Green Mining was selected as one of the accelerator's startups and just happened to be near one of ABI's four global glass factories. Green Mining's Intelligent Reverse Logistics software uses sales data to locate areas where significant post-consumer waste — such as beer bottles — is being generated (typically areas with a high density of bars and restaurants). Depending on volume, they next set up a collection hub and employ waste collectors to bring the waste to the hub, that was sorted at the source. "As the system tracks every movement

from the bar to the recycling plant, we are able to [certify] this reverse logistic supported by blockchain technology and with end-to-end compliance," Rodrigo explains.

Green Mining has enabled AB InBev to achieve their circular packaging goals, increase transparency in their supply chain, and demonstrate compliance with Brazil's environmental regulations. For Green Mining, piloting with AB InBev through the accelerator allowed the founding trio's idea to "be taken [off] of the paper and become real," Rodrigo says. "We've been able to show that it was possible to introduce sustainable operations in the core business, be affordable, and reduce production costs."

From their first pilot in 2018 with AB InBev, until the time of this writing, Green Mining has collected over 2 million kilograms of trash for reuse and kept 330,000 kilograms of CO2 from being emitted into the atmosphere. They currently serve over two dozen corporate clients with operations in Brazil, and are exploring expansion into Europe.

The Path to Success

“If you want to sell to corporations, indeed to any customer, you have to understand their pain and offer a long-term solution. You have two ears and only one mouth, so be sure to listen twice as much as you speak.”

Rodrigo Oliveira, CEO, Green Mining

Green Mining’s success in working with corporations was no accident, and was instead the product of their carefully honed capabilities and strategic value to corporations.

Industry Expertise

Before becoming an environmental consultant, Rodrigo worked for several large consumer products firms including Natura and Unilever, and deeply understood not only the challenges of managing waste, but also the constraints and decision-making processes of potential clients. Many social enterprises are founded by or build talent by attracting seasoned corporate employees that can navigate between larger companies and smaller, more entrepreneurial social enterprises.

Corporate Acceleration

Attending the AB InBev accelerator program (100+ Accelerator) was critical in moving from a startup with great ideas to pilot testing and commercial launch. The 100+ Accelerator offered funding, skill development, and deep engagement by ABInBev staff collaborating to assist and become their first paying customer. This relationship continues to be strong, and as testament AB InBev continues to meet their service purchasing commitment and ensure that none of Green Mining’s employees — many former waste pickers — lose their jobs, despite the slowdown in recyclables supply caused by the COVID-19 pandemic.

Social Impact

The impact of Green Mining’s operations both on waste and livelihoods is — like 75% of survey respondents — tied to the Sustainable Development Goals (SDGs). Green Mining, like half of our survey respondents, tracks their impact against the SDGs more than once a year. The focus on social impact and supply chain transparency is of [growing importance to business leaders](#), especially in the face of evidence that the informal waste sector often includes children.



Ongoing Challenges

Green Mining's biggest challenges relate to growing the market for urban mining as many corporations are unaware of the benefits of urban mining and recyclables and the human toll of waste picking. Green Mining takes a three pronged approach to raising awareness among corporations:

1. Getting corporate commitment to using easily recyclable materials;
2. Highlighting the legal and reputational risks inherent in non-traceable materials; and
3. Ensuring that Green Mining's offerings increase supply chain efficiencies and meet their clients' needs.

Key Takeaways

Much of Brazil's recycling industry relies not only on waste pickers, but also on a series of middlemen that cut into the earnings of the pickers. By working directly with corporations, Green Mining shortens the recovery chain, ensures that it is transparent, and provides a much higher salary to the waste pickers that work for them. Although formalizing waste collection may actually decrease jobs in the informal sector, there are strong humanitarian and risk-reduction pressures for corporations to do their part to assure they avoid child labor within their supply chains and improve economic opportunity in low-income communities.

Green Mining's most successful engagements have been with companies that are publicly committed to sustainable production with CEO-led mandates to use recyclables wherever possible. As more large companies are held [accountable for the waste streams](#) that their products and packaging can create, companies like Green Mining that address waste, transparency, and social impact for local communities offer a compelling and timely solution.

Jordan River Foundation



**Empowering the Vulnerable
Through Scale and Efficiency**

Empowering Refugees

What began as peaceful protests in Syria in 2011 quickly escalated into a deadly conflict and a refugee crisis in neighboring countries. Jordan has been a prime destination for resettlement, with refugees and internally displaced persons making up more than 30% of its population. The Jordan River Foundation (JRF), a local nonprofit, in partnership with IKEA, has been integrating hundreds of refugees into the economy via JRF's production of handicrafts made specifically for IKEA.

IKEA investigated several potential suppliers in Jordan before deciding on JRF, which had all the prerequisites: an already established business, funds to invest in capacity building, a strong desire to grow, and a track record of creating economic opportunity for local women and refugees. In addition to these foundations, JRF also had a strong monitoring and evaluation team rigorously tracking their social impact. With IKEA and JRF aligned in their focus on [economic empowerment of vulnerable women](#), their businesses were able to benefit. IKEA found a reliable supplier that brings new ideas and designs to the market, while JRF found a partner that fits their business model and expansion plans.

“Work is a key driver for integration into society. With this initiative, we play an important role in equipping and qualifying refugees to get a job and build their own connections in local communities. Collaborating with refugees brings new skills, diversity, and different perspectives to our business,”

— Tolga Oncu, IKEA Retail Operations Manager.





The first few years had their challenges. JRF needed to substantially change their supply chain, production processes, logistics, and employment practices to meet IKEA's stringent requirements. IKEA also had to offer more flexibility and assistance than usual, especially in the early years. "We don't offer funding, but we have talented staff that can assist our suppliers with product design, manufacturing, and logistics that helps them grow and create even more jobs," said Ann-Sofie Gunnarson, IKEA's Partner Development Leader – Social Entrepreneurship. JRF has grown rapidly since their partnership with IKEA began in 2017, increasing their production six-fold and, on average, paying their employees 60% above Jordan's minimum wage.

The Path to Success

Creating employment for vulnerable groups is critical, but IKEA's partnerships start with the business need for product volume and capacity to scale. Ultimately, they are driven by consumer demand and delivering the right product at the right price to their customers. Getting to the right price is not about lowering costs in a way that makes working conditions worse; instead, it is about finding efficiencies that increase output and overall employment. In JRF they found a partner that understood their business constraints and highly valued the opportunity to scale.

IKEA does not fund their supply partners but does assist them with know-how around planning, scale, and compliance with IKEA standards, which is needed for production of IKEA products. Social impact partners like JRF are treated as co-creators and given additional flexibility and capacity building. And, through IKEA Social Entrepreneurship B.V., the social business partners can get funding for training and in some cases emergency support. For example, during Jordan's COVID lockdown in spring 2020, IKEA Social Entrepreneurship B.V. provided JRF with grant funding so that they could continue to pay salaries to the artisans.

"We have benefited tremendously from the IKEA collaboration over the past three years. Today JRF is not only meeting and exceeding IKEA's production standards and required quantities, but is ready to acquire new corporate customers. Growing our business will have an impact on meeting JRF's goals of social justice, impactful interventions to alleviate poverty, and socio-economic empowerment — focusing on women and youth,"

— Mahfouz Said, Director of Social Enterprises, Jordan River Foundation.

Due to its long history of economic empowerment and a strong reputation among refugee communities, JRF can easily recruit employees. JRF allows their artisans to work out of their homes up to 80% of the time and supplies needles, thread, fabric, and other materials as needed. Working from home has enabled women, especially those with traditional family responsibilities, to earn money and control their own finances, and in many cases build a social status and network that had been previously unobtainable.

Ongoing Challenges

Jordan River Foundation is heavily dependent on sales to IKEA and understands the inherent sustainability risks should IKEA's needs change. As they have tried to expand to serve other large furniture and home furnishings companies, they found cost to be the overwhelming driver in purchasing decisions. Given JRF's commitment to serving the most vulnerable, it is unlikely they will ever be the lowest cost provider, nor will they be able to scale production up or down as rapidly as a supplier without social impact goals. However, JRF is highly skilled in designing quality products that reflect the artisans that produce them, and able to rapidly integrate new designs into their production.

Purchasing of raw materials has also been challenging. As Jordan does not have a well-developed textile supply chain, JRF has had to import raw materials, and find suppliers that could deliver at scale. IKEA has assisted by introducing them to IKEA's pre-approved suppliers who are already in compliance with their cost and quality standards.

Key Takeaways

IKEA's partnership with Jordan River Foundation is a clear example of a multinational corporation and a nonprofit social enterprise producing social impact through business. Both organizations are creating employment for refugee and Jordanian women. Doing this together also benefits their businesses. For IKEA, this has led to new handicraft designs, valuable media exposure, and an opportunity to build their brand and better engage employees. JRF has become much more efficient across their entire business and is now ready to take on additional corporate customers, which will ultimately increase their creation of new jobs.

In many ways this partnership shows the best of both worlds, combining the core competencies of a corporation with the strengths of a mission-based venture in a way that neither entity could have accomplished on their own. This model works best when both partners are deeply committed to each other's success and the social impact they can achieve together by ensuring employment for those most vulnerable.

As the [risk](#) of displacement from climate change and resource shortages grows, companies trying to tackle refugee-related challenges should consider this collaboration as an inspiration for what can be accomplished.

Inclusively



Finding an Untapped Talent Pool

Fulfilling Human Potential

In the hunt for talent, innovation, and insights into new markets, employers increasingly recognize the need for inclusivity, but often overlook people with disabilities. “Disability is just a part of being human,” said Microsoft’s Chief Accessibility Officer Jenny Lay-Flurrie. “And it’s the biggest untapped talent pool out there.” Inclusively, a social enterprise that connects job seekers with disabilities, mental health conditions, and chronic illnesses to employers providing needed workplace accommodations, was founded to do just that.

Inclusively’s founder and CEO Charlotte Dales had served as American Express’s VP of Benefit Innovation and knew well the positive business impacts of integrating diversity, equity, and inclusion (DEI) into the company. Charlotte also knew the investment and leadership it took to create a corporate culture that truly integrated DEI into its work. With inequalities exacerbated by the COVID-19 pandemic and highlighted by the Black Lives Matter movement, DEI was now firmly on everybody’s radar. The ensuing need for many to work at home and accompanying rise of technologies to make that shift easier had also increased employment options for those [26% of Americans with a disability](#).

Inclusively is broadening those options further with its technology platform that allows disabled job seekers to find jobs that match their experience, skills, and needed workplace accommodations with employers who are hiring disabled talent and creating more inclusive workplaces. It also gives businesses access to new talent pools that have [retention rates up to 30% higher](#) than among the non-disabled. And [employees who themselves have disabilities excel](#) in designing products for consumers with disabilities.

In addition to creating a more effective and efficient way to connect the right candidates to the right jobs, Inclusively assists corporations and other organizations with making tangible progress on their DEI goals and onboarding new hires successfully. Inclusively's platform is applicable for a diverse set of job seekers and customers and industries, ranging from technology firms to financial and professional services, manufacturing, facility services, nonprofits, and government. Among their clients are Microsoft, Salesforce, Dell, WPP, FIS Global, Georgetown University, Easter Seals, and the General Services Administration.

Charlotte has found that their mission can help open doors, but it is the business impact that their customers are willing to pay for. [Accenture](#), in their research on disability inclusion and business performance, noted that persons with disabilities have to be creative to adapt to the world around them and usually have strong problem solving skills, persistence, and a willingness to experiment — all of which are essential for innovation. According to an article in the Harvard Business Review, [disabled employees are remarkably innovative](#): 75% of them report having an idea that would drive value for their company (versus 66% of employees without disabilities). Organizations [most focused](#) on disability engagement are growing sales 2.9 times faster and profits 4.1 times faster than their peers.



The Path to Success

Inclusively started out learning from companies such as Microsoft and Dell that were vocal about hiring people with disabilities. Both firms had successful programs for hiring candidates with autism, but were overwhelmed by the number of qualified applicants and were very willing to share their experiences with Inclusively to help spur additional employment opportunities. Microsoft remains a close sounding board and Inclusively can easily access their DEI and product teams for input on product development.

To support the long-term success of disabled employees, job matching and hiring alone is not enough. Inclusively gives disabled job seekers the confidence to self-identify, feel comfortable discussing their unique needs, and, ultimately, be successful in their jobs. Companies must also train and promote employees (not just those who are disabled) to improve and retain talent. Inclusively provides digital learning tools and customized support to educate all employees to create a work environment that benefits everybody and teaches hiring managers best practices for interviewing and hiring people with disabilities. Through their scorecards and data tracking dashboard, Inclusively also enables the businesses they serve to track their own progress and improve accountability.

“We get in the door with employers because they want to do something good,” Charlotte says, “but we’re closing deals because they realize the innovation and value of this talent pool,”

— Charlotte Dales, Founder and CEO of Inclusively.

Ongoing Challenges

Some companies want an overnight fix to improve their hiring practices but are unwilling to change the processes and cultures that create barriers to hiring disabled workers. Firms that focus on inclusion instead of just compliance, along with those who realize they may be losing talent to companies with more flexible hiring practices and accommodations, have found significant value in Inclusively's offerings.

Today, Inclusively is most focused on companies that place hiring people with disabilities toward the top of their DEI priorities, especially as they move from startup to scale-up. The data that Inclusively captures on usage, hiring practices, and successful placements also helps them more accurately identify and communicate the impact of their offerings and strengthen their employment platform.

Charlotte has successfully founded other startups and raised venture funding, but has found social enterprise investors want to see more proof of success than they do with other types of ventures. Funding was particularly difficult to find in the early days with Charlotte noting: "If you can't make \$50,000 turn into \$1 million in revenue then you can't go further in your funding journey."

Inclusively has raised \$5.5 million to date and is straddling two distinct investor types. The majority of their capital is coming from investors without a specific social impact thesis, who see the potential for Inclusively to ultimately target and scale to a much broader market outside just the disability community. In contrast, impact investors were drawn to Inclusively specifically because of its potential to increase employment of the differently-abled; a population which has been historically marginalized.



Key Takeaways

Inclusively is ready to help employers meet their workforce needs and reap the benefits of hiring the disabled. Over time Inclusively is likely to become an even more valued partner as the same approaches that can help the disabled succeed in the workforce can also bring in other types of workers that might be overlooked.

Inclusively is not alone in helping corporations improve hiring and employee success. Among those SEs offering business services, one-third are providing DEI or skill-building services to corporations and are headquartered in a variety of countries (e.g. Argentina, Chile, Denmark, Germany, Ireland, Italy, Lebanon, U.S.) reflecting the growing importance of inclusive hiring and workforce development around the world. When exploring social procurement and ways to work with social enterprises, corporations should look at services like workforce development and recruiting as areas where social enterprises can play a critical role.

Promethean Power



**Solving a Supply Chain Challenge
and Delivering Social Impact**

Milk Chillers Go Local

When the founders of Promethean Power had a chance conversation with Bangalore Dairy, they learned about a big problem faced by Indian dairies. Large dairies in India rely on thousands of smallholder producers in rural areas and can lose 20% to 30% of their production from a lack of refrigeration. Due to unreliable grid electricity, refrigeration was typically powered by diesel generators, which are both costly and polluting. To combat this, the dairies relied on independent aggregators to make twice-daily pickups and rush the milk to a chilling facility. While this lessened spoilage, it also resulted in lower quality milk, increased expenses, and offered less control over the supply chain and fair payment to producers.

Promethean, which began as a solar power company, discovered that thermal energy storage could solve this problem and subsequently developed a chiller that operates well under inconsistent electric power. It is also affordable enough to enable village collection centers. Local collection ends the need for aggregators, enabling more accurate milk grading and a decrease in [spoilage rates](#) by up to 90%. It also cuts the need for expensive diesel and its impact on air quality.

Promethean received its first large commercial order in early 2013 from Hatsun Agro, and now serves many of India's largest dairies and food producers, offering a variety of refrigeration products and financing options, along with data analytics to better manage the collections and storage processes. The dairies now weigh and grade milk deliveries on the spot and pay their suppliers transparently. And as farmers gain direct access to their buyers and are confident that they are paid fairly, they rapidly invest in additional animals, leading to increased milk production and higher quality consumer products, as well as increased earnings for the farmers themselves. On average Promethean has seen volume increases of 20% to 50% per farmer after their chillers are installed, and an associated income increase from 30 to 50%.



The Path to Success

Promethean Power is a strong example of a social enterprise solving a major business challenge for a large commercial partner. Though they are still relatively early in their journey and eager to expand, Promethean has identified three key success factors in working with corporations.

After conversations with the chairman of the largest private dairy in India, Hatsun Agro, Promethean began building their first chiller, investing the next year in its development. Upon seeing Promethean's prototype, the chairman's reaction was one of dismay — though the chiller worked, it was gigantic, and would never fit in the available space. It was also much too expensive to produce. Since that time Promethean has never again designed a product without significant and ongoing input from potential end users.



One of their early customers — Hatsun Agro — committed to a very large order for 2,000 units if Promethean could meet their specific product and price requirements. Meeting those conditions was not a problem once the final technical design was developed and approved, but financing the production was. Promethean negotiated for upfront payment from Hatsun Agro, in exchange for a discount on the final price. A third of the ventures in our survey reported that payment terms were a challenge for them, with over 40% of these ventures relying on an advance payment from their partner.

Promethean offers the most value to companies with an established supply chain that can invest in increasing efficiencies, and are clear in their needs. Working with fewer more established companies not only saves Promethean significant time in product development and contracting, it also fosters co-creation and transparency. Collaborating with those at the highest levels of management also helps their customers realize the opportunity to achieve efficiency and social impact simultaneously. For Promethean, and indeed for two-thirds of survey respondents, corporations were considered important in strengthening their product innovation and R&D. Corporations also help social enterprises become more market-focused and efficient, enabling scale that would otherwise not occur. Scale in turn reinforces impact, whether creating new jobs and higher incomes, improving environmental outcomes and supply chain sustainability, or tackling other challenges identified by the SDGs. Scale also leads to opportunities for further product and market development.

Though chiller technology can always improve, Promethean has found that business model innovation in meeting refrigeration needs may be even more important. As an example, Promethean learned that their corporate partners' local procurement teams needed more flexible payment options, ultimately leading Promethean to develop both subscription and pay-as-you-go models.

Ongoing Challenges

The customer discovery and sales processes take time and investment. As a small company striving to reach scale, Promethean needs to find potential clients aware of the challenges of a small, fast-growing company and be open to streamlining the sales and purchasing processes.

Chillers are rarely a one-size-fits-all product as every dairy has somewhat different needs, specific to their production and supply chain setup. Customizing manufacturing for each customer, which Promethean is skilled at, limits economies of scale and increases the need for testing. If there was more standardization, this challenge would begin to decrease.

Promethean has proven that their approach works, and that there is a growing market for their offerings. This has attracted competitors that may have products that also chill, but who are not focused on combining business model innovation along with transparency and improving farmer livelihoods. To continue to grow, Promethean needs to focus on corporate partners that value these key elements and are committed to have a social impact along with increasing their milk supply.

Key Takeaways

If companies were more transparent with Promethean Power about their needs and interests up front, this could save a lot of time and investment for both parties. The [IFC TechEmerge](#) program, with its focus on sustainable cooling, has been especially effective at matching Promethean with pre-qualified customers. One of these introductions is leading to their expansion into Latin America.

Jiten Ghelani, the CEO of Promethean Power, also notes that changes to established processes will likely affect the customer's employees responsible for implementation. Promethean has found that potential resistance to these changes decreases significantly when the Founder or CEO drives new initiatives from the top and makes both the business and social benefits clear to their employees and other key stakeholders.

Finally, while Promethean's social and economic benefits are clear, customers have rarely requested impact data. If more corporations routinely asked for this, they will likely discover smaller suppliers that could be adding much more value by addressing social impact or inclusion goals, helping to solve multiple corporate needs simultaneously.

Conclusion

What will it take to accelerate
a movement that has so much
potential for transformation?

In partnership with the WEF COVID Response Alliance for Social Entrepreneurs, our efforts to identify 100 social enterprises doing business with corporations, and advance our understanding of what it means for SEs to be “corporate-ready,” has offered an unprecedented view into this new realm of opportunity. However, we know this is just a glimpse of the business partnerships happening today between corporations and SEs, and only a small fraction of what is possible.





This research has shown the incredible breadth and diversity of opportunities across industries and regions of the world, as well as the variety of ways that social enterprises are stepping up to the challenges of working with corporations. A key finding of our research is that all opportunities in this space are not created equal.

It is difficult to speculate as to why different sectors have more corporate customers than others, but it suggests that some sectors may need more proactive support to achieve successful business relationships, while others are better poised to take on corporate customers. Despite these variations, we saw engagement in corporate purchasing across industries, and believe that the impact, innovation, and business solutions that SEs can offer will only be fully realized when there is more engagement across more sectors.

While barriers remain, it is clear that they can be overcome. As we have shown throughout this report, SEs and corporations can do business together to unlock new sources of value and to drive corporate innovation and enhance supply chain diversity, resiliency, and sustainability. So what will it take to accelerate a movement that has so much potential for transformation?



Call to Action

There are three steps that we call on corporate leaders to take to support rapid growth in the number of business partnerships between corporations and social enterprises.

Break Down Barriers

One is a concerted effort by corporations and organizations that support SEs to work together to systematically address the barriers SEs face as they prepare to supply to corporations. Proactive efforts to support social enterprises, through accelerators and training programs, have proven catalytic in helping social enterprises secure corporate customers. Many of these are run by or supported by corporations seeking more engagement with social enterprises, like AB InBev, Unilever, and IKEA. Others are developed by intermediaries like Acumen, Ashoka, Yunus Social Business, the Social Enterprise World Forum, and Euclid Network and their members and partners: national alliances for social entrepreneurs and buy social initiatives, such as Social Enterprise U.K., Social Enterprise N.L., Buy Social USA, and Social Traders Australia.

These intermediaries and networks not only target social enterprises and support their efforts to scale and connect corporates and social enterprises to each other, they also identify and remove barriers, lobby decision-makers and push for new policies and legislation incentivizing procurement from enterprises that generate positive impact for society and the planet. Impact investors play a key role as well, developing the pools of capital that enable SEs to take advantage of growth opportunities through corporate contracts.

Demonstrate Leadership

Real transformation will require a second step: for corporate leaders, at every level of corporate structures and across value chains, to demonstrate openness to change and a willingness and ability to adapt and innovate in the area of procurement and sourcing. Disrupting the status quo cannot only be the domain of CEOs, but can start with those who make day-to-day decisions across brands, markets, and regional operations. Reducing barriers will require looking at current approaches to supplier selection, payment terms, and supplier development. This will also require corporations to better understand the structural barriers within their own institutions that limit engagement with social enterprises.

In this vein, a companion report, “The Social Procurement Manual” published by Yunus Social Business (YSB), provides valuable guidance for corporations that want to embrace this opportunity. This report tells the powerful story of how corporations have adapted their own business models to successfully engage in social procurement. Taken together, this report and YSB’s offer concrete pathways toward business transformation through deliberate engagement with social enterprises.

Share Knowledge

Finally, there is a need for accelerated learning if corporations are to climb the steep learning curve and seize this nascent opportunity. This research and efforts by our peers and partners is a starting point in providing new knowledge, but there are gaps in understanding that remain. As more companies explore this opportunity, they can choose to share their journey and seek insights from others along the way. The Alliance, with over 85 members committed to building a more sustainable and inclusive future by engaging across stakeholders, is a starting point to learn, exchange knowledge, and discover where this movement to support increased access to corporate value chains for social enterprises can go.

The urgency of the moment couldn’t be clearer, and the role of business in tackling the intertwined and complex issues of our time is central to building toward a better and more equal world. Beyond profitability, compliance, and even responsibility, corporations are now playing an active part in developing inclusive and sustainable business models that take vulnerable people and the planet into account. While sourcing from social enterprises will not address all of the needs faced by corporations in this time of transition, it is a critical tool to accelerate progress and help corporations embed social impact, inclusivity, and sustainability into their business models.



**We, as a community, call
on you to join this movement.**






List of 100








100 Corporate-Ready Social Enterprises







Drawing from the 160 survey responses, we developed a list of 100 strong examples of corporate-ready social enterprises to include in this report. The list of 100 is not meant to serve as the “Top 100,” but rather to offer a snapshot into the diversity of social enterprises across industries and geographies that are already selling to corporations. In order to arrive at this final list, we first made sure to focus on social enterprises currently selling to corporations, and also those enterprises that reported offering direct benefit to marginalized groups. From there, we further narrowed down the list to assure that certain regions, industries, or focus areas were not over-represented. As such, this list is not a representative or statistical sample, but rather a curated list that showcases the wide range of social enterprises currently doing business with corporations. This list is a subset of the many incredible social enterprises that were nominated and that responded to our survey, and there are many more great enterprises out there, ready for partnership. With this list, we want to offer a glimpse into what is happening and what is possible for social enterprise and corporate business partnerships.

Commodities & Raw Materials

This industry category includes enterprises working in commodity food and agriculture, and artisanal or specialty foods.

Aduna Ltd. Founded: 2012 Headquarters: U.K.	EUROPE 	Aduna improves lives by unlocking the potential of Africa's natural ingredients. It does this through their consumer branded products and international bulk ingredients business. Its portfolio encompasses baobab, moringa, hibiscus, fonio, and shea. It is a pioneer of the baobab fruit industry and has been working in Northern Ghana and Burkina Faso since 2014. adunaingredients.com
Azahar Coffee Company Founded: 2010 Headquarters: Colombia	S. AMERICA 	Azahar improves the lives of Colombian coffee producers by helping them improve the quality of their beans and exporting them to the world's best roasters under a model of radical transparency and more sustainable pricing. azaharcoffee.com/en/
Cacao de Colombia SAS Founded: 2009 Headquarters: Colombia	S. AMERICA 	Cacao Hunters produces high-quality chocolates and other cocoa-based products while helping poor Colombian cocoa cultivators improve their farming practices. cacaohunters.com
COOP-CA COVIMA Founded: 2010 Headquarters: Côte d'Ivoire	AFRICA 	COOP-CA COVIMA is a women's cooperative of 517 members located in Côte d'Ivoire. The cooperative produces, processes, and markets food products, including coffee, cocoa, and cashew nuts.
COOP-CA KOUADO-DUE Founded: 2004 Headquarters: Côte d'Ivoire	AFRICA 	KOADO-DUE is an agricultural cooperative from Duekoue, Côte d'Ivoire, active in collecting and marketing cocoa beans and poultry products. A woman heads its board of directors, and 60% of its members are women. It is UTZ certified.

EMFED Farms and Trading Company Ltd. Founded: 2012 Headquarters: Ghana	AFRICA 	EMFED Farms provides full farm management services to smallholder cocoa farmers that are old, sick, absentee, and widowed, and cannot pay the cost of labour upfront. EMFED generates income for these farmers through yield intensification and good agricultural practices, and creates jobs for women and youth in rural communities. emfedfarms.com
Forested Foods Founded: 2019 Headquarters: Ethiopia	AFRICA 	Forested Foods is an agroforestry venture driving forest conservation around the Global South by partnering with forest communities to regeneratively produce, process, and market branded and wholesale agroforestry products (i.e. honey, spices, gums/resins, and fruits). forestedfoods.com
Hello Tractor Founded: 2015 Headquarters: USA	N. AMERICA 	Hello Tractor provides farm equipment tracking and fleet management services to machinery owners, allowing them to remotely monitor and manage all aspects of their machinery while making it easy for smallholder farmers to book and pay for equipment services. hellotractor.com
Kentaste Founded: 2016 Headquarters: Kenya	AFRICA 	Kentaste is one of the largest producers of premium coconut-based products in East Africa. It sources from 2,500+ smallholder farmers, most of them organic and fair-trade certified, to ensure high-quality products for its customers in East Africa and beyond. kentaste.com
Krakakoa Founded: 2013 Headquarters: Indonesia	ASIA 	Krakakoa makes life-changing, “farmer-to-bar” chocolate by working directly with smallholder cocoa farmers in Indonesia. krakakoa.com
Kuli Kuli Founded: 2014 Headquarters: USA	N. AMERICA 	Kuli Kuli creates sustainable superfood snacks and naturally energizing moringa powders that improve the health of women, and the planet. kulikulifoods.com
L’Atelier Du Miel Founded: 2013 Headquarters: Lebanon	ASIA 	L’Atelier Du Miel engages rural communities in Lebanon in sustainable and eco-friendly income-generating activities. atelierdumiel.com

Lionheart Agrotech Ltd. Founded: 2016 Headquarters: Philippines	ASIA 	Lionheart Farms is an integrated coconut business - from planting to processing of shelf-ready coconut products. lionheartfarms.com.ph
Natural Extracts Industries Ltd. Founded: 2011 Headquarters: Tanzania	AFRICA 	Natural Extracts Industries (NEI) Ltd is a social enterprise pioneering the sustainable manufacturing of natural flavours like vanilla, coffee, cacao, and orange, for flavour houses and food and beverage manufacturers. The company sources from a traceable network of 6,000 smallholder farmers, providing them an opportunity to increase their annual household incomes by 50 percent. nei-ltd.com
Nopal Mexico Founded: 2007 Headquarters: Mexico	N. AMERICA 	Nopal Mexico is a cooperative dedicated to producing and transforming nopal or prickly pear and its derivatives. Its pioneering model employs fair trade practices to strengthen a catalogue of seven products: pickles, brine, dehydrated snacks, flour, gummies, juices, and jam. nopalmexica.com.mx/
Rasso Scoops Founded: 2015 Headquarters: Côte d'Ivoire	AFRICA 	Rasso Scoops is an agricultural company that works to raise the standard of living of its cocoa producers by supporting them with farming inputs and services and negotiating better selling prices for cocoa. rassoscoops.com
SCOOPS OUADO Founded: 2014 Headquarters: Côte d'Ivoire	AFRICA 	SCOOPS-OUADO is a women's agricultural cooperative in Côte d'Ivoire with 600 members. The cooperative collects and sells cocoa beans and produces cassava tubers.
Silver Spoon Dessert Co. Founded: 2017 Headquarters: USA	N. AMERICA 	Silver Spoon Desserts is a certified WBE (Women's Business Enterprise) specializing in individually portioned desserts. It transforms the silver spoon from a symbol of privilege to a symbol of inspiration, prosperity, and freedom for all at-risk single mothers. silverspoondesserts.com
Treta Agro Pvt. Ltd. Founded: 2013 Headquarters: India	ASIA 	Treta Agro provides forward linkages to organic produce under the "Just Organik" brand for certified organic products. It has helped increase farmers' income by 15%, and 25% when guiding them through organic certification, thereby enabling farmers to receive a premium on the produce. JustOrganik.com

Warc Africa

Founded: 2011
Headquarters: Sierra Leone

AFRICA



Warc Africa aims to get subsistence farmers out of poverty while making regenerative farming in Africa the norm. It supplies inputs and a range of services to 10,000 farmers in West Africa, helping them achieve a 5x increase in their income.

warcgroup.com

Manufactured Products

This industry category includes enterprises producing artisanal products, consumer goods, and textiles.

2nd Innings Handicrafts Pvt. Ltd.

Founded: 2016
Headquarters: India

ASIA



2nd Innings Handicrafts (2IH) is a creative textile manufacturing company based in Mumbai. It manufactures and sells sustainable fashion products, ready-to-wear clothing, accessories, and white-label textile products based on specifications provided by ethical buyers. It's a zero-dividend social enterprise, reinvesting 100% of its profits into developing the business and uplifting underprivileged women.

iwasasari.com

Alive and Kicking

Founded: 2004
Headquarters: Kenya

AFRICA



Alive and Kicking produces hand-stitched balls. The production and sales of its hand-stitched balls create ethical jobs for youth, women, and persons with disabilities facing social and economic hardship, thereby lifting individuals and families out of poverty.

aliveandkicking.org/

Batik Boutique

Founded: 2013
Headquarters: Malaysia




ASIA

















Batik Boutique works with over 200 artisans to make gifts, apparel, and merchandise with hand-dyed textiles and eco-friendly materials.

thebatikboutique.com

<p>Binthout</p> <p>Founded: 2013 Headquarters: Netherlands</p>	<p>EUROPE</p> 	<p>Binthout is a social enterprise that saves Dutch trees from going into the shredder and uses them instead to make handmade wooden products that are sustainable by design. These products are made by people often excluded from the labor market.</p> <p>binthout.nl</p>
<p>Classical Handmade Products BD Ltd.</p> <p>Founded: 2008 Headquarters: Bangladesh</p>	<p>ASIA</p> 	<p>Classical Handmade Products BD Ltd. has created 4,500 jobs to develop the rural economy in northern Bangladesh. It aims to introduce a range of quality products made from Indigenous raw materials to its customers.</p> <p>rugsbd.com</p>
<p>Coccon Crafts & Loom Pvt. Ltd.</p> <p>Founded: 2012 Headquarters: India</p>	<p>ASIA</p> 	<p>Coccon Crafts & Loom has made sustainable silk manufacturing easy through the concept of peace silk and ensuring supply chain transparency.</p> <p>coccon-crafts-loom.com</p>
<p>Creative Bee</p> <p>Founded: 1996 Headquarters: India</p>	<p>ASIA</p> 	<p>Creative Bee undertakes the design, production, and retail of handwoven and handcrafted products. It has trained over 10,000 craftspersons and created sustainable livelihood opportunities for over 200 artisans.</p> <p>creativebee.in</p>
<p>Elepha SAS BIC</p> <p>Founded: 2018 Headquarters: Colombia</p>	<p>S. AMERICA</p> 	<p>Elepha is an inclusive last mile distribution business that impacts more than 10,000 low-income women across rural Colombia. Elepha connects rural needs with products and services enabling technology and logistics.</p> <p>elepha.co</p>
<p>Ethical Textile S.A.C</p> <p>Founded: 2016 Headquarters: Peru</p>	<p>S. AMERICA</p> 	<p>Ethical Textile S.A.C (Estrafalarío) is a sustainable fashion company that transforms the lives of women in vulnerable situations and co-creates versatile and environmentally-conscious fashion products.</p> <p>estrafalario.pe</p>
<p>Hey Girls CIC</p> <p>Founded: 2018 Headquarters: U.K</p>	<p>EUROPE</p> 	<p>Hey Girls is a community interest company that aims to eradicate period poverty and make free period products the norm in workplaces in the UK. For every product sold, Hey Girls gives a product to someone in need. Since 2018, it has donated over 18 million products.</p> <p>heygirls.co.uk</p>

<p>Inaash Association</p> <p>Founded: 1969 Headquarters: Lebanon</p>	<p>ASIA</p> 	<p>Inaash produces high-quality handmade artisanal products, including abayas, coats, jackets, shawls, and dresses. It also makes cushions, tableware, and other household accessories. Its trademark is iconic and intricate traditional embroidery. Inaash's core mission is empowering underprivileged women by maximizing employment opportunities for female artisans.</p> <p>inaash.org</p>
<p>Jordan River Foundation</p> <p>Founded: 1985 Headquarters: Jordan</p>	<p>ASIA</p> 	<p>Jordan River Foundation (JRF) is a non profit driven by values of social justice that undertakes impactful interventions to alleviate poverty and enable socio-economic empowerment of women and youth. It has a social enterprise arm that specializes in the production of handicrafts made by Jordanian women.</p> <p>jordanriver.jo</p>
<p>Kadam Haat</p> <p>Founded: 2008 Headquarters: India</p>	<p>ASIA</p> 	<p>Kadam Haat markets basketry handmade in rural India. The enterprise has partnered with 462 rural homes that use locally grown natural fibers to make the products. It ensures economic sustainability by training and providing livelihood opportunities to its rural partners, 73% of whom are women. In addition, it works to support 8 of the 17 SDGs.</p> <p>kadamindia.org</p>
<p>Makers Unite</p> <p>Founded: 2016 Headquarters: Netherlands</p>	<p>EUROPE</p> 	<p>Makers Unite is a textile-based creative agency that supports newcomers from refugee backgrounds with access to the job market through sustainable clothing production and social inclusion programs. Through these programs, it aims to change the narrative on migration globally while making the fashion industry more circular.</p> <p>makersunite.eu</p>
<p>Manos del Uruguay</p> <p>Founded: 1968 Headquarters: Uruguay</p>	<p>S. AMERICA</p> 	<p>Manos del Uruguay consists of a group of 12 cooperatives that brings together 224 artisans present in different rural areas throughout the country. It generates livelihood opportunities for the women artisans in these communities.</p> <p>manos.uy</p>
<p>Powered by People</p> <p>Founded: 2019 Headquarters: Kenya</p>	<p>AFRICA</p> 	<p>Powered by People is a B2B wholesale marketplace that uses secure transactions to connect makers worldwide to international buyers, thereby meeting today's fast-growing consumer demand for authentic and diverse products in personal care, accessories, and home décor.</p> <p>poweredbypeople.com</p>

Rags2Riches Founded: 2007 Headquarters: Philippines	ASIA 	Rags2Riches is a fashion and design house empowering community artisans in the Philippines. Since 2007, R2R has been creating eco-ethical fashion and home accessories from locally sourced upcycled and overstock fabrics with the sole mission of lifting Filipino artisans out of poverty. r2r.ph
Ramesh Flowers Pvt. Ltd. Founded: 1982 Headquarters: India	ASIA 	Ramesh Flowers Private Limited produces candles, scents, and home décor items. The enterprise supports its workforce of 81%, women in achieving social security and mobility while also supporting their children's education. gala-group.com
Rangsutra Crafts India Founded: 2006 Headquarters: India	ASIA 	Rangsutra is a community-owned company that focuses on ensuring sustainable livelihoods for over 2000 rural artisans. Its work has empowered these rural artisans by giving them access to employment, providing them with skills development opportunities, and other inputs required for sustainable growth. rangsutra.com
Rebel Nell Founded: 2013 Headquarters: USA	N. AMERICA 	Rebel Nell repurposes meaningful materials into wearable art with the mission to provide employment, equitable opportunity, and wraparound support for women with barriers to employment. rebelnell.com/
SAITEX Founded: 2020 Headquarters: Vietnam	ASIA 	SAITEX specializes in the production of premium denim and over-dyed products using sustainable manufacturing practices. It can produce over 6 million garments per year. sai-tex.com
Shea Yeleen Founded: 2012 Headquarters: USA	N. AMERICA 	Shea Yeleen is committed to creating living-wage jobs to address systemic poverty in its producer communities. In addition to providing living wages and direct access to international consumers through its supply chain, it has provided 1,500+ women in Ghana with business training. It has also helped establish 14 cooperatives with 800 members. sheayeleen.com
Sirohi Founded: 2019 Headquarters: India	ASIA 	Sirohi is a sustainable luxury brand offering a range of home and lifestyle products handwoven by women artisans using upcycled plastic and textile waste materials. sirohi.org

<p>Soapbox</p> <p>Founded: 2010 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>Soapbox makes thoughtfully crafted, naturally derived personal care products that empowers its consumers to give back. For every Soapbox product sold, the organization donates a bar of soap to someone in need either state-side or abroad.</p> <p>soapboxsoaps.com</p>
<p>Studio Coppre</p> <p>Founded: 2014 Headquarters: India</p>	<p>ASIA</p> 	<p>Studio Coppre is a social impact brand that brings highly skilled artisans into the economic mainstream. The organization also promotes a culture-based development model that focuses on heritage and craft preservation.</p> <p>studiocoppre.com/</p>
<p>Tekiti Experiencias Mexicanas</p> <p>Founded: 2013 Headquarters: Mexico</p>	<p>N. AMERICA</p> 	<p>Tekiti Experiencias Mexicanas facilitates the commercial relationship between small artisanal workshops in vulnerable communities in Mexico and companies from different industries that believe that incorporating handcrafts in their product or service can improve their customer experience.</p> <p>tekiti.mx</p>
<p>The Clothing Bank</p> <p>Founded: 2010 Headquarters: South Africa</p>	<p>AFRICA</p> 	<p>The Clothing Bank was established in 2010 with the mission to impactfully redistribute, repair, and repurpose the waste produced within the retail industry. So far, it has redistributed over 12,000,000 items categorized as waste merchandise and supported over 4,000 South Africans who have earned more than 190 million rands in profits in their small trading businesses.</p> <p>theclothingbank.org.za</p>
<p>TO THE MARKET</p> <p>Founded: 2016 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>TO THE MARKET focuses on ethical manufacturing and sourcing of apparel, accessories, and home goods. Through its syndicated network of 200+ suppliers, it works with Fortune 500 companies, brands, and retailers to provide story-rich products that appeal to the next generation of consumers with transparency, sustainability, and authenticity.</p> <p>tothemarket.com</p>
<p>Vanhulley</p> <p>Founded: 2012 Headquarters: Netherlands</p>	<p>EUROPE</p> 	<p>Vanhulley makes a range of products from residual textiles in its studio in Groningen, the Netherlands. It offers a learning trajectory for women that are often excluded from the labor market.</p> <p>vanhulley.com</p>
<p>Welspun India</p> <p>Founded: 2014 Headquarters: India</p>	<p>ASIA</p> 	<p>Welspun empowers women from rural areas through skills training in sustainability and crafts. It has established eight centers and trained 2,215 women.</p> <p>welspun.com</p>

Work Shelter LLC

Founded: 2011
Headquarters: USA

N. AMERICA



WORK+SHELTER is a social enterprise that employs women from socioeconomically disadvantaged backgrounds to create high-quality promotional products, apparel, housewares, and other sewn goods from sustainably sourced materials.

workshelter.co

Services

This industry category includes enterprises producing artisanal products, consumer goods, and textiles.

100mentors

Founded: 2015
Headquarters: Greece

EUROPE



100mentors is the first micro-mentoring app for organizations like Prince's Trust International, World Bank, Brown University, and for employers like EY and PwC who need scale and measurability on the ROI of internal (employee-to-employee) and external (employee-to-student) mentoring programs with thousands of learners.

100mentors.com

Bendito Residuo

Founded: 2019
Headquarters: Chile

S. AMERICA



Bendito Residuo offers waste management services and training programs to its clients. It has revalued more than 70 tonnes of inorganic recyclable waste through an Environmental Education Program that has impacted 1,000 workers from 15 different organizations.

benditoresiduo.cl

Bridge. Outsource. Transform (B.O.T)

Founded: 2019
Headquarters: Lebanon





ASIA









Bridge. Outsource. Transform (B.O.T) is the first socially responsible outsourcing platform in the MENA region that provides data services executed by more than 2,000 freelancers from low-income communities. Since its founding, B.O.T has served more than 70 companies globally, successfully delivering over 100 projects through quality assured processes and services that include data entry, cleaning, categorization, collection, and others.



letsbot.io

<p>BroadReach Group</p> <p>Founded: 2003 Headquarters: South Africa</p>	<p>AFRICA</p> 	<p>BroadReach is a group of social impact businesses that harness health technology and innovation to enable health equity. In seeking to transform how health work gets done, it works at the intersection of public and private sector health payers and providers, governments, and foundations to deliver results across the health value chain.</p> <p>brhc.com</p>
<p>Campo Vivo Negocio Social SAS</p> <p>Founded: 2014 Headquarters: Colombia</p>	<p>S. AMERICA</p> 	<p>Campo Vivo Negocio Social has empowered over 1,400 Colombian farming families to get out of poverty through knowledge and skills sharing and training, fair prices for their produce, and finally, inclusion in the corporate value chain.</p> <p>campovivo.co</p>
<p>Catalyst Kitchens by FareStart</p> <p>Founded: 2011 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>FareStart's national consulting practice has supported 160+ non profit organizations and collaborated with employers in 116 communities and 40 states to establish pathways to economic mobility for those that are disadvantaged. FareStart will extend its consulting offerings to corporations that hire individuals furthest from opportunity and want to become more inclusive employers.</p> <p>catalystkitchens.org/farestart</p>
<p>Center for Awareness Training and Development</p> <p>Founded: 2015 Headquarters: Pakistan</p>	<p>ASIA</p> 	<p>Center for Awareness Training and Development (CATD) is a consulting firm that works with organizations to help them build staff capacity, develop and implement efficient processes, embed technology, and follow effective management practices. In the last eight years, it has served 120+ organizations across sectors and executed 200+ multilevel programs and interventions that have impacted 60,000+ people.</p> <p>catd.org.pk</p>
<p>Closing the Loop B.V.</p> <p>Founded: 2014 Headquarters: Netherlands</p>	<p>EUROPE</p> 	<p>Closing the Loop offers users, buyers, and sellers of devices an easy way to become waste-neutral. It collects scrap phones in developing countries on behalf of its customers, thereby compensating for their IT devices. Its service delivers a positive environmental impact, measurable results, employee engagement, and stakeholder happiness.</p> <p>closingtheloop.eu</p>
<p>Desolenator</p> <p>Founded: 2014 Headquarters: Netherlands</p>	<p>EUROPE</p> 	<p>Desolenator creates high-quality water at scale through a decentralized, regenerative, ocean-safe method powered by solar energy. Its impact goes beyond water provisioning to create resilient communities.</p> <p>desolenator.com</p>







<p>Digital Divide Data</p> <p>Founded: 2001 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>Digital Divide Data (DDD) is a trusted partner to the world's leading organizations and enterprises for professional content, data, and technology services. It creates opportunities for underserved youth, their families, and communities. It is also known as one of the best in the industry for identifying talent, providing necessary training and support, and finding jobs with sustainable earning potential.</p> <p>digitaldividedata.com</p>
<p>ECOLOO Group</p> <p>Founded: 2013 Headquarters: Sweden</p>	<p>EUROPE</p> 	<p>ECOLOO Group develops, builds and markets unique and patented innovations and environmental solutions. As a social impact business, it promotes, sells, leases, rents, and maintains its innovative sustainable, biological, and stand-alone toilet system that's waterless, odourless, energy-free, and maintenance-free. Its toilet system has positively impacted people's health and has taken leaps in water conservation and pollution reduction in 20+ countries.</p> <p>ecoloogroup.com</p>
<p>From Babies with Love</p> <p>Founded: 2011 Headquarters: U.K.</p>	<p>EUROPE</p> 	<p>From Babies with Love's parental leave gift service transforms employee engagement by contributing to retaining a client company's working parents. The organization donates 100% of its profit to orphaned and abandoned children around the world. The story of how these children are supported through a client company's efforts makes working parents feel valued, improving their experience across parental leave and in returning to work.</p> <p>frombabieswithlove.org</p>
<p>Frontier Markets</p> <p>Founded: 2011 Headquarters: India</p>	<p>ASIA</p> 	<p>Frontier Markets drives access to clean energy, agricultural solutions, appliances, and digital financial services to rural customers in India via its network of 10,000 women entrepreneurs who use its assisted e-commerce platform – Meri Saheli App – to facilitate sales and doorstep deliveries in remote villages. So far, 450,000 rural families have purchased three million solutions in 2,000 villages in India.</p> <p>frontiermkts.com</p>
<p>Gram Vaani</p> <p>Founded: 2015 Headquarters: India</p>	<p>ASIA</p> 	<p>Gram Vaani (registered as OnionDev Technologies Pvt. Ltd.) is an Indian social technology enterprise that aims to reverse the flow of information by providing voice-based, multi-channel, interactive media services to underserved populations in developing regions. It believes in developing and using appropriate technologies and people-driven processes to build participatory media networks that empower communities.</p> <p>gramvaani.org</p>






<p>Green Mining</p> <p>Founded: 2018 Headquarters: Brazil</p>	<p>S. AMERICA</p> 	<p>Green Mining has developed an intelligent reverse logistics technology to help CPR companies retrieve post-consumer packaging and bring it back into the production cycle. Due to an efficient collection system, it was able to hire ex-waste pickers. In addition, its blockchain traceability system ensures that all collected material is sent for recycling and guarantees 100% labour compliance.</p> <p>greenmining.com.br/en/home-en/</p>
<p>Hasiru Dala Innovations Pvt. Ltd.</p> <p>Founded: 2015 Headquarters: India</p>	<p>ASIA</p> 	<p>Hasiru Dala Innovations creates better livelihoods and entrepreneurship opportunities for wastepickers through inclusive business models that enable the circular economy. So far, it has empowered 25 wastepicker entrepreneurs and created over 300 predictable livelihoods for wastepickers.</p> <p>hasirudalainnovations.com</p>
<p>Hipocampus Centros de Aprendizaje</p> <p>Founded: 2016 Headquarters: Mexico</p>	<p>N. AMERICA</p> 	<p>Hipocampus Centros de Aprendizaje aims to provide affordable community-driven early childcare and education through its best-practice learning centers focused on children from one to six years old. To support working mothers and provide a service affordable to most families, it partners with corporates to establish centers fully adapted to their needs and employs local women as community educators.</p> <p>hipocampus.mx</p>
<p>Hire Ground</p> <p>Founded: 2018 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>Hire Ground's intelligent SaaS platform connects organizations with vetted diverse suppliers, helping small businesses grow while strengthening corporate and government supply chain inclusion programs. It applies smart technologies and expertise in strategic growth to foster innovation and deliver greater value to consumers and the communities in which suppliers operate.</p> <p>hireground.io</p>
<p>Homely</p> <p>Founded: 2016 Headquarters: Mexico</p>	<p>S. AMERICA</p> 	<p>Homely matches cleaners with businesses and homeowners who need a cleaning service. Through its platform, the enterprise assists cleaners in attaining economic independence.</p> <p>homely.mx</p>
<p>Ignis Careers Pvt. Ltd.</p> <p>Founded: 2014 Headquarters: India</p>	<p>ASIA</p> 	<p>Ignis promotes purposeful learning in STEM, life skills, and English among underserved communities. Having reached more than 300,000 students and 12,000 teachers, it aims to accelerate its impact and empower 2.5 million learners by 2026 to help them break the cycle of inter-generational poverty.</p> <p>igniscareers.com/</p>

<p>Ignitia AB</p> <p>Founded: 2015 Headquarters: Sweden</p>	<p>EUROPE</p> 	<p>Ignitia serves 1.9 million farmers across West Africa to make better-timed decisions on all farming activities and achieve improved farming outcomes, from preparing the land to harvesting the crop. Through partnerships with the region's largest mobile network operators and agribusinesses, it has provided farmers with over 1 billion accurate forecasts to date.</p> <p>ignitia.se</p>
<p>Inclusively</p> <p>Founded: 2019 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>Inclusively is a technology-centred inclusion solution and employment platform for job seekers with disabilities, mental health conditions, and chronic illnesses.</p> <p>inclusively.com</p>
<p>Incluyeme.com</p> <p>Founded: 2013 Headquarters: Argentina</p>	<p>S. AMERICA</p> 	<p>Incluyeme.com works for a world where people with disabilities can live their lives to the fullest through access to health care programs, education, social protection, and work with no barriers.</p> <p>incluyeme.com</p>
<p>Jobs for the Future</p> <p>Founded: 2019 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>Jobs For The Future's mission is to drive equitable economic advancement for all Americans by enabling awareness of and access to resilient educational and career pathways.</p> <p>jff.org</p>
<p>Laboratoria</p> <p>Founded: 2015 Headquarters: Peru</p>	<p>S. AMERICA</p> 	<p>Laboratoria empowers women to start and grow a career in technology. It offers a six month, full-time boot camp where students develop key technical and life skills to work as front-end developers and UX designers. Through placement events and services, it connects boot camp graduates with companies. Since 2015, it has placed over 83% of its graduates in 800 Latin American companies.</p> <p>laboratoria.la/en</p>
<p>LabourNet Services</p> <p>Founded: 2008 Headquarters: India</p>	<p>ASIA</p> 	<p>LabourNet is a social enterprise dedicated to enabling sustainable livelihoods and improving the socioeconomic status of the workforce in the informal sector through skilling, employment, and entrepreneurship. It has offered over 250 vocational training courses in 30+ sectors to over 1,300,000 candidates.</p> <p>labournet.in/</p>

Merit America Founded: 2019 Headquarters: USA	N. AMERICA 	Merit America prepares low-wage workers for in-demand careers at scale by combining flexible online learning with best-in-class coaching and peer support. It has reached 1,000+ workers to date and will double every year for the next three years, to drive \$1 billion in wage gains across the United States. meritamerica.org/
MovingWorlds Founded: 2012 Headquarters: USA	N. AMERICA 	MovingWorlds helps companies achieve sustainability, equity, and other social impact targets by educating and engaging their employees. Its programs help develop sustainability and equity in the value chain where companies operate while providing their employees professional development and enriching experiences. movingworlds.org
Mr. Green Africa Founded: 2014 Headquarters: Kenya	AFRICA 	Mr. Green Africa is a recycling company that leverages business as a force for good to realize sustainable, long-term social, environmental, and economic impact through collecting, converting, and selling post-consumer plastic waste. It is a 'certified B-Corporation'. mrgreenafrica.com
NaTakallam Founded: 2015 Headquarters: USA	N. AMERICA 	NaTakallam ("we speak" in Arabic) offers high-quality, curated language services delivered by refugees and their host communities through the digital economy. So far, it has distributed \$1,300,000+ in self-earned income to refugees and their host communities, connecting them to 10,000+ learners and clients worldwide. natakallam.com
OKO Founded: 2018 Headquarters: Israel	ASIA 	OKO provides affordable crop insurance to smallholder farmers in Africa using mobile payment and satellite technologies. It has so far increased incomes for more than 10,000 farmers in Mali and Uganda. oko.finance
OLIO Founded: 2015 Headquarters: U.K.	EUROPE 	OLIO connects neighbors with each other, so food and household items can be shared for free. Additionally, users can also purchase homemade food and handmade crafts from the 'MADE' section. To date, it has seen over 25 million portions of food shared on its app. It has close to 5 million users and sharing communities in 59 countries. olioex.com

<p>OneSeventeen Media</p> <p>Founded: 2008 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>OneSeventeen Media develops digital mental health care solutions for K-12 schools that help educators improve outcome-based social, emotional, and mental health results for students. 'reThinkIt!' is its proven effective mobile tele-mental health platform that has already prevented a potential school shooting and multiple teen suicides.</p> <p>oneseventeenmedia.com</p>
<p>Potluck Cafe Society</p> <p>Founded: 2001 Headquarters: Canada</p>	<p>N. AMERICA</p> 	<p>Potluck Café Society transforms lives by creating jobs and providing healthy food for people living in Vancouver's Downtown Eastside. Its catering business employs neighbourhood residents and directs proceeds to fund nutritious meal programs for those living in SRO (Single Room Occupancy Hotels) or experiencing homelessness.</p> <p>potluckcatering.org</p>
<p>Promethean Power Systems</p> <p>Founded: 2012 Headquarters: India</p>	<p>ASIA</p> 	<p>Promethean Power Systems designs and manufactures energy storage systems that are redefining the cold chain in developing countries. Its patented thermal energy storage technology enables energy-efficient refrigeration of fresh food items as they make their way from smallholder farmers in rural villages to processing plants and customers in distant cities.</p> <p>cooelectrica.com</p>
<p>Proxima Servicios</p> <p>Founded: 2015 Headquarters: Chile</p>	<p>S. AMERICA</p> 	<p>Proxima is a B-Corp that outsources services like cleaning, green area maintenance, logistics, delivery support, and more to unskilled employees. It has been certified "CarboNeutral" and "Best For The World" by B-Lab five years in a row.</p> <p>proximaservicios.cl</p>
<p>R3 Score Technologies</p> <p>Founded: 2018 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>R3 Score is a criminal background check service that provides businesses with the data they need to manage their risks while expanding their employee and customer pipeline to one-third of the U.S. living with an arrest and/or conviction record.</p> <p>r3score.com</p>
<p>reach52</p> <p>Founded: 2016 Headquarters: Singapore</p>	<p>ASIA</p> 	<p>reach52 is a tech social enterprise that provides accessible and affordable health care services to communities where health care access is limited across South Asia, Southeast Asia and East Africa. By August 2021, it has connected 600,00+ users to its platform, screened 50,000+ people for health conditions, trained 5,000+ health workers and partnered with 20+ leading global pharma and financial services organisations.</p> <p>reach52.com</p>

<p>Sanivation</p> <p>Founded: 2014 Headquarters: Kenya</p>	<p>AFRICA</p> 	<p>Sanivation is a social enterprise that partners with local governments to deliver clean, safe, and efficient sanitation services to urbanizing communities in low-income countries. It does this by converting waste to industrial fuel as a sustainable option for boilers and kilns.</p> <p>sanivation.com</p>
<p>SE Factory</p> <p>Founded: 2016 Headquarters: Lebanon</p>	<p>ASIA</p> 	<p>SE Factory is a social enterprise that develops the coding skills of low-income youth across Lebanon and connects them to local and international employers. Since 2016, it has maintained a 90% employment success rate intending to expand the program to hundreds of youth annually.</p> <p>sefactory.io</p>
<p>Speedpak Group</p> <p>Founded: 1995 Headquarters: USA</p>	<p>N. AMERICA</p> 	<p>Speedpak Group trades commercially to transform the lives of previously long-term unemployed people through industry-led training, work experience, and tailored supports. This has led to better employment outcomes, resilience in the job market and financial independence for 1,300 people.</p> <p>speedpakgroup.com</p>
<p>StreetwiZe</p> <p>Founded: 2002 Headquarters: Belgium</p>	<p>EUROPE</p> 	<p>StreetwiZe supports companies to become purpose-driven and inclusive. It strengthens the customer's organization with purpose expeditions, inclusive leadership programs and skills training for employees.</p> <p>streetwize.be</p>
<p>SUGi</p> <p>Founded: 2019 Headquarters: Switzerland</p>	<p>EUROPE</p> 	<p>SUGi is a platform that focuses on building biodiversity and rewilding urban environments. It has created 115+ forests in 15 countries through the proven Miyawaki Method. It has a network of 24 expert forest makers. SUGi Pocket Forests in city centers, schools, and public parks reinvigorate the connection between people and nature.</p> <p>sugiproject.com</p>
<p>Swink</p> <p>Founded: 2017 Headquarters: Netherlands</p>	<p>EUROPE</p> 	<p>Swink is a digital agency that provides data analytics, accessibility, and digital content services. By unleashing the extraordinary talents of people with autism, it creates jobs for people who are often excluded from the labor market.</p> <p>swink.nl</p>

<p>Turaco</p> <p>Founded: 2018 Headquarters: Kenya</p>	<p>AFRICA</p> 	<p>Turaco designs and delivers simple, inclusive and affordable life and health insurance products to emerging market consumers. Its insurance products act as a safety net that allows people to access health care without the fear of financial shocks. The enterprise has insured over 100,000 lives so far.</p> <p>turaco.insure</p>
<p>Waste Ventures India Pvt. Ltd.</p> <p>Founded: 2012 Headquarters: India</p>	<p>ASIA</p> 	<p>Waste Ventures India is a waste management social enterprise working on inclusive and financially sustainable waste management models. It partners with waste pickers across India to collect low-value plastics and provide end-to-end solutions to manage waste for bulk waste generators and local governments.</p> <p>wasteventures.com</p>
<p>White Box Enterprises</p> <p>Founded: 2019 Headquarters: Australia</p>	<p>OCEANIA</p> 	<p>White Box Enterprises is on a mission to grow and nurture Australia's emerging jobs-focused social enterprise sector. Its focus has been on finding meaningful work for disadvantaged young people on a large scale.</p> <p>whiteboxenterprises.com.au</p>
<p>WildHearts Office</p> <p>Founded: 2006 Headquarters: U.K.</p>	<p>EUROPE</p> 	<p>WildHearts Office is a business services company that uses its profits to fund social impact, giving companies a way to turn essential office overheads into social investments. Its main service lines include stationery, printing, janitorial, hygiene, and furniture, distributed from a U.K. national logistics infrastructure on a next-day basis.</p> <p>wildheartsgroup.com/office-supplies/</p>
<p>Yalla Trappan</p> <p>Founded: 2011 Headquarters: Sweden</p>	<p>EUROPE</p> 	<p>Yalla Trappan is a work integration social enterprise and women's cooperative run by a non profit association in the neighbourhood of Rosengård. It aims to create jobs and increase financial independence for immigrant women far from the labor market.</p> <p>yallatrappan.com/english/</p>

Compelling Solution/Offer

①

Quality product/service
with proven social
impact

②

Strong, inclusive
governance & leadership

③

Strategy, plan and
business model with
substantiated social
impact

④

Can find mutual value
and align incentives
with a corporate
partner



Supply/Demand Management

- Agility to build and meet supply and demand and grow customer value
- Effective supply, robust supplier base and ability to scale
- Understanding of unit economics
- Effective distribution and ability to export products



Capital

- Access to financial capital, cash flow and working capital to meet and scale demand
- Access to relationship building opportunities and networks to build visibility



Capabilities and Skills

- Core business capabilities particularly with Corporate procurement processes
- Ability to innovate and customize on a recurring basis
- Appropriate infrastructure, people, processes (performance metrics, quality standards, certifications and compliance measures) and technology

This project was a team effort, made possible through the support, time, and input of dozens of organizations and individuals. We thank each and each and every one for their enormous contributions to this effort.

Project Supporters



Social Entrepreneurship



COVID Response Alliance for Social Entrepreneurs









Building a better working world





Corporate-Readiness Survey and Analysis

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Katie Reberg, 60 Decibels
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Corporate-Readiness Framework

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AB InBev, Maisie Devine	Kentaste, Andrew Massaro
AB InBev, Clare Flannery	Liberty & Justice, Chid Liberty
Ashoka, Jeanine Buzali	NESsT, Nicole Etchart
Azahar Coffee, Tyler Youngblood	PepsiCo, Jeff Halvorson
B Corp, Holly Ensign-Barstow	Rangсутra, Sumita Ghose
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And major thanks to the 85 nominators who helped us identify the amazing organizations that provide the source of our data and our list of 100 diverse corporate-ready social enterprises.

