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Global Engagement Forum
SPRING/SUMMER 2018

RESEQUENCING THE CORPORATE GENOME
Global Health Corporate Champions
SUMMER 2018 – SENEGAL

Developing Global Leaders through Immersion Experience

The Global Health Corporate Champions is a team of 5-15 corporate professionals from multiple disciplines and companies across several industries who come together for a one-month intensive, immersive experience to address global health problems. This diverse group of leaders leverage their business and operational expertise to improve the effectiveness of local organizations, leaving in place longer term, sustainable capacity.

The next cohort will depart for Senegal on July 21, 2018, for four consecutive weeks of pro bono service. We are currently accepting applications for the 2018 Summer cohort.

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ABOUT THE MAGAZINE

Over the last 26 years at PYXERA Global, we’ve found that bringing diverse parties together to address key challenges works. Today, we aim to convene players from across sectors to address the complex global issues outlined in the United Nations Sustainable Development Goals. The PYXERA Global Engagement Forum provides a multidimensional space to share and discuss these approaches—through dynamic online content and stories, informational resources, live events, and print publications like this one.

Truly effective tri-sector collaboration is hard work and we hope to provide a common space to make those engagements a little easier.

Thank you for joining us as readers and contributors in elevating the ways in which individuals, corporations, and social enterprises champion a better future for our world.
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Resequencing the Corporate Genome

How Leaders Embed Shared Value into Organizational DNA

DEIRDRE WHITE

As a culture, we are distracted and obsessed with short-term thinking, easy answers, and swift results. The context in which we live encourages this mindset and protects itself from alternate approaches. Yet maintaining the population and its resource needs over the long-term without jeopardizing the ability of future generations to do the same—the very definition of sustainability—is simply not possible on this path.

While it has been traditionally acceptable to recognize profit as the fuel that powers the global economic engine, chasing profit at the expense of all else is obsolete and perilous. Fortunately, a series of bold moves in the private sector toward broader social goals are just beginning to move the needle. Responding to a growing chorus of consumer demands and reacting to entrenched government dysfunction, powerful business leaders have jumpstarted a trend that looks like it’s here to stay. Their message is simple: if your business is not committing to sustainable outcomes and social progress, you will be left behind.
Among the more telling examples of business’ evolving role in society comes from Lawrence D. Fink, founder and chief executive of BlackRock, an investment firm that manages over $6 trillion in assets. In early 2018, Fink declared the firm would no longer invest in businesses that shirk their responsibility toward social progress. In a letter to business leaders, he wrote, “Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.”

Shared value—profit-making strategies that provide tangible value to both the community and the bottom line—is not created in isolation, but rather through purposeful partnerships where each stakeholder provides complementary value.

When Cisco Systems discovered “refugees ask for Wi-Fi before food, shelter, healthcare, or asylum,” the IT company partnered with the nonprofit NetHope and together they leveraged their core capabilities to equip over 80 refugee camps in Europe with internet access. In its quest to reach 100 percent recycled, organic, or renewable material in its products by 2020, global outdoor lifestyle brand, Timberland, partnered with a social enterprise, Thread, to convert used plastic bottles into polyester fabrics. Chinese tech firm Huawei is cultivating talent by working with academia to invite students from over 100 countries to spend two weeks with its employees in Beijing and Shenzhen. Global energy firm Enel has embedded shared value creation in all of its global business operations, focusing on providing energy solutions to underserved populations, while investing heavily in renewables.

In this issue of the Global Engagement Forum: Magazine, we highlight the ways in which companies are incorporating shared value into their cultural DNA. Strategies such as scaling solutions through diverse participation, using data and analytics to understand business’ impact on social progress, encouraging employees to discover a deeper sense of purpose in their jobs, and expanding storytelling to amplify experiences and innovation are among the ways companies are resequencing the corporate genome.

Read on to learn how pioneering leaders are applying these strategies in pursuit of a sustainable tomorrow.
2018, like most years, has begun with statements both hopeful and optimistic about what the new year may bring. And there are many positive developments in global sustainability to acknowledge, including the ongoing implementation of the Paris Climate Agreement by many nations; increasing collaboration among business, non-government organizations, and other institutions on renewable energy, food waste, and other issues; the expanding human rights agenda; women’s empowerment; and accelerating investor interest in sustainability. So far...so good.

Such optimism (even cautious optimism), however, needs to be tested against deeper structural obstacles that have the potential to slow down and possibly reverse more positive sustainability trends of recent years. There are five such obstacles:
Broken politics.
While a dysfunctional U.S. president’s tweets and racist comments are the most obvious symbol of broken politics, the problem is global in scale and impairs the advancement of important sustainability objectives. In Germany, the diminishment of Chancellor Angela Merkel’s political influence since the September Bundestag election perpetuates the caretaker government. The political price tag for building another “grand coalition” currently includes abandoning Germany’s 2020 carbon emissions target (a 40 percent reduction from a 1990 baseline). In Brazil, the perpetuation of the corruption-fueled political crisis has significantly weakened the government’s resolve to protect the Amazon rainforest. The number of harvested hectares has risen even while President Michel Temer’s ruling coalition depends on support from “ruralista” agri-business interests. Other instances of broken politics afflict Myanmar, Poland, South Africa, the United Kingdom, and a host of other nations and impede political leaders’ ability to resolve human rights, immigration, natural resource, and other sustainability challenges.

Transition of major business leaders.
Much of the progress in advancing sustainability over the past few decades resulted from private sector commitments and performance among leading companies across multiple business sectors. And, yet, ongoing transitions at the CEO level create major uncertainties about the ability to continue effective CEO advocacy in major sustainability debates and commit to future progress. In the food and beverage sector alone, 2017 witnessed the departure of major sustainability proponents Paul Bulcke of Nestlé and Muhtar Kent at Coca-Cola. General Electric witnessed the defenestration of Jeffrey Immelt three months earlier than he originally announced, and Ford fired its CEO Mark Fields. Unilever has retained a search firm to identify a successor to Paul Polman in approximately 17 months, and Andrew Liveris is in the twilight of his career after remaking The Dow Chemical Company. Each of their successors is unlikely, at least initially, to invest major time in sustainability strategy and advocacy as they will confront the need to establish their own leadership imprimatur and credibility with investors, employees, customers, and other stakeholders. At a time of when the voice of more sustainable business needs to be clearly heard and expanded, who will fill the void and carry the torch?

Disappearing middle classes.
In his 2016 opus on The Rise and Fall of American Growth, economist Robert J. Gordon presented a very dire scenario of declining living standards resulting from an aging population, stagnating education, epidemic levels of indebtedness, rising inequality and a failure to match innovations achieved by previous generations. Many of these factors are not limited to the United States.

In addition, future innovations may prove highly disruptive to maintaining existing middle class purchasing power and lifestyles due to technological advances that will require even fewer workers and middle managers (think next generation robotics, 3D printing, and what’s already happening to shopping malls and bricks and mortar retail stores from online purchasing). Middle class economic anxieties, pervasive in western democracies, have yielded to a toxic reaction against trade agreements, immigration, and government regulation. Future proposals to advance sustainability through taxes, regulations, or consumption restraints will encounter brisk political headwinds.

Inability to focus.
One of the sustainability community’s greatest strengths over the past generation—its ability to expand the agenda across economic, environmental, and social needs—is also its Achilles heel because of a structural inability to mobilize powerful coalitions around key messages and priorities.

The result is a cacophony of causes expressed through a liturgy of language that often fails to penetrate the consciousness, much less motivate ordinary citizens. A previous generation of public health and environmental activists exhibited greater success in linking language with lobbying, but their objectives—clean air, clean water—were admittedly simpler and ratified by conditions that were verifiable through the common eye. The inability to develop a focused sustainability agenda has yielded a situation in which nations
have pledged to the 2030 agenda even while intolerable living conditions and business practices reminiscent of 1970 prevail in some advanced industrial as well as developing countries.

**Failure to do some basic things.**

BlackRock’s CEO Laurence Fink’s recent letter to the world’s largest public companies is a useful reminder of our common failure to implement a few basic decisions that could further align the interests of producers and consumers with more sustainable outcomes. They include more realistic pricing strategies for natural resources and other valuable commodities (e.g., carbon, water) so that their longer-term environmental and societal impacts and costs were more transparent to institutional purchasers and consumers; more realistic time frames for shareholder and institutional investor evaluations of enterprise performance; and more explicit disclosure of business risks that, left unreported, can mask a fuller understanding of risk exposure to senior management (this includes not only health and environmental factors but also the risks of not addressing discrimination or sexual harassment).

These structural impediments will require much time, thought, and effort to redirect. What is to be done in the interim? There are four practical suggestions to maintain momentum for sustainability initiatives, including:

- Since not every organization, nation, or region can become or aspire to be leaders, we should aim to mobilize a wider set of institutions to improve their performance. Business federations represent a natural place for such engagement through common standards development, technical support, and peer-to-peer engagement at all levels. Such buy-in can reduce the scale of free ridership within individual business sectors while making steady performance progress.

- Strengthening the infrastructure for collaboration on ever larger scales involving more diverse institutions. Progress will be enhanced through a) clear problem definition related to a business purpose and joint goal setting; b) building more efficient collaboration networks; c) co-investing resources (people, knowledge, and money) commensurate to what is needed to achieve success; d) focusing on critical issues; and e) agreeing upon the terms of transparency and accountability for governance among multiple partners.

- Recognizing that many factors drive change—values, culture, strategy, and money—but responding to ratings agencies’ multiple and duplicative requests for information, or chasing too many short-term shiny sustainability initiatives flowing in the stream are not among them.

- Stop asking people to park their beliefs, values, and lifestyles at their employer’s door. Values can strongly bind an organization to its employees and to civil society and they represent the connectivity that shapes thinking about business strategy, technology development, and relationships with society. Organizations whose values are in general harmony with their employees, and who respect individual differences and preferences, have great potential for creativity, innovation, and internal and external collaboration—all prerequisites for longevity.

Here’s hoping that the sustainability agenda can become more impactful.
When Michael Porter and Mark Kramer published *Creating Shared Value* in 2011 in the Harvard Business Review, the concept struck an immediate and resonant chord with business leaders globally. Why? Recall that particular moment in time—trust in the private sector was at an all-time low on the heels of the 2008 global financial meltdown and an ever-expanding list of social and environmental issues seemed beyond the reach of governments driven by partisan divides. Ten years later, the narrative sounds familiar with issues like growing inequality, climate change, and access to medicine for underserved populations proving to be challenges that are too big for any one entity to solve alone.

Enter shared value—the idea that companies can help solve social problems at scale through their core business in ways that enhance competitiveness and deliver financial value to shareholders. For some companies who embraced this approach, such as Nestlé or Walmart, shared value wasn’t new, but helped provide a conceptual framework for efforts they had been pursuing for some time. For others, shared value presented an opportunity to fundamentally re-think their company’s engagement with society through their core business, rather than through bolt-on activities.

The launch of the Shared Value Initiative has helped catalyze an ever-growing number of companies on the shared value journey and crowd-sourced a robust body of knowledge on how to effectively deliver shared value strategies.

As we look across the business landscape, we see four distinct trends capturing the attention of C-suite leaders who are increasingly called upon to lead solutions to the grand challenges the world faces.
Eyes on two prizes: delivering short-term results within a longer-term vision—The short-term pressures on companies to deliver quarterly results are often misaligned with society’s longer-term interests. Larry Fink’s extraordinary letter to CEOs in January 2018 is yet another indicator to companies that their success lies not only in delivering near-term financial performance, but also in sustained contribution to society, the latter of which generally does not happen in convenient 90-day increments.

One does not have to come at a cost to the other; however. In a study conducted by Harvard Business School professor George Serafeim, analysis of sustainability investments—classified as material and portfolio stock return regressions—showed that companies “making investments and improving their performance on environmental, social, and governance (ESG) issues exhibit better stock market performance and profitability in the future.” For companies, this suggests that their efforts to do good are rewarded.” Those who ignore the opportunity to deepen their impact risk losing customers, talent, competitive advantage, license to operate, and now, investors.

Moving from CEO activism to CEO action—We’ve recently witnessed unprecedented displays of CEO activism in the United States. From the business response to the proposed Muslim ban to the U.S.’s withdrawal from the Paris Climate Accord to the conversation about racial equity following the events in Charlottesville, it is evident that CEOs are keenly aware of the platform they have to influence conversation and action.

Take the topic of racial discrimination. Companies like PayPal, Cigna, and Prudential recognize that racial inequity is bad for business—it keeps people of color from participating fully as employees, consumers, and suppliers. They’re innovating around their core business products and practices to address racial inequity while creating a competitive edge for themselves. But there is a risk in this CEO activism and it relates to the gulf between what CEOs say and what actually happens within the company. In the future, the most successful CEOs will be deeply engaged in the pressing societal issues of our day in ways that are intertwined with how those issues affect the long-term success of their companies. In other words, they’ll do more than speak up when the news cycle demands it; they’ll develop new business models that uncover sources of profit linked to solving our society’s urgent problems.

The battle for talent is heating up—These days it’s hard to miss articles about the future of work—whether it’s the gig economy or the debate about robots replacing humans, there’s no doubt that the nature of work is changing. We don’t yet know the full impact these technologies will have on the workforce, but what we do know is that companies need to look at ways to redefine the workplace experience for their employees, particularly for groups who have historically faced barriers to employment including people of color, women, and immigrants.

Companies like Walmart, Gap, and Hilton recognize that high turnover costs them billions of dollars each year. They’re getting ahead of that trend by innovating best practices in hiring, retention, and advancement in order to build a skilled workforce and remain competitive in the war for talent. The companies that break down the preconceived notions that prevent all qualified candidates from getting in their door will be rewarded with a more diverse workforce that delivers superior products, services, and profits.

In the end, deeper organizational transformation unlocks value—Finally, time and again, we observe the greatest success on shared value comes to companies that are aligning their commitments to social issues with the greatest impact on their future business. While this may seem self-evident, these companies find that the hard work of embedding shared value into planning processes, organizational design, corporate strategy formulation, and employee training, just to name a few dimensions, is the heavy lifting required for shared value success. When these changes are multiplied against countries of operation, lines of business, and so forth, the complexity becomes clear. However, these are the steps that ultimately hold the key to deliver the success companies are seeking within shared value.

On April 30 – May 2, 2018 the Shared Value Initiative will convene its eighth annual Shared Value Leadership Summit at the Conrad New York where speakers from Facebook, IBM, TIAA, and Bain Capital, to name a few, will gather to discuss the significance of the trends outlined above in the context of business-led solutions to the world’s most pressing problems. Learn more at sharedvalue.org/summit.
The unbridled accumulation of single-use, post-consumer plastic bottles represents a social and environmental crisis affecting populations and landscapes the world over. While industrialized countries have evolved systems and customs that effectively displace this waste stream, the problem is glaringly evident in less-industrialized countries, ill-equipped to control the flow. Yet strategies to manage Polyethylene Terephthalate (PET) plastic have led to surprising new markets. The social enterprise, Thread, makes polyester fabrics derived from used bottles sourced from some of the most affected communities, a model that creates jobs, incentivizes environmental decontamination, and builds awareness about the value in the waste stream.

In March 2017, global outdoor lifestyle brand, Timberland, launched a new product line that integrates Thread’s fabric as part of its goal to feature some level of recycled, organic, or renewable content in 100 percent of its products by 2020. Proliferating and scaling such business partnerships holds great potential. PYXERA Global’s CEO, Deirdre White, had the opportunity to moderate a Thread-Timberland discussion in a session at the Ethical Corporation Responsible Business Summit NY entitled “Partnership X Factor.” The audience heard from Thread CEO, Ian Rosenberger, and Timberland’s Director for Strategic Partnerships and Business Development, Margaret Morey-Reuner, and determined that this partnership does have the “X Factor.” Following the Summit, Ian and Margaret shared more of their unique perspectives on the partnership and their learnings.
Talk about the common ground that brought you together.

IAN: As the CEO and Founder of Thread, I’ve created a company that takes trash from the very poorest neighborhoods in the world and turns it into fabric. It’s not much of a company if we can’t find somebody to buy that fabric and put it into stuff. So, we found ourselves in this really interesting position where we realized that companies were reaching down into supply chains trying to find better and more sustainable ingredients and products. We realized, more by pure chance and luck than anything else, that we were sitting at the bottom of the supply chain reaching up, looking for customers. From a core values perspective, we both want the same things, so that made the partnership very easy. From a beliefs perspective, I struggle to find any differences. This isn’t the case with all brands—in that sense I think that Timberland is unique.

MARGARET: Culturally, in the Timberland organization, everybody is on board with the idea of partnering with a company like Thread because we believe inherently in what Thread represents. The ability to be able to connect our consumers, who buy our products made with Thread, to the first mile of the supply chain, to the people who collected those bottles that become the fabric on the way to becoming the boot that they bought, that’s an invaluable proposition. The fact that we can translate in the storytelling for our consumer, communicate to them the impact that their choice in buying our product has on the people who are recycling the bottles; it’s amazing.

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MARGARET: Operationally we have the same goals, but our respective levels of agility are vastly different. The agility of a company like Timberland, a global company, a global brand that’s part of an even larger corporation, it’s like turning an ocean liner versus turning a small sailboat. So, I think operationally, we found that to be the root of any tensions that we’ve experienced for the most part.

For example, we had some strategic decisions that were made that caused some people who were leaders on the product and materials development side to move on to new roles. In that happening, we took our eye off the ball in making sure that the people who came in were brought up to speed with Thread and made it a priority. That’s something we never even thought of and now I would bring this up in the future in exploring this type of a partnership. That became a very big pain point for both organizations.

IAN: Anytime a partnership comes together, you’ve got a big group of people. Bringing all the people together to march to the same beat, especially when they’re from different companies, is not easy. But I also know that there’s comfort in the commitment. Thread has committed to Timberland that we’re going to make it work and in turn, Timberland has communicated to Thread that they are too.

One thing I really credit Margaret with in the partnership is, very early on, she said ‘you know, we need to find the right stakeholders for this and they need to be in the room all the time.’ And while the people have changed and we’ve had to negotiate and work with those changes, we’ve also had some people stay the same, people like Margaret. We don’t go to a brand now, at all, unless we can get everybody together in one room. I think it’s as much about committing when things are bad or hard as it is when things are good.

What impact did the difference in your organizational structures have on the partnership?
How has the partnership impacted the culture and goals of your organization?

IAN: As an organization, at a core level we’re bound to our mission—to pick up as much trash as we can and put as many people to work as possible. The great thing about the partnership with Timberland is that it has taught us to also be aligned towards business. What I’ve learned through this experience with our partner is that business is actually the biggest lever we have to solve the most pressing issues of now. I think that the speed with which the market works is the only tool that can approach the problems of the day with any amount of velocity. The partnership with Timberland has taught us that.

We were able to support 77 jobs, clear out 30 million gallons of water from the supply chain, and pick up 765,000 bottles off the ground. It made me realize that, if we could get brands like Timberland to 10X that, and then add 10 or 100 more brands of their size, our mission becomes much more attainable. The partnership has instilled in me this urgency to do really well from a business perspective because that’s going to allow us to solve the issues that we came here to solve.

MARGARET: I’m the person in the building that has to always go to all of the people that make things happen and say, ‘I’ve got a crazy idea. What if we were to partner with people that make recycled PET fabric that we could actually trace back to when it was a bottle? We could tell the story of the lives of the people who picked up that bottle and sent it on its way and how that was their job, and how their job has made their life better.’

I have to face a lot of cynicism, often times from functions like finance, and I always start out by saying, ‘there’s a reason people work at Timberland. Because of our culture and our commitment to being a responsible company and why we all place a high value on that here internally.’ So when you tell them this is a possibility, they inherently believe in it. But when they find out that it might be a little harder than an inline operating way of doing things, sometimes, that’s when a lot of the naysayers and challenging opinions come up. And I always say ‘if it were easy, everybody would be doing it.’ That’s how we’ve tried to build a brand and a business. We’ve tried to do the right thing, and the right thing isn’t always the easiest thing.
In Reset: Business and Society in the New Social Landscape, authors James R. Rubin and Barie Carmichael provide a strategic roadmap for businesses navigating a new social ecosystem. While trust in big business continues to erode, a web-empowered public’s expectations for business’ role in society are increasing globally. The result is a trust-expectation gap which corporations must bridge both to advance their products and to attract the next generation workforce.

As the following excerpt articulates, business leaders are increasingly recognizing the seismic changes in a new social landscape, often taking actions ahead of gridlocked governments. Businesses succeeding in this new era are creating a new three-way sweet spot in which the needs of business, customers, and society intersect.
“Washington is Washington, but progress will continue. We’re proving the private sector can play as big a role as policy change.”
In the now permanently interconnected world, the public, private enterprises, and governments collectively face complex challenges. As a result, the more than thirty-year cycle of placing government in opposition to the private sector is long past its sell-by date. If the rationale is that, excepting the armed forces, the government cannot do anything, why do UPS and FedEx sometimes use the United States Postal Service as a carrier?

At the other extreme, political candidates of both major parties, with varying degrees of credibility and sincerity, bash “big corporations” and “Wall Street” to elicit reliable applause. However, a good many corporations have in place, or are trending toward, positions on social issues and employees that are well ahead of political debate or policy goals. In advance of the 2017 G7 Summit in Italy, chief executives of leading U.S. companies collectively signed letters and purchased full-page newspaper advertisements urging President Trump to support America’s continued involvement in the Paris Climate Agreement, saying the agreement benefits American companies, suppliers, customers, and communities. Concerns regarding immigration and national security were factors in electing Donald Trump president of the United States. Yet business leaders have taken a visible lead in articulating the critical role immigrants play in advancing American prosperity and innovation. Tesla CEO Elon Musk, for example, has articulated the tech industry’s need for specialized talent; the CEO of Cargill, David MacLennan, testified in Congress on the essential labor pool refugees and immigrants provide to business operations in the United States. According to the United States Census Bureau, immigrants hold 35 percent of the country’s 441,000 meat-processing jobs, including refugees from East Africa. At a grassroots level, February 15 has become the “Day Without Immigrants,” when many immigrants in major cities stay home from work or school to tangibly demonstrate their critical role in the nation’s economy and social structure. Many shops and restaurants close in solidarity while others prepare for operational shutdowns owing to insufficient staff.

Similarly, food and beverage companies like Mars, Nestlé, and PepsiCo have engaged in initiatives with the nonprofit Partnership for a Healthier America (PHA) to address growing social concerns with issues like obesity and diabetes to improve the nutritional content of their foods. Many of the PHA partnerships are binding legal contracts with independent third parties monitoring compliance. Ironically, this progress continues as the federal government rolls back previously enacted nutritional rules and regulations. “Washington is Washington, but progress will continue,” commented PHA CEO Larry Solar to the Washington Post. “We’re proving the private sector can play as big a role as policy change.”
Preserving Latent Goodwill

Despite the disruptive challenges posed by a web-enabled public, people who grew up with iconic product brands do not want them to go away. If that sounds dissonant at a time when corporations in the aggregate have engendered so much mistrust, the attachment to iconic product brands may provide a reservoir of goodwill, or latent goodwill, for the corporate brand in this era of increasing corporate scrutiny. Iconic brands are a part of our culture, and many have been around for more than or close to a century. It seems reasonable to argue that beyond the benefit of the doubt, many consumers do not want to see iconic brands vanish if the companies do what they can to address their corporate brand concerns. People want to have a Coke or Pepsi with a hamburger or slice of pizza occasionally. Even many green tea-drinkers most likely want the option to buy, for example, a pair of Levi’s made by a company once derided for not moving production offshore soon enough. Now, for $128, you can buy a pair of Levi’s made in America to join a closet full of once-everyday brands now priced as luxury goods if they are made in America.

Consumer-facing companies have not taken the goodwill reservoir for their product or service brands for granted. As many of the examples cited in this book demonstrate, they are actively addressing the alignment and authenticity elements of their corporate brands and building attachment by addressing inherent negatives in their business models, whether owing to the stakeholder impact of their supply chains or in matters of corporate policies or governance. They are building attachment through business strategies that integrate profit with a corporate purpose, engaging with society in shared advocacy to solve problems common to their business and society.

To illustrate how quickly this has changed, in 2011 Steve Jobs exemplified Andy Grove’s criticism of Silicon Valley’s disconnect with society when he bluntly told then-President Obama that Apple’s manufacturing jobs “aren’t coming back” to the United States. At the time, Tim Cook, then Apple’s operations expert, led the preference for manufacturing Apple devices in Asia. The issue was less a matter of low-cost manufacturing labor than about the speed and flexibility of Asia’s supply chains. The United States, Cook declared in 2012 as Apple’s new CEO, “can’t compete at this point.”

In 2017, just five years later, Asia’s manufacturing supply chain likely still held its speed and flexibility advantage over the United States, yet Cook announced Apple’s new $1 billion fund to promote advanced manufacturing jobs in the United States. Likely the social unrest among U.S. middle-class manufacturing workers that helped catalyze the election of Donald Trump at least partially prompted this new initiative. Whatever the myriad of causes, Cook’s 2017 comments on Apple’s role in creating jobs contrast substantially with his remarks made in 2012: “A lot of people ask me, ‘Do you think it’s a company’s job to create jobs?’ and my response is that a company should have values because a company is a collection of people. And people should have values, so by extension a company should. And one of the things you do is give back,” Cook explained in 2017. “So how do you give back? We give back through our work in the environment, in running the company on renewable energy. We give back in job creation.”

Excerpted from Reset by James Rubin and Barie Carmichael
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The Future of Jobs report released by the World Economic Forum in 2016 estimates that over the next three years, 2 million new jobs will appear in the fields of computing, mathematics, architecture, and engineering. Given this forecast, it’s evident that our rapidly evolving landscape requires us to redefine approaches to education to fully embrace technology as a fixture of the future.

In a world set to witness 100 billion connections by 2025, it’s a race against time to prepare for the changes that lie ahead. At Huawei, we are implementing skills development and training initiatives to lay a broader foundation for inclusive technological development that contributes to human wellbeing at the global scale.

When Huawei launched its inaugural Seeds for the Future engagement in 2008 in Thailand, the program had a singular focus on capacity-building for technology students. Our work with educational institutions led to a combination of onsite training and donations of technology equipment. It didn’t take long to realize there was much more that we needed to do if we wanted to bring about critical systems-level change. We realized there was still a gap between what was learned at school and the emerging needs of our fast moving industry.

We looked to the future, at geopolitical dynamics and other socio-economic drivers of change and realized we also had a role in helping top students develop leadership skills that are required to compete at the global level. When we proposed to universities the idea of inviting students to China to experience its culture and discover the technologies of the future, we received very enthusiastic feedback. The positive responses encouraged us to pilot Seeds for the Future with British and French students.
The first cohort of students arrived in China in 2011 and their agenda was rather simple. They spent one week in Beijing learning basic Chinese at the Beijing Language and Culture University while also getting acquainted with Chinese culture and history. More than 95 percent of participating students acknowledged that learning about China and Chinese culture from the inside helped them to bridge the cultural divide to move beyond stereotypes and clichés and formulate a better understanding of China’s success factors. For many, it was their first visit to China—even their first time abroad—and the initial culture shock was soon replaced by amazement and inspiration. For most of the students, seeing the Great Wall was a lifetime experience—some even received lessons in Kung Fu.

The second week was spent in Shenzhen—the location of our headquarters—to receive training on the latest of Huawei’s technology, visit the Huawei exhibition centers, and interact with top industry experts. With students predominantly focused on STEM studies (Sciences, Technology, Engineering, and Mathematics), the interest around
cutting-edge technologies was palpable. The students were thrilled to build a base station and learn how to connect a network, allowing them to call, send messages, or browse on the Internet. They particularly delighted in the exchanges with our colleagues from Research and Development, who shared their stories and their vision for our industry in the next 10–20 years. The visit to our exhibition centers appealed to everyone without exception: seeing how the future might appear when the Internet of Things lies at the heart of our homes and lives, and marveling at the endless technological ideas that they might implement back in their home countries. They were also impressed with the two-km² campus and its 40,000 employees!

Ten years after welcoming the first program participants, Seeds for the Future has now reached 102 countries, fostering partnerships with more than 300 universities worldwide. The success of the program strongly relies on the balance between cultural and technical program components. The opportunity to converse with Huawei experts and participants from other countries further enhances the participant experience. As the Global Head of Corporate Social Responsibility who led the revamp of the program back in 2011, I once had the pleasure of meeting with a group of students representing 14 separate nationalities. At such times, one realizes that there are no frontiers in our physical world and that knowledge sharing is truly global. Witnessing the interactions and exchanges within such multicultural groups is always rewarding and serves as a continual reminder that we are at the forefront of building a diverse, safe, and better-connected world.

Diversity indeed matters greatly. In an industry with a very low percentage of women, it was a priority for us to encourage more women to join the program. I was quite pleased to break industry clichés by welcoming a group of bright women students from the United Arab Emirates. Since then, more have joined the program, and earlier this year I attended the Mohammed Bin Zayed–Majlis For the Future Generation in Abu Dhabi where our female Seeds for the Future students from the UAE presented their innovations that address local challenges. Women are heavily involved in their communities and ready to make a difference using technology as a force for good.
More recently, I met Marcus, an undergraduate Computer Science student from Estonia. When he was asked to share his insights on the program at the end of the two weeks, he focused his presentation on the future outlook, the challenges that we will face, and how we need to rethink our approach towards technology. He also talked about his ambition to innovate for Estonia, introducing new applications such as WeChat and ushering his country into the digital age. He emphasized how inspired he was by everything he saw at our headquarters in China, and how much he learned from other international Seeds students. Listening to him speak about his willingness to fail so that he could start over again and again until he succeeded, I was amazed by his maturity, his entrepreneurial spirit, and his motivation for shaping the world he desired to live in. What was even more rewarding was to hear that the Estonian Seeds students all planned to work together to establish these new technologies and adapt them to their local needs. I felt proud to be part of their journey of discovery and achievement.

Seeds for the Future is more than just a two-week experience. It is meant to nurture those smart young people from all around the world to make significant contributions in our industry. Some have joined Huawei’s workforce, some now work for our customers, and others, like Marcus, will be the entrepreneurs and future change-makers in their country and beyond.


“More than 95 percent of participating students acknowledged that learning about China and Chinese culture from the inside helped them to bridge the cultural divide to move beyond stereotypes and clichés and formulate a better understanding of China’s success factors.”
How Many Sectors Does it Take to Build a House?

Reflections on an Extraordinary Tri-Sector Partnership

DEIRDRE WHITE

Note to self: Life goal—At the age of 92, with my life partner by my side, collapse from dehydration during a week-long Habitat for Humanity building blitz across Canada.

Jimmy Carter is an extraordinary individual. The dehydration collapse befell the ex-president in July during a build in Winnipeg, Canada. He’d been taking part in a Habitat for Humanity Canada initiative to build 150 homes across the country for its sesquicentennial. I participated in the build in Edmonton, where President Carter had worked the day before his collapse, and I can say with certainty that when you have an inspirational nonagenarian who’s working harder than you are, you try to step up your game.

My reason for being there was to take part in the latest engagement of the long-standing partnership between Habitat for Humanity and The Dow Chemical Company. That week, volunteers participated in The Jimmy and Rosalynn Carter Work Project, a build event that the Carters have been a part of for over 30 years with Habitat, working to build affordable housing alongside low-income families.

While I spent two days on the build site adjacent to the one where President Carter was hard at work, it gave me a chance to take a step back and marvel at all the energy generated by this diverse partnership as it unfolded around me. Habitat for Humanity has a natural ability to impart a sense of unity and enthusiasm for physical labor upon its volunteers and many stakeholders, much of which is attributable to its deft planning and organization.

But it was the convergence of so many strategic elements that made this encounter the epitome of partnership. It’s commonly known that promoting cross-sector partnership is an obsession of mine, which has manifested itself in the mission of my organization, PYXERA Global. So why was this particular experience in Edmonton so special, and why should it be highlighted for other collaborators to understand and emulate?
A Partnership Grand Slam

This was a true public-private-social sector partnership as it was all about teamwork. First, the governments in every province in Canada where these builds occurred offered land and other forms of support to clear a path for progress. Second, there was a strong level of support from the private sector. Dow, among various other contributing companies, dedicates funding, materials such as energy-saving insulation products, as well as the time of its employee participants. Third, Habitat for Humanity International is a global non-profit consisting of many local and regional affiliates, each of which is connected to a network of local organizations that also bring support and contributions to area builds.

Beyond tri-sector involvement, the combination of skills-based and traditional volunteerism was strong. Many participating volunteer builders are private citizens who believe in affordable housing and are prepared to contribute either their skilled or unskilled labor. Finally, you have the families themselves, each of whom commits to investing at least 500 hours of sweat equity into their homes. Taken together, this confluence of constructive energy was everything that we say a public-private-social sector partnership can and should be.
The Magic of Community and Purpose
Habitat has an ability to quickly create a sense of community. It was quite stunning how rapidly we all became friends and dependent on one another to make this process work.

Habitat is phenomenally good at creating purpose. At the time of your arrival, you’re told that you’re not just going to build a house. You have a larger purpose. On day one, we were told that we are working to solve the affordable housing problem in a tangible and measurable way. Mark Rogers, CEO of Habitat Canada, shared the thought that “selfless servanthood can change the world; it always has and always will.”

Meanwhile, it’s important to recognize that behind the scenes, extensive planning goes into these builds. It is not just about keeping people busy, but about having a solid understanding of how each contribution will add up to a finished product. This level of organization requires Habitat to marry a top-down approach of marshalling the necessary resources with a ground-up approach of leveraging diverse skill-sets once every actor is in place.

“I understand how a results-driven project like a week-long home build for low-income families lends itself to drumming up enthusiasm, but when you then introduce the element of star power, the level of support quickly reaches a critical mass. Conceptually, a partnership with a strong framework and the necessary players and resources in place may meet textbook standards, but it’s important to never undervalue how inspirational leadership can accelerate the impact.”

To assemble the right resources, a convener needs to appeal to each strategic partner in terms of the things that are important to them. For a systemic challenge like affordable housing, there’s an argument for anyone and everyone to be involved. We often talk about solvable problems being those that we’ve seen solved on smaller scales, with tools and resources that we know exist. Affordable housing is a good example.

In a short period, a motivated group that has the right resources and the guidance to focus its energy can achieve impressive results. Our achievement over just a few days felt like a quantum leap forward, which was deeply satisfying for everyone involved.

Accelerating the Impact
I understand how a results-driven project like a week-long home build for low-income families lends itself to drumming up enthusiasm, but when you then introduce the element of star power, the level of support quickly reaches a critical mass. Conceptually, a partnership with a strong framework and the necessary players and resources in place may meet textbook standards, but it’s important to never undervalue how inspirational leadership can accelerate the impact.

Why were there 800 people in Edmonton committed to this build? To be sure, interest was partially due to Habitat’s outreach and reputation, but if it was Habitat as a stand-alone convener, I don’t think the numbers would have been as dramatic. People signed on because this is The Jimmy & Rosalynn Carter Work Project. President Carter is a leader who deeply understands what the problem actually is, and is altogether devoted to doing what he can to solve it. Some of that may be nailing a board or cutting rebar; but his “selfless servanthood,” as Rogers put it, includes the use of his significant influence. This kind of influence draws other stars, too. Country musician Garth Brooks was present, and he offered his perspective: “The greatest thing you can do is for someone you’ll never know.”

It was a rewarding experience and a heartwarming community to be a part of. I’m convinced that armed with the awareness of this partnership’s building blocks, a resourceful and engaged global community can recreate that magic and apply it to any of our biggest challenges.

At the end of a long day’s work, Jimmy Carter summed up the essence of Habitat with a simple explanation. “We don’t give anything away at Habitat except love and affection and concern and help.”
Mentoring to Innovate and Grow Belarusian Businesses

The Best Start-Up Idea Competition Provides Aspiring Entrepreneurs with Experienced Mentorship

LIZA VASYLENKO

The goal of the Delivering Regional Instruction Vital to Entrepreneurial Success (DRIVES) program, funded by the United States Agency for International Development (USAID), is to improve access to high-quality business education for small- and medium-sized enterprises across Belarus. PYXERA Global implements DRIVES in cooperation with international and local partners including the Global Business Schools Network and IPM Business School in Minsk.

The DRIVES program has established six regional Centers of Excellence in Entrepreneurship (CEEs) in cities across Belarus: Minsk, Vitebsk, Mogilev, Gomel, Brest, and Grodno.
USAID works to strengthen and expand the private sector in Belarus by improving the business enabling environment, increasing the capacity of private sector actors, and facilitating access to finance, with a particular focus on micro-, small-, and medium-sized enterprises. USAID also gives special attention to improving access to modern technologies and developing innovative start-ups.

The DRIVES program engages a consortium of local and international partners, bringing entrepreneurship courses, business teaching methods, and online education solutions from leading US business schools to entrepreneurs across Belarus. Since 2014, over 1,000 start-ups have participated in DRIVES competitions and workshops with 3,663 individual entrepreneurs having ultimately received consultations and mentorships at the newly established regional Centers of Excellence in Entrepreneurship, and IPM Business School and B2B business school/mentorship courses.

“My team was able to look at our work from a different perspective. It helped us critically assess our business plan and describe the path for development and the methods needed for efficient operation, both technically and financially. The distance-learning program was very practical. It allowed us to structure our workflow and see the gaps where new ideas could be put on the table.”

—Evgenia Orlova, Founder, EcoStore
Irina Yurchenko of the Belarusian city of Vitebsk has always harbored a passion for design and retail. After earning her university degree in design, she participated in several international clothing design competitions that ultimately led her to work at one of Vitebsk’s premier fashion studios.

Following the birth of her daughter, Irina began to realize that her professional goals were grander than her current position, as she had always wanted to open up her own business. In 2014, Irina registered as an individual entrepreneur, rented a small space, and began her journey as a small-business owner with her own design brand.

Irina’s fledgling business was primarily supported by friends, and her customer base was growing at a relatively slow pace. She struggled to build a reputation for her studio in a highly competitive market. However, following her participation in the annual USAID-supported Best Start-Up Idea Competition, things began to turn around.

“My business strategy was greatly improved thanks to the coaching of seasoned business owners given to me and my fellow budding entrepreneurs during the Best Start-Up Idea Competition,” Irina stated.

“Lessons I took from my mentors included the need to complete complex products in-house, and outsource my accounting and standard products to other tailors. I learned that trying to do all the business elements by myself was going to be counter-productive to my brand. I also realized I needed to postpone the launch of my online store in order to focus on my core store for the purpose of building a high-quality fashion design foundation.”

Irina did eventually launch an online store in July 2017, and her clothing is now available throughout the whole of Belarus. Since the launch of her brand, Irina’s work has been featured in many national and global contests and by various show business and corporate entities. She also helped design the clothing for Belarus’ representative for Miss Asia 2016.
Ksenia Popruaga’s background is in economics. She spent several years working in that field, but eventually found that she could no longer deny her love of cooking. She decided to turn her passion for making chocolate into her full-time career.

Her initial idea was to create a brick and mortar chocolate shop—one that was modeled after cozy cafés. She wanted to create an atmosphere of creativity and ease inspired by family values. She also wanted her business to appeal to tourists and other visitors.

Ksenia came across the Best Start-Up Idea Competition in 2016 and decided to apply. While she had a great concept, she soon realized she needed the business and management know-how to bring her idea to fruition. Throughout the competition, Ksenia worked closely with her mentors, attended every meeting, and worked tirelessly on the formation of her business plan. She began to realize that start-up costs for opening her chocolate shop would be very high, and it might take a long time before she ever saw a profit.

While working with her mentor, they brainstormed ways to cut down initial costs. Instead of setting up a storefront, Ksenia could create gift sets composed of sweets, custom-made individual cakes, and desserts for distribution. This would significantly reduce start-up costs and still support her passion for cooking and desserts.

Ksenia embraced this new, cost-effective idea and launched into the design process. Her competition mentor owned a production company, so they worked together to launch the dessert gift sets. This line of desserts is now sold throughout her city’s supermarkets.

By participating in the Best Start-Up Idea Competition, Ksenia gained valuable skills and connections that allowed her idea to thrive. She said that the competition provided her access to quality educational materials on business organization, new acquaintances, and advice on how to pursue her idea. It was also an excellent opportunity to express herself and develop her business from the concept phase to implementation.

In addition to her current collection of chocolate gift sets, Ksenia is currently working on new recipes and preparing to launch an online store.

This story is made possible by the support of the American people through the United States Agency for International Development (USAID) as part of the Delivering Regional Instruction Vital to Entrepreneurial Success project implemented by PYXERA Global. The contents of this document are the sole responsibility of PYXERA Global and do not necessarily reflect the views of USAID or the United States Government.
Contemplate, for a moment, some of the most destructive challenges facing development today: the increasing prevalence of natural disasters; the underfunding of development goals; the violations of the freedoms of association, expression, and peaceful assembly; the maddening persistence of poverty; and above all, the accelerating effects of global climate change.

Each problem inflicts suffering on the world in its own way, yet, as a group, they share common characteristics. Each challenge is complex, with multiple moving parts. Each is riddled with perverse incentives, which can lead local and international actors to behave in ways that do not reflect the common interest, often by denying responsibility or even questioning the legitimacy of the problem itself. Each is opaque, with dynamics that are only partially understood, even by experts. As a result, these problems can be made worse by seemingly rational and well-intentioned interventions.
What Can We Do to Beat the Odds?

For genuine progress to occur, we must recognize the hidden social and environmental costs associated with these challenges and incorporate them into the global system. Doing so will clear a path for rational approaches that sufficiently incentivize and reward stakeholders for addressing them. For this to happen, we must revolutionize measurement, reporting, and financial instrumentation, as these are the mechanisms by which we connect global problems with the resources required to address them at scale.

Thankfully, the revolution is already underway; namely, a “Blended Capital” approach to community investment and development.

Introducing Blended Capital

This is a complex story, which begins with important new technical developments, new understandings of the role and value of human capital, and the United Nations (UN) Sustainable Development Goals (SDGs).

Capital typically includes six categories: financial, infrastructure, natural, produced, human, and social. All are stocks that have the capacity to produce flows of economically desirable outputs. The maintenance of all six kinds of capital is essential for the sustainability of economic development. The key, however, is the introduction of human capital, specifically voluntary human capital—otherwise known as employee volunteering—supported by the private sector.

A few years ago, Luc Lapointe, the Regional Voice Lead from Colombia for IMPACT2030, a private sector-led global initiative to collaborate with the UN to support the SDGs, began socializing a simple concept that postulated an idea with which most experts already agreed: financial capital investments alone cannot solve the most destructive challenges facing global development. Only through a Blended Capital approach can sustainable solutions be implemented.

At the time Luc began his role with IMPACT2030, Colombia had embarked upon an historic effort to rebuild after 50 years of brutal conflict. He introduced his simple idea to many of the local and international players, saying, “For this to work, people have to care about the long-term outcomes. It has to be more than a paid position as part of a program. It has to be more than helping a few people get jobs to rebuild their lives. It has to be about more than gaining the attention of the world for a short period of time. We need a Blended Capital approach to peace in Colombia.”
The Private Sector and “Nation Building”

The stakes could not be higher. Colombia has endured a civil war for more than five decades, witnessing the death of roughly a quarter of a million of its citizens and the displacement of an additional 5 million. The promise of lasting peace in this post-conflict environment hinges on the strengthening of rural livelihoods in those parts of Colombia most affected by violence. That strengthening, in turn, is contingent on the degree to which the public, private, and social sectors—domestically and internationally—can mobilize resources and efforts to mitigate the risk of the return of violence. This will be accomplished by maximizing the socioeconomic, environmental, and wellness potential of rural communities in fragile and conflict-affected situations (FCS)—a task that heretofore has been notably untenable.

One of the main tasks of transition economies like Colombia is to catch up with developed economies. The lack of social capital and highly skilled human capital is a major impediment to rapid development. Luc’s idea of a Blended Capital approach fosters the interrelationships between human and social capital in support of financial investment. Ultimately, it builds trust among and through both technology and people.

Yet human capital is a fickle thing. It refers to “the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labor so as to produce economic value.” However, merely hiring people to do a job supporting community investment is relatively expensive, with little demonstration of long-term sustainability. Could another form of human capital from the private sector—employee volunteering—play a pivotal role?

Why Employee Volunteering?

In the recent article, How to close the $2.5 trillion annual funding gap, emerging from the 2018 World Economic Forum Annual Meeting, the authors rightly identify a limiting perspective that relates to a traditional dichotomy:

“Instead of focusing exclusively on the funding gap, we should investigate a growing efficiency gap. In this context, how can the private sector be not only a funder but also an implementer of more efficient solutions? Additionally, it is unfortunate that today’s discourse around private sector engagement still falls under two categories—either philanthropic or commercial. There is a tendency to equate philanthropy with a humanitarian motive and commercial engagements to avarice and greed.”

The “efficiency gap” is where both new technology and the increasing interest for corporations to share their human capital through employee volunteering can make a difference in the way we look at this complex environment.

Mobilizing employees in local and international communities for the benefit of all is a powerful idea. “Employee volunteering goes beyond the efforts of CSR strategies in its unique utilization of all types of capital.” Corporate volunteering programs enable employees to mobilize their personal resources for broad social benefits. Employees not only leverage the assets of the business, but combine these assets across broader social networks using trust and localized norms of cooperation.

These actions are akin to social movements that are “a purposive and collective attempt of a number of people to change individuals or societal institutions and structures.” For social movements to address many of the massive social issues of today, mobilizing resources of people, money, and most importantly, legitimacy is essential. By organizing employees and mobilizing numerous types of resources, the private sector is well-positioned to play a key role in broadly addressing contemporary global concerns.

Technology and Trust

Developing a transparent Blended Capital approach is a multifaceted undertaking—both technically and organizationally. First, the underlying data and insights that power the approach must be accurate, transparent, reliable, and widely accessible, as well as independently auditable and verifiable. In a word, open. That’s because trust is essential—without it, there’s little hope of adoption.

This is where the potential of blockchain technology as a means to lower risk and increase transparency plays a key role. Essentially, the ingenuity of blockchain is that it allows digital information to be distributed but not copied. While our understanding of the blockchain is still in its infancy, it has promising capability to operationalize significant collaboration between data providers, computer scientists, and
subject-matter experts from the private sector, as well as international bodies, local governments, civil society actors, independent scientific institutions, and advocacy organizations, and therefore to standardize reliable measurement of outcomes.

The focus on using technology to bridge trust gaps and introduce innovations to broker peace is occurring with ever-increasing zeal across the globe. Colombia is one of the most compelling locations for investment in blockchain-for-peace prototypes and the associated investments that create an enabling environment for these initial innovative approaches.

**Funding Peace in Colombia**

Rebuilding Colombia will cost more than USD $40 billion, less than 10 percent of which has been committed to date. The private sector is poised to play a leading role in providing the remaining resources, and the Colombian government has provided substantial incentives for it to do so. However, many integral players do not yet see the feasibility of the opportunities that public, NGO, and academic partners have identified. To be fiscally responsible, private sector decision makers must be able to identify specific projects that are large enough, efficient enough, and likely enough to succeed to justify the risk; they must feel that the risk is shared broadly in order to align incentives and encourage success; they must be confident in their ability to securely deliver funding outside of urban centers where violence, fraud, and corruption have long been rampant; and they must see these investments as contributing to their broader organizational goals and strategies.

The answer to these challenges lies in not only addressing the funding gap, but also in focusing on the efficiency gap. By leveraging the work of the RW Institute’s Colombia Stakeholder Table for immediate economic coordination, potential private sector investors can: 1) work with NGOs and public entities to identify projects ripe for Blended Capital and then structure those investments; 2) use technological solutions such as blockchain to securely deliver and track assets; and 3) strategize on how best to leverage non-financial assets including human capital through private sector skills-based employee volunteering programs to deliver greater value while mitigating the risk of high-potential projects. Having this structure in place will create an environment in which the private sector can confidently invest, accessing a market that was previously either excessively risky or insufficiently productive to justify investment.

Ultimately, the Blended Capital approach represents something akin to the Scientific Revolution, which gave rise to the modern era. By completely rethinking the use and value of voluntary human capital contributions to increase efficiency, and by increasing the flow of funding as we revolutionize measurement, reporting, and financial instrumentation through blockchain technology, we will emerge into a new era of multi-sector partnerships allowing the private sector to play a more impactful role in society. The fully scaled descendants of financial instruments and non-financial capitals are the tools by which we will connect the vast resources of the capital markets to real world problems, such as development, peace, and climate change.

**Blending Capital for Integrated Community Investment**

As a result of Luc’s labors over the past three years, a broad array of stakeholders have come together as part of the RW Institute to solidify a Blended Capital approach to community investment in Colombia. This “Stakeholder Table” is working to identify and structure development projects outside of urban centers across Colombia that can be scaled reliably and securely through private dollars as well as contributions from the Colombia Peace Fund.

The Stakeholder Table partners include Fiduagraria, Fundación Corona, and Comfandi from the private sector; all of whom are contributing funding as well as expertise on how to structure and execute on these projects; Topl, which is contributing blockchain expertise to securely and efficiently deliver resources to the projects; and IMPACT2030, representing more than 50 leading companies from around the world and 6 million employees, which will look to mobilize the voluntary contributions of human capital for building capacity, providing technical assistance, and developing trust.

To become a stakeholder in the Colombia project, whether you have expertise to offer or simply an interest in learning more, email contact@rw.institute.
Inspiring a Culture of Volunteerism in Peru
IBM and Peace Corps Partner to Build Resiliency Through Volunteerism

Over the past year, Peru has experienced some of the worst flooding in its history, leaving over 700,000 Peruvians homeless. El Niño conditions delivered flash flooding and mudslides that collapsed bridges, washed-out over 2,500 kilometers of roads, and devastated entire towns. In the face of tragedy, a record number of volunteers showed up to support in rebuilding their communities. However, government and volunteer organizations lacked clear coordination and communication systems to leverage the volunteer response effectively.

Recognizing the opportunity to channel the Peruvian spirit of volunteerism and community, IBM and Peace Corps partnered to develop the systems, technology, and processes necessary to enable volunteer activities throughout the country. This past June, 12 IBM Corporate Service Corps participants and one Peace Corps Response Volunteer partnered to build the country’s resilience against future natural disasters.

“One of the elements of the partnership that I felt was incredibly powerful and motivating was the idea of leveraging the experience and technical skills that IBM brings to the table with the longer term engagement that a Peace Corps Response Volunteer would bring,” said Tom Ross, Acting Director of Peace Corps Response. “The overlay of the two roles and those two organizations would allow us to make a greater impact than either one of us would be able to do with a single intervention.”

Since 2015, the IBM and Peace Corps Partnership has brought together public and private sector entities to address critical needs in countries and communities across the world. The partnership pairs Peace Corps’ knowledge of grassroots, community-based solutions with IBM’s extensive technical and business expertise to build resiliency in communities.
A Holistic Approach

The power of this particular IBM and Peace Corps partnership is evident in the engagement’s inclusive approach to empowering volunteer efforts throughout the country. The partnership leverages the diverse expertise of IBM and Peace Corps to support a host of volunteer actors, including student volunteers from the University of San Ignacio de Loyola, citizen volunteers through the Peruvian Government’s Ministry of Women and Vulnerable Populations, and nonprofit volunteers from the organization TECHO. By approaching volunteerism multi-laterally, the program aims to make a wide impact on the country’s volunteer network in just one short month.

Leveraging a Spirit of Volunteerism

After the recent flooding, the Ministry of Women and Vulnerable Populations (MIMP)—the agency tasked with coordinating volunteer response efforts—was unable to track available resources, the location of volunteer activities, or the impact on the community. As a result, many volunteer efforts were duplicative or did not address community priorities. MIMP enlisted the support of Peace Corps and IBM to build a better national volunteer response system for the country.

Over the past year, Peace Corps Response Volunteer Kate Purcell has been leveraging her professional experience as a volunteer specialist to design a national volunteer system in collaboration with the Ministry. The IBM team, consisting of employees from five countries and across professional disciplines, joined Kate for four weeks to accelerate the project. Working together, the team improved the current virtual volunteer registry and prepared a long-term strategic road map for volunteering in Peru. “In making recommendations and putting together a long-term road map, we truly believe that the Ministry can improve coordination and raise awareness for the impact of the existing volunteer groups,” said Hugh Livengood, a Managing Consultant from IBM in Washington, DC. “Through technology, they will be able to have greater tracking, statistics, and feedback from the communities that volunteers are helping…and that awareness is such a positive cycle to drive volunteerism.”

The team also provided guidelines for risk management, a public-private partnership approach to implement the technology platform locally, and a promotion plan for the anticipated “Volunteer Advisor” system. These recommendations will ideally help volunteer organizations deliver more sustainable and scalable services to vulnerable communities in a safe and coordinated manner.

“The capacity to collaborate under a system of volunteerism is the basis on which we want to construct a platform of better coordination and planning…IBM, with its experts and well-structured analysis, is giving us the support of an information system that can sew a better fabric of coordination and planning in the development of volunteerism in the country,” said Mario Rios Espinoza, Vice Minister of MIMP.
Un Techo Para Mi País

After the flooding, there was one organization in particular leading the community-based response. TECHO, a youth-led nonprofit, operates alongside communities to generate concrete solutions to the problems that those in poverty face. TECHO drives a process of continuous strengthening of the community through inclusive interventions and community development.

After the initial flooding, TECHO was tasked by the government to focus on rebuilding efforts in Peru’s northern region, where communities were most affected. “This is a very agile, nimble organization that has been doing some extraordinary execution work,” said Siva Kumaravel, an IBM CSC participant from Bangalore, India. “After the emergency, the TECHO team was immediately in the field helping those affected.”

TECHO worked with the IBM consultants in planning the launch of its new office in the northern part of the country. Using the design thinking methodology, the IBM team supported TECHO by developing short, medium, and long-term strategic goals and a road map for implementation that will help the organization in facilitating the rebuilding efforts.

“TECHO focuses on providing volunteers with a space to contemplate social issues, to be part of the transformation of cities, and to develop social skills. When the emergency came, we were pushed to quickly expand our work to the north of the country and we didn’t have the time to create a strategic way of working. This is why the IBM project is so important. It has given us the time, tools, and vision of what the north office should be.”

—MILAGROS VIDAURRE, DIRECTOR OF ADMINISTRATION AND FINANCE FOR TECHO–PERU
Developing Peru's Future Leaders

Students were among the most active volunteers during the recent crisis in Peru, volunteering day after day during and after the flooding. As the culture of volunteering becomes more institutionalized, universities in Peru will also play an important role in the social development of volunteering.

The University of San Ignacio de Loyola (USIL) is among the academic institutions leading the charge in volunteerism. Social responsibility is one of the main pillars of the school, which believes that to effectively promote volunteering, it must be integrated into student life.

“Our students are the future leaders of this country,” said Miu Huang Li, Vice President of Social Responsibility at USIL. “It’s very important that these leaders, who will be making important decisions in the future, are able to consider the economic, social, and environmental impact on society… Students have to be able to understand the different realities we have in Peru.”

To promote this integration of volunteerism, USIL instituted a minimum requirement of 60 hours of volunteering activities to obtain any bachelor’s degree. While students were completing their hours and submitting data regarding their experiences, the university had no way to track the impact of student volunteering on the communities. The IBM team worked with the university to provide an applicable solution that will allow USIL to manage their volunteering activities in a more sustainable and time-efficient way.

“I am hopeful that by implementing this project, USIL will have better aligned internal processes, which will increase efficiency,” said Evelina Jocionis, an IBM CSC participant from Hungary. “With this time saved on operational activities, USIL can spend more time developing and promoting new volunteer activities.”
The improved reporting function will allow better optimization of resources within the university and allow students to connect with one another about their experiences on a social platform, ideally increasing student engagement in volunteer activities.

“Volunteering is important for our students because we understand that these experiences can transform people and their way of seeing things,” said Miu. “Because we are not just educating the best leaders in the world, we are educating the best leaders for the world.”

—MIU HUANG LI, VP, SOCIAL RESPONSIBILITY, USIL

This piece was originally published as a multimedia article on the Global Engagement Forum: Online. For more photos, quotes, videos, and a Spanish version of the article, please visit pyxeraglobal.org.
GLOBAL PRO BONO
STATE OF THE PRACTICE

Based on aggregated responses from 29 implementing companies, the results from PYXERA Global’s 7th Annual Global Pro Bono Benchmarking Survey highlight the growth in the practice area since 2008 and other key findings about its global impact. To learn more or to participate in the next survey, contact Marieka Walsh at mwalsh@pyxeraglobal.org.

WHAT IS GLOBAL PRO BONO?

To be successful in the global marketplace, companies need employees with first-hand knowledge of the opportunities and challenges inherent to underserved markets both at home and abroad. Top performers must be able to operate in complex and often ambiguous environments—skills that are not easily learned in a classroom. Global Pro Bono (GPB) programs aim to bridge this knowledge and skills gap in a way that creates benefits for society as well as for sponsoring companies and participating employees.

GPB programs provide employees with an intensive experiential learning opportunity that enables corporations to build their future leadership, undertake frugal innovation, and create shared value in underserved and emerging markets while building the capacity of social impact organizations.

Global Pro Bono programs are highly adaptable and can be designed to meet a variety of corporate goals while also supporting specific community needs. Program models can be tailored for different career levels, geographies, and modes of engagement.

AT A GLANCE

Since 2008...

13,319 PARTICIPANTS

29 COMPANIES

109 COUNTRIES
WHY GLOBAL PRO BONO?

Generating social impact and improving employee leadership skills are top reasons companies reported investing in GPB programs and why they continue to grow in importance. Companies also understand that these programs have the ability to increase employee satisfaction and loyalty to the company. The 7th GPB Benchmarking Survey data shows these reasons have remained consistent and that an improved evidence base, especially as it relates to employee skills and satisfaction, is desired.

Companies report the top three reasons to have GPB programs are:

1. Generate sustainable social impact in local communities
2. Increase employee satisfaction and loyalty to the company
3. Improve employee leadership skills

Growth in GPB programs since 2014:

- 273% increase in # of countries hosting GPB programs
- 35% increase in # of countries team members are from
- 20% increase in # of countries team members are from

ISSUE FOCUS

Since 2014, 43% of companies surveyed have increased their focus on:

- SDG 3: Healthcare
- SDG 4: Education
- SDG 8: Economic Growth
- SDG 9: Entrepreneurship

INCREASE IN GPB TEAMS BY REGION

- 673% Asia
- 272% North America
- 201% Africa
- 188% Europe
- 160% South America

***Through 2016

Countries hosting one or more GPB team since 2014
Building on a Company Culture of Giving Back

The 3M Impact Program Proves the Value of Pro Bono Service

DANIEL ELLIOTT

The room we were standing in was devoid of any furniture, so the dozen or so boys were sitting cross-legged in rows on the floor in front of us after greeting us with a cheerful song. The low ceilings and dirty white walls made the enclosure feel more cramped than it was, but the colorful drawings of turtles and monkeys gave life to the room. The smiles accompanied by curious eyes that looked up at us were warm and welcoming. “So boys, do you have any questions for our guests?” asked our host, Deva Sharma, CEO of MySkills Foundation.
We were on the second floor of an abandoned bus terminal about an hour outside of downtown Kuala Lumpur, Malaysia. This room, along with several others in different parts of the cavernous terminal, made up the classrooms, workshops, and living quarters for the boys, mostly orphaned or abandoned and ranging from ages 13 to 17; all poor and all ethnically Indian. They represented only a dozen of about 200 boys and girls who live and go to school at MySkills Foundation, an organization dedicated to serving at-risk youth in the Indian-Malay community of Malaysia.

The MySkills mission is to equip the boys and girls in their organization with the fundamental social, life, and workplace skills to ensure that they can find work and integrate into mainstream society. I was here with three employees from 3M who were in Kuala Lumpur for two weeks as part of 3M Impact, a Global Pro Bono program that allows 3Mers to leverage their professional skills and expertise through capacity-building projects with NGOs and social enterprises around the world. Fifty 3Mers deployed in the Fall of 2017 to four cities in Southeast Asia: Ho Chi Minh, Hanoi, Jakarta, and Kuala Lumpur. Nancy Brandt, Noelle Alexander, and Karla Chavez were working with MySkills and tasked with revamping its stakeholder engagement strategy and communications plan. We were spending the day at their largest facility, a revamped bus terminal they received as a donation from the government, meeting the boys and teachers at the heart of this initiative.

“There is already something called ‘15% Culture’ in the company. This means that 3Mers are encouraged to spend up to 15 percent of their work time pursuing any interest they might have, like experimenting in the lab on projects that could give way to new products.”

MySkills is the brainchild of Mr. Pasuphati Sithamparam, or as he’s affectionately known by the staff and kids, Mr. Pathi. A soft-spoken ethnic-Indian Malay who’s had a successful career in law, Mr. Pathi decided a few years ago that
there were too many youth in the community who were falling through the societal cracks. Ethnic Indians, most of whom are descendants of the indentured servants the British brought to the peninsula in the late 19th and early 20th centuries to work the rubber tree and palm oil farms, make up less than 10 percent of the total Malay population. Their community suffers higher rates of all the social maladies—crime, murder, prostitution, school dropouts, among others. The government wasn’t adequately addressing the problem, so Mr. Pathi and three of his friends came together to start the organization from scratch, fundraising primarily from Mr. Pathi’s network and clients.

With a commitment to improving communities and livelihoods worldwide, 3M developed 3M Impact to leverage the skills of its employees to help solve some of the world’s most pressing problems. This Global Pro Bono program utilizes the talent of 3M employees to build the capacity of organizations focused on improving their communities around the world. The program aligns 3M’s corporate social responsibility focus areas with the UN Sustainable Development Goals by assigning 3M Impact teams to projects with organizations working in health, environment, education, occupational safety, and traffic safety.

“MySkills aims to serve underprivileged youth and improve their lives by providing skills and attitude training,” said Deva, MySkills CEO. “The 3M team gave us the opportunity to revise and improvise the mechanisms we have in place to reach the client and beneficiaries.”

The 3M Impact program delivers a triple benefit: leadership and cross-cultural skills development for 3Mers; staff training and organizational development for the host organizations; and greater market knowledge and enhanced reputation for 3M. It also fits perfectly with the company’s culture—namely, enabling its brilliant and dedicated staff to employ their skills and expertise in
new and exciting ways. “My greatest learning was how to be patient and adaptable when encountering a difficult and ambiguous situation,” said Noelle, one of the 3M Impact team members. “I also think some of my greatest learning came from working closely with others who come from different cultural backgrounds. Communication is very critical and culturally, communication styles are varied and it was important to understand the differences when working with our host organization.”

There is already something called ‘15% Culture’ in the company. This means that 3Mers are encouraged to spend up to 15 percent of their work time pursuing any interest they might have, like experimenting in the lab on projects that could give way to new products. The 3M Impact program fits perfectly into this culture. Given the program’s early success, there are plans to expand in 2018, with four teams deploying to global locations, as well as a local 3M Impact program.

“MySkills aims to serve underprivileged youth and improve their lives by providing skills and attitude training. The 3M team gave us the opportunity to revise and improvise the mechanisms we have in place to reach the client and beneficiaries.”

—DEVA SHARMA, MYSKILLS CEO
A CRASH COURSE IN CONQUERING THE WORLD

The Importance of Tri-Sector Partnerships in Global Problem-Solving

ADNEN BEN HAJ

I left my native Tunisia earlier this year to begin a new adventure working with Atlas Corps in its professional development fellowship program. Atlas Corps offers fellowships to rising nonprofit leaders from around the world to volunteer, network, and develop their skills working at U.S. nonprofits for 12–18 months. Afterwards, the fellows typically return to their home countries to work on related programs and often to develop their own organizations.

Through the fellowship, I am now glad to be working with the Global Pro Bono (GPB) team at PYXERA Global, a nonprofit in Washington, DC that is dedicated to “reinventing the way public, private, and social interests engage to solve complex global challenges.” During the first week of orientation and introductions, I participated in an internal workshop on tri-sector partnerships, a signature activity of the organization, which left quite an impression on me.
Six Components of Effective Tri-Sector Partnerships

1. INVEST TIME
2. AMPLIFY SUCCESS
3. DEFINE THE PARTNERSHIP
4. ADJUST COURSE
5. ASSESS SUCCESSES AND CHALLENGES
6. DEVELOP THE IMPLEMENTATION PLAN
Although I have a general understanding of partnerships from previous positions leading several organizations in Tunisia, until now I never had the chance to witness how partnerships can be particularly effective in multi-sector environments.

Before deciding to launch my own nonprofit in Tunisia, I wasn’t able to conceptualize how the Millennium Development Goals (MDGs) would be achieved amidst the pandemonium in which we live—from social unrest to environmental disasters—until I found several reports on the progress and results. I was amazed that we could decrease world poverty from 36 percent in 1990 to 18 percent in 2015. This accomplishment was due, in large part, to the great partnerships and individual people coming together around a common set of goals.

In 2015, the UN ratified the Sustainable Development Goals (SDGs), effectively replacing the MDGs with a new set of global aspirations. SDG 17 centers around the need for partnerships at all levels to achieve the other 16 Goals, with a target of developing a more engaged and fruitful collaboration between the public, private, and social sectors. All three sectors are fundamental components of our modern society and the conclusion is that only together can we achieve a more sustainable future. I believe that focusing on the SDGs is imperative, but learning how to address them in partnership is the first step toward this end. To achieve a sustainable future, we need to strengthen the means of implementation and revitalize global partnerships for systems change.

In 2016, the GPB team facilitated the engagement of a diverse cohort of IBM employees with local agencies, nonprofits, and government institutions in Zagreb, Croatia, to help build capacity and thus deepen social impact. One of the corporate volunteer teams worked with the Croatian Agency for Investment and Competitiveness to develop business plan manuals for its clients. This example highlights how IBM, as the corporate partner; PYXERA Global, as the social sector partner; and the Croatian Agency for Investment and Competitiveness, as the local government partner, can unite their complementary strengths for a holistic approach to a better world.

My colleagues at the office say, “significant positive change comes from great partnerships.” As a leading organization in the subject matter, PYXERA Global outlines six components for successful tri-sector partnerships:

1. **INVEST TIME:** The first step in every partnership process involves researching and identifying potential partners. A good way to do this is by mapping the stakeholders in the ecosystem and then identifying their respective goals. The goals of different parties may not necessarily be aligned, but the best outcomes originate from different actors with complementary objectives.

2. **DEFINE THE PARTNERSHIP:** After identifying the best potential partners across all three sectors, define the needs of each partner and set the terms of the partnership to reach a mutual understanding.

3. **DEVELOP AN IMPLEMENTATION PLAN:** Once the partners agree to collaborate, it’s time to get down to business! This step relates to the project in question, or the partnership area, where all parties draft a road map of their collaboration and define next steps.

4. **ASSESS SUCCESSES AND CHALLENGES:** As the partnership unfolds, partners need to define key performance indicators and the success factors of their collaboration. This step is crucial for measuring success and an important tool for generating instructive feedback.

5. **ADJUST COURSE:** Since many projects and programs do not go as initially planned, this step demands revisiting the charter during implementation. Make any necessary course corrections to improve project outcomes, taking into account any potential risks.

6. **AMPLIFY SUCCESS:** A partnership’s work is not automatically finished when the desired project outcome is achieved. Communicating the impact of the project often expands its influence and positive benefits.

Finally, the process of effective tri-sector partnerships revolves around mutual understanding and respect!
Pyxera Global’s guide to crafting compelling stories that matter.

1. Make a Connection
   Begin with an anecdote related to the story’s subject. Use a quote, description of sensation, or raw sentiment to connect your reader personally to the reality you are about to describe.

2. Sketch the Context
   Provide immediate context about the interaction you’ve described by explaining who is talking, where it happened, or why it’s an appropriate way to begin.

3. Provide a Backdrop
   Describe the broader historical background of the anecdote to provide a backdrop for the action, including why or where your story is unfolding.

4. Frame the Challenge
   Frame the conflict that affects your subject, or the social challenge that your protagonist seeks to address.

5. Present a Solution
   Leave your reader feeling inspired, hopeful, and engaged by presenting the challenge’s solution, whether in action, in pilot, or developed in theory.

6. Bring it Full Circle
   Return to the story protagonist you introduced in the first lines. Bringing your reader back to the human interest is especially important in the realm of social impact.

7. Have the Last Word
   The last line of the story leaves the reader with the final message you want them to take away, so craft it with care.

We welcome submissions from individuals, corporations, and organizations engaged in:

Leadership • Citizen Diplomacy • Impact & Innovation • Global Pro Bono • Entrepreneurship • Tri-Sector Partnership

Send your content or proposal to editor@pyxeraglobal.org
The PYXERA Global Engagement Forum

Interested in staying up-to-date with PYXERA Global?
Join our network for updates on impactful stories, events, opportunities, and purposeful global engagement-related happenings by visiting pyxeraglobal.org/signup

SAVE THE DATE FOR OUR LIVE EVENT THIS OCTOBER 10-11 IN THE DC METRO AREA
The Global Engagement Forum: Live is an invite-only gathering of leaders and experts from the public, private, and social sectors, who will work to co-create solutions and commit to action on “solvable problems” within the UN Sustainable Development Goals.

Participants will have the opportunity to actively engage throughout the two-day event, sharing their unique understanding, expertise, and approaches through interactive sessions aligned to a specific solvable problem. Certain global challenges can be distinguished as solvable because we’ve seen them successfully resolved on smaller scales. The tools, practices, and resources exist. What we need now is leadership, vision, collaboration, resources, and a clear commitment to move forward.

Through this facilitated collaboration, the event aims to inspire action and partnership to solve these problems within our lifetime.