



2025 Annual Report

SAP Social Sabbatical Portfolio

Prepared in partnership by:



PYXERA Global



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Letter from Portfolio Management



SAP Corporate Social Responsibility
Hemang Desai, Global Head of Corporate Social Responsibility

As we mark the 14th year of the SAP Social Sabbatical program, I am struck by how profoundly this initiative embodies SAP's commitment to nurturing leaders who think beyond boundaries and act with purpose. What began with a small pilot in 2012 has evolved into one of the best experiential leadership development opportunities – helping SAP employees bring out the best in their social enterprise client partners. This is a testament to our belief that true growth happens when expertise meets mission.

The Social Sabbatical transcends traditional models of volunteering, consulting, and leadership programs; it is a vehicle for human and organizational development in which SAP's brightest minds engage directly with the world's most complex social and environmental challenges. For four weeks, our participants step into immersive environments alongside organizations that prioritize people and planet, over profit. In these spaces, our employees don't simply solve problems; they fundamentally rewire how they think, lead, and innovate.

The transformations are tangible. Participants cultivate leadership capabilities—systems thinking, cross-cultural agility, resilience, and creative problem-solving—that reshape their contributions upon return to SAP. But the impact ripples outward. These returning Sabbatical Alumni become catalysts within our organization, infusing teams with fresh perspectives, challenging conventional thinking, and modeling what it means to connect professional excellence with social responsibility. They embody our GROWTH Culture, demonstrating curiosity, continuous learning, and the courage to embrace complexity.

What truly distinguishes this program is its multiplier effect: impact-driven organizations gain pro bono expertise that accelerates their mission; communities benefit from innovative solutions designed with deep contextual understanding; SAP cultivates a workforce of purpose-driven innovators who strengthen our competitive edge; and society gains leaders who understand that business and social progress are inseparable.

Fourteen years in, the Social Sabbatical remains a powerful reminder that our greatest competitive advantage lies not just in our technology, but in the wisdom, empathy, and vision of our people. This annual report celebrates the extraordinary impact unfolding across our global community.



Pyxera Global
Nico Gioioso, Client Manager & Program Design Lead

What happens when you ask a senior technologist to spend a month helping a social enterprise in South Africa rethink its business model? Or when a marketing strategist sits across the table from a nonprofit revolutionizing food waste and nutrition in China? Something shifts. Not just for the communities served, but within the participants themselves. After fourteen years of partnership between Pyxera Global and SAP, we have the evidence to show exactly how deep that shift runs.

The numbers are compelling: two out of ten core professional competencies showed statistically significant improvement among participants, with Cultural Awareness & Agility leading the way as the program's standout outcome. Skills like Business Acumen, Adaptability & Resilience, and Empathy also showed strong, measurable gains, which provides evidence that immersive, purpose-driven experiences develop the capabilities that today's global workforce demands. When participants tell us that the program sparked new ideas for SAP or helped them learn something valuable about themselves, those aren't just anecdotes. They are intentional and transformative features in the design of the Social Sabbatical program.

The report also details increases in skills, strategy, and leadership that Social Sabbatical partner organizations gain from the experience. As social impact organizations experience a precipitous decline in philanthropic funding, their reported ability to diversify funding increases by an astounding 30%. Often tasked with doing more with less, organizations also report a 17% increase in their ability to operate and deliver services. And in an exciting addition, we conducted four case study interviews with alumni organizations, which demonstrate the real-life implementation journey that includes both successes and setbacks in the midst of a difficult geopolitical and economic climate.

The Social Sabbatical has always been animated by a simple question: how can you help the world run better if you haven't seen how it runs? What this year's data adds is an answer to the question that follows: what happens to the people who go and see it in action? They come back more culturally aware, more adaptable, and more connected to purpose. They come back changed. And they bring that change with them.

SAP Social Sabbatical Portfolio Annual Report

2025 Engagement Locations

SAP seeks to provide pro bono consulting support across a wide variety of countries to strengthen social impact organizations globally and to expose employees to cross-cultural ways of working. In 2025, SAP pro bono consultants provided their services in the following locations:

Social Sabbatical for Global Engagement

- Chengdu, China
- Jaipur, India
- Vilnius, Lithuania
- Mexico City, Mexico
- Windhoek, Namibia
- Asunción, Paraguay
- Dakar, Senegal

Social Sabbatical for Executive Engagement

- Johannesburg, South Africa
- Taipei, Taiwan

SAP PRO BONO PORTFOLIO LOCATION OVERVIEW



104

SAP Employee Participants matched to collaborate on in-depth Scopes of Work



36

Partner Organizations selected to receive pro bono support



2.3m

Total beneficiaries, users, or customers supported by Partner Organizations



GLOBAL



EXECUTIVE





95

SAP Employee Participant
Net Promoter Score*
for the Social Sabbatical



86

Partner Organizations
Net Promoter Score*
for the Social Sabbatical



96%

of Participants were satisfied or
highly satisfied with their
relationship with their Partner
Organization



9%

increase in Participants'
proficiency in the area of
Cultural Awareness & Agility



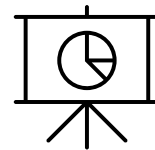
93%

of Participants report that the
Social Sabbatical prompted them
to search for other ways to get
engaged in local or international
communities



92%

of Partner Organizations were
satisfied or highly satisfied with
the quality and feasibility of key
deliverables/recommendations



30%

increase in Partner Organizations'
ability to pursue revenue or
financing diversification in their
business models.

SAP 2025 Pro Bono Engagements

In 2025, the Social Sabbatical program has continued to position SAP as a leader in the field of skill-based volunteering over a variety of measures.

As seen in this Executive Summary, satisfaction with the value of the Social Sabbatical remains incredibly high, evidenced by impressive NPS scores, both among partner organizations supported through the program and by participating employees. Both sides of the engagement report very high satisfaction with the human-to-human relationship and trust built over the Social Sabbatical.

In terms of impact, organizations reported significant increases in their ability to build financial sustainability by diversifying revenue streams, which allows them greater autonomy to invest in their own capacity. Participants reported a leap in their ability to navigate different cultures – an important competency for a globalized workforce.

SAP

2025 Annual Report

SAP Participant Impact

 PYXERA Global



SAP Social Sabbatical Portfolio Annual Report

2025 Participant Impact

Across the Social Sabbatical portfolio, SAP employees are placed in highly diverse teams in a unique, short-term assignment to solve strategic challenges for partner organizations, while developing their own leadership skills.

As top performers within SAP, Social Sabbatical participants enter the program with high levels of skills and yet, as displayed by the following statistics, their experiences continue to lead to incredible personal and professional growth.

Additionally, the program drives strong employee engagement with SAP as an employer, as reflected in high engagement results. In qualitative feedback, participants often cite the Social Sabbatical as the best development opportunity of their career.



SOCIAL SABBATICAL PARTICIPANT FEEDBACK



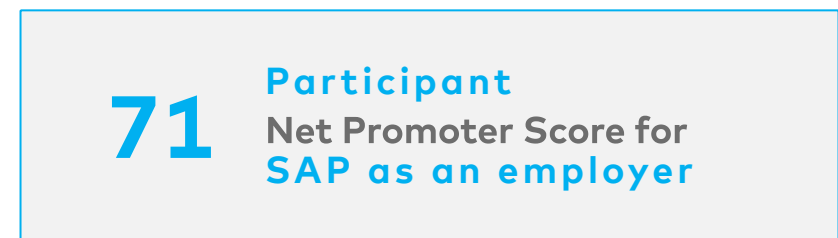
93% Agree that the program helped them learn valuable things about themselves personally

93% Agree that the program prompted them to search for other ways to get engaged in local or international communities

86% Report that the program sparked new ideas that could benefit SAP



EMPLOYEE ENGAGEMENT STATISTICS



94% Agree that they would recommend SAP as a great place to work

91% Agree that they are proud to work for SAP

88% Agree that they are excited about the future of SAP

83% Agree that they feel energized by their job

72% Agree that, even if offered a comparable position with similar pay and benefits at another company, they would stay at SAP

"The program intensely challenged me in many aspects that would not have been possible without participating in an experience like the Social Sabbatical program. It is not only about people saying you have good skills and are a potential leader or specialist; it is about proving yourself through this experience and turning it into something valuable for a nonprofit organization that is impacting real lives. This makes us think outside of SAP's reality, visualizing real challenges and transforming them into opportunities by sharing our unique abilities with these companies."

- Martina Toebe, SAP Brazil

SAP Social Sabbatical Participant Impact

Competency Development

The Social Sabbatical challenges SAP employees to reach across sectors, cultures, working styles, and functional areas with one overarching goal in mind: to accelerate social impact. This exposure to new operating models, environments, and coworkers provides an exceptional experimental vehicle for growth, both personally and professionally.

Social Sabbatical participants report increases in their abilities across all ten competencies measured after the practical application of these skills in the environment of a pro bono consulting engagement. The largest standout figure is **Cultural Awareness & Agility**, which is the Social Sabbatical's major programmatic goal. Employees' **Business Acumen** and **Adaptability & Resilience** abilities also increase by nearly 5% by engaging on projects outside of their typical responsibilities and in environments that are often under-resourced. **Empathy**, defined as the ability to understand and share the feelings of others, rises by 4% as participants are tasked with stepping into the shoes of their counterparts at the partner organization and designing solutions with the human at the center. This soft skill is especially important as SAP's global workforce seeks to connect more deeply and build relationships with customers.

One finding that stands out is that there is a largely inverse relationship between growth in skill sets and their reported importance to employees' role at SAP. Less utilized competencies are stretched and strengthened, growing at a higher rate when participants are asked to exit their comfort zone. Although skill sets utilized in the day-to-day by these top performers do exhibit growth, we may be seeing a ceiling effect due to participants' preexisting strength in these areas.

Competency	% Increase in Proficiency	Ranking of Importance to Role at SAP ^
Cultural Awareness & Agility	8.5%**	10
Business Acumen	4.5%	8
Adaptability & Resilience	4.4%*	7
Empathy	3.8%	9
Relationship Building	3.4%	5
Business & Strategic Planning	2.9%	4
Innovation Leadership	2.7%	6
Problem Solving	2.4%	3
Teamwork & Collaboration	1.4%	2
Effective Communication	0.8%	1

n = 102 (pre-program); n = 103 (post-program)
 Statistical Significance: *** p < 0.001 | ** p < 0.01 | * p < 0.05

^ Ranking is based on number of respondents citing the skill as the most important to their current role at SAP, with 1 being most important and 10 being least important.



Rachel Laventure

Senior Vice President, Product Design & Experience Management

Social Sabbatical Location: Johannesburg, South Africa

“As executives, we often operate in accelerated, performance-driven environments. I wanted to challenge myself — to learn in a setting where success is measured not only by efficiency, but by community impact. And mostly, I felt a deep responsibility to use my skills in service of something beyond quarterly results.”

What was the biggest learning that you have brought back with you to your professional/personal life?

“The biggest learning I brought back is that leadership is most powerful when it is rooted in humility and proximity. Working alongside a female-led social enterprise in South Africa reminded me that real impact does not come from hierarchy, resources, or speed — it comes from listening deeply, building trust, and staying connected to the human reality behind every decision. Professionally, it reinforced that purpose must remain at the center of performance. The Executive Social Sabbatical reminded me that success is not just measured by growth metrics, but by the lives we positively influence and the dignity with which we lead.”

Has there been a noticeable difference in how you work and lead since the Sabbatical?

“I now operate with a greater sense of calm and clarity. I am more comfortable pausing before reacting. I ask more questions. I challenge assumptions about what is 'urgent' versus what is truly important. And I am even more vocal about the importance of inclusive leadership and lifting systemically marginalized groups into positions of visibility and influence.”

How do you think the Social Sabbatical has affected your worldview?

“It strengthened my belief in the undeniable importance of female leadership. Watching women lead communities with courage, empathy, and economic ingenuity was profoundly moving. It reaffirmed that when women lift each other up, ecosystems change. The Sabbatical reminded me that global leadership requires global humility. We do not 'bring solutions' — we co-create them.”



MANAGER PERSPECTIVE

Balaji Balasubramanian
President, Chief Product Officer
- SAP Customer Experience &
Consumer Industries

“The Social Sabbatical experience challenges leaders to operate outside familiar structures and contexts. That exposure naturally built [Rachel’s] perspective, resilience, and a stronger sense of ownership — qualities that matter when the goal is not just to manage change, but to lead it.”

Social Sabbatical Participant Reflections



Anita Fava

Product Learning Senior Specialist, SAP Concur Frankfurt, Germany

Social Sabbatical Location: **Vilnius, Lithuania**



Divya Mohan

Head of Product Strategy and Engagements, Private Cloud ERP Bengaluru, India

Social Sabbatical Location: **Mexico City, Mexico**



Chelsea Schmidt

Partner Autonomy Lead for North America Vancouver, Canada

Social Sabbatical Location: **Chengdu, China**



Nuno Valente

Customer Success Manager Senior Advisor Seixal, Portugal

Social Sabbatical Location: **Jaipur, India**

The following interviews capture reflections on the Social Sabbatical experience from four SAP employees that participated in the 2025 program. Our thanks to **Anita, Divya, Chelsea, and Nuno** for sharing the long-term impact of their Social Sabbaticals!

What was your major motivation for participating in the Social Sabbatical program?

Anita: "I believe that this sentence I wrote on my application summarizes it the best: 'I am absolutely sure that applying for the Social Sabbatical is the right decision for me because it aligns with who I am, what I bring to the table, and the legacy I aspire to leave behind' and that was my major motivation!"

Chelsea: "I wanted a leadership experience that stretched me beyond my day-to-day environment – something that would challenge my habits and expose me to new ways of thinking."

Nuno: "I was eager to step outside my comfort zone, work in a new cultural environment, and contribute to sustainable solutions that empower communities. This experience would allow me to grow both personally and professionally while aligning my work with a broader mission of social responsibility and innovation."

What was the biggest learning that you have brought back to your life from the Social Sabbatical?

Divya: "Fluidity – be like water, flowing with change and delighting in the path as it unfolds."

Chelsea: "My biggest learning was how important it is to truly slow down and listen. On day one of working with Milibox, they led us to focus on building the relationship before getting to work. The relationship we built as a foundation allowed for trust in decision making and comfort that, when any idea was challenged, it was done with positive intention. I have always been quite relationship-oriented, but this experience taught me how important it is to be intentional with my relationships, both professionally and personally."

Nuno: "On a personal level, the Social Sabbatical opened my horizons. I discovered so much about Indian culture, the dedication of the artisans, and the sense of community around the work. I found myself becoming more empathetic, not only toward others but also in how I see the world, valuing patience, creativity, and the human stories behind every business."

Anita: "My biggest learning has been recognizing the extraordinary potential within every individual and how trust, encouragement, and true collaboration can unlock it. I gained a deeper appreciation for adaptable leadership, knowing when to step forward and when to step aside so others can thrive. Through active listening and empathy, simple support evolved into a genuine partnership, while limited resources sparked creativity, demonstrating that effective, agile solutions often emerge from constraint."

How has participating in the Social Sabbatical impacted your leadership?

Divya: "It showed me how a strong purpose steers true leadership. When we were focused on the value we wanted to add to society at large, the goal and purpose looked bigger than the obstacles. To continue purpose-led product leadership, I stepped forward and took over a volunteering role as the marketplace co-lead for inclusion and communities in India – taking the impact of inclusive people and product practices beyond the walls of SAP into the larger community in India."

Anita: "Participating taught me the importance of creating shared purpose, fostering an environment where people feel safe to grow, and providing opportunities for them to become the best version of themselves. The experience showed me to balance stepping up with stepping back, to communicate more transparently, and to welcome diverse perspectives. It also reinforced the value of creating space for experimentation, learning, and failure. Overall, it shaped me into a more confident, intentional, empathetic, and growth-minded leader, committed to elevating others and inspiring meaningful impact."

Chelsea: "I came back with improved communication, listening, and leadership skills. Leading a project in a new environment, with new stakeholders, and on a short timeline demanded that we ensure clarity during (and actionable next steps from) every interaction."

How do you think the Social Sabbatical has affected your worldview?

Nuno: "Working in a completely new environment, with different ways of thinking and operating, pushed me to let go of assumptions and really listen. It taught me to adapt quickly, stay resilient when things didn't go as planned, and appreciate perspectives very different from my own. More than anything, it reminded me that real impact comes from empathy, collaboration, and the willingness to learn as much as you give."

Chelsea: "Spending a month embedded in a social impact organization in Chengdu changed how I think about innovation, sustainability, and community. It reminded me that making a difference doesn't have to be large, it just has to be meaningful, and it grows naturally from there. I left with a deeper appreciation for grassroots efforts and a more global mindset around social responsibility."

Divya: "It showed me that I belong everywhere. The world is bigger than the concentric circles we call life. Anything around Mexico brings a smile – the hand-woven shawl reminds me of the warmth of the people, the aesthetic jewelry, the coffee mug with a cute Axolotl carving, the folk-dance movements I practice to this day, they all scream 'home' to me."

Anita: "The Social Sabbatical opened my eyes to how deeply connected we are as human beings. Despite our differences, whether in age, culture, education, or life experience, we share the same dreams, hopes, uncertainties, and desire to grow. I learned that our greatest strengths often lie in our ability to connect, to adapt, and to create meaningful change through even the smallest actions. The world can feel unpredictable and overwhelming, yet this experience reminded me that we can overcome far more than we think when we set aside ego and open ourselves to collaboration."



Social Sabbatical Manager Reflections



Lee Thomas

Head of Product & Solution Learning, SAP Concur

Direct Report: **Anita Fava**



Paul Sanders

GVP, Head of Customer References and Advocacy

Direct Report: **Divya Mohan**



Anja Bernardy-Raab

Global VP, Partner Autonomy

Direct Report: **Chelsea Schmidt**



Sam Forel

Regional Head of Digital Customer Success – EMEA North

Direct Report: **Nuno Valente**

The following interviews capture the impressions of the spotlighted employees' direct managers on how the Social Sabbatical program has affected the quality of their work in the time since participation. Our thanks to **Lee, Paul, Anja,** and **Sam** for sharing their reflections and for allowing their team members to make a positive social impact through the Social Sabbatical!

What motivated you to approve your direct report's participation in the Social Sabbatical?

Lee: "The program provides a unique environment where participants can strengthen their leadership, problem solving, and collaboration skills while working on meaningful, purpose-driven projects. I also recognized that the experience would broaden her perspective, expose her to new ways of thinking, and ultimately bring those insights back to our team and organization. Overall, approving Anita's participation felt like an investment—not just in her development, but in our team, our culture, and the broader communities we serve."

Paul: "One of the things that attracted me to SAP was our commitment to helping the world run better and improving people's lives. It is much more than a slogan. As technologists we often get caught up in the day-to-day challenges, and we are surrounded by technology at all times. Divya reminds me everyday that the biggest value lies at the intersection of technology, art, science, and humanity."

Anja: "The program offers exposure to complex, cross-cultural problem-solving—experiences that are difficult to gain within normal business cycles. It is a unique opportunity for an individual to grow and also to leverage their skills in a completely different environment and context. In addition, I believe that the newly acquired skills and knowledge are inspiring and spark Chelsea's creativity in her daily SAP job."

Sam: "Throughout our SAP talk, my commitment to supporting Nuno's development was always a central topic. The Catalyst program, in addition to the Sabbatical program, presented a logical opportunity for Nuno to enhance his leadership skills. When Nuno detailed the purpose and objectives of this mission, I immediately recognized its alignment with his potential to make a significant impact on this local Indian business. Therefore, I could only support his request to participate in the program."

Have you seen your direct report grow as a result of their participation in the Social Sabbatical?

Paul: "The enthusiasm that Divya had for the program and for the people she worked with and supported was palpable. The program gave her a different perspective in how to approach customer challenges. As engineers we often find ourselves too far removed from the customer and their challenges and opportunities. The Social Sabbatical program puts people like Divya right in the heart of the issue."

Have you seen your direct report grow as a result of their participation in the Social Sabbatical?

Lee: "Anita has come back with a noticeably deeper appreciation for different working styles and perspectives. The experience broadened her understanding of how diverse teams operate and strengthened her ability to adapt her approach based on the needs of others. She has also become more thoughtful and intentional in her communication, showing a greater willingness to listen, collaborate, and create space for inclusive dialogue. Anita has demonstrated increased confidence when navigating ambiguity and more creativity in problem solving—both clear reflections of the challenges and learning opportunities the program provides. Overall, the sabbatical experience has helped her evolve into a more well rounded, empathetic, and agile leader, and those qualities have positively influenced her work and her interactions across the team."

Anja: "Since I have known Chelsea, she has always been a great collaborator across teams and organizational units. What I have observed after returning from this program is that she demonstrates increased confidence in decision making and has shown great initiative in leading cross-functional projects and teams."

Sam: "Before joining the Social Sabbatical program, Nuno was deeply involved in various initiatives within the Digital Customer Success area, always aiming to enhance processes and achieve better results. After the Sabbatical, I noticed that Nuno had sharpened his skills and gained a new, fresh perspective on innovation. He is always willing to implement new ideas and refine his approach, focusing on efficiency and outcome-oriented actions."

Do you believe your direct report's participation in the Social Sabbatical has brought value to the rest of your team at SAP?

Lee: "Yes, Anita's participation in the Social Sabbatical program has brought meaningful value to our team. Since returning, she has applied what she learned in ways that have directly strengthened team collaboration and overall effectiveness. The creative problem-solving techniques and adaptability she developed during the program have positively influenced the way we navigate challenges. She brings forward fresh ideas and encourages the team to think more broadly about potential solutions. Overall, her experience has elevated the team's collaborative mindset, improved communication, and introduced new approaches that benefit our work."

Paul: "100%. And I would say even beyond the team. The people that Divya worked with across SAP were great new connections and our entire organization has benefited from the collaboration and innovation."

Anja: "It was clear that this would be beneficial both to Chelsea and to our broader team. She has informally shared tools and frameworks she learned during the Sabbatical. Beyond skills, her enthusiasm and renewed sense of purpose have had a positive cultural impact. It has inspired peers to engage more deeply in development opportunities and reinforced a sense of connection to SAP's broader mission and social impact goals."





2025 Annual Report

Partner Organization Impact



SAP Social Sabbatical Portfolio Annual Report

2025 Partner Organization Summary Statistics

In preparation for the Social Sabbatical, SAP entrusts Pyxera Global with understanding and exploring the local landscape of each selected location to identify social impact organizations as potential partners. An in-depth selection process occurs that identifies organizations that are aligned with SAP's CSR priorities, that have proven success in their issue area, that have a mission-critical project that aligns with core SAP skill sets, and that have the capacity and open mind to accept the support and recommendations provided by skilled SAP pro bono consultants.

The statistics on this page demonstrate the background work that goes into the Social Sabbatical program and the outcomes that result from the power of pro bono!



SOCIAL SABBATICAL PARTNER ORGANIZATION STATISTICS & OUTCOMES



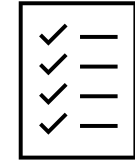
364+

Potential Partner Organizations reached out to with the Social Sabbatical program offering



168

Potential Partner Organizations scoped on location by Pyxera Global for 9 Social Sabbaticals



115

Potential Partner Organizations scored by Pyxera Global staff for 9 Social Sabbaticals



36

Partner Organizations selected to receive pro bono support



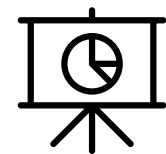
92%

of Partner Organizations satisfied with the quality and feasibility of key deliverables & recommendations



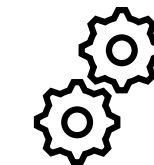
100%

of Partner Organizations satisfied with the relationship with their Social Sabbatical team



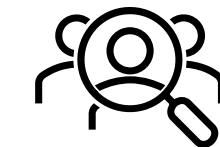
30%

increase in Partner Organizations' reported capacity in the area of Revenue & Financing Diversification*



17%

increase in Partner Organizations' reported capacity in the area of Service Delivery & Operations Management*



15%

increase in Partner Organizations' reported capacity in the area of Marketing*

* Project areas with n ≥ 10 Partner Organizations

Social Sabbatical Partner Impact

As part of SAP's CSR mission of powering equitable access to economic opportunity, education and employment, and the circular economy, the Social Sabbatical collaborates with social impact organizations that are pursuing innovative solutions to these societal issues.

Partner organizations are surveyed on a variety of topics, including their capacity development across a wide range of skill sets, their confidence in their organization's ability to pivot in volatile circumstances, and overall satisfaction with their SAP team's solution to their problem statement.

The statistics show strong satisfaction with the collaborative engagement with SAP teams, increases in confidence about the ability to meet their mission in communities, and leaps forward in staff capabilities, as evidenced by the next page.

86

Partner Organization Net Promoter Score for the Social Sabbatical

PARTNER PRE- & POST-PROGRAM CONFIDENCE SCALE

83% → 89% of partner organizations are very confident or extremely confident about their ability to deliver on their mission

61% → 64% of partner organizations are very confident or extremely confident in their ability to navigate a new crisis and/or change in operating environment successfully

SAP SOCIAL SABBATICAL PARTNER ORGANIZATION FEEDBACK

Percentage agreeing that SAP & Pyxera Global:

97% Acted in a community-centric way

92% Understood the local environment, stakeholders & the nature of our challenges

94% Co-designed and co-owned the project with our organization

92% Thoughtfully listened to the input of our organization

"For a small team with limited resources, this was both an audit and a roadmap for growth, helping us prioritize daily processes and prepare for rapid scaling in Lithuania and beyond. As the founder, I must add that the SAP team's presence validated our direction, tested our readiness, and strengthened our motivation. After the first week, the outcome had exceeded expectations, and four weeks later, we had the best feedback, the best results. What an amazing journey!"

- Viktorija Nausėdė, CEO, Looptex, Lithuania

"We had no alternative plan or external support of this kind, and the SAP consultants became the answer to a real organizational need. They did not just build systems – they built our confidence, our sense of purpose, and a strong foundation for our future."

- Serley Eises, Executive Director, Lidar Foundation, Namibia



SAP Social Sabbatical Partner Impact

Competency Development

Social Sabbatical projects seek to build capacity across a variety of competencies crucial to the successful operation of social impact organizations. By closely collaborating with SAP consultants on a specific time-bound project, the leadership and staff of these organizations are exposed to new ways of working and methodologies that can strengthen both the strategic and tactical aspects of their work in communities.

Pyxera Global surveys partner organization leadership about their staff's perceived levels of proficiency in each competency before and immediately after collaborating on the project, as well as which competencies are the focus of their Social Sabbatical project. As seen in the table below, organizations report increases across nine competencies. The table is split between competencies that were the focus of ten or more projects or fewer than ten, as smaller sample sizes can create outliers in the data analysis.

Importantly, [Revenue Diversification](#) exhibits a leap of 30%, which is crucial as more organizations seek to move towards financial sustainability as philanthropic and public donations have decreased across the board. [Service Delivery & Operations](#) also sees a meaningful increase, which allows organizations to expand their operations or deepen the impact of their services in communities, often doing more with fewer resources. [Marketing](#), an area in which social impact organizations frequently need assistance, jumps by 15% after collaborating with corporate employees skilled in crafting messaging to communicate impact to donors and stakeholders. Finally, [Strategy & Planning](#) rises by 11%, as organizational leaders gain experienced thought partners who provide the space and time to strategize about the future of the nonprofit or impact business.

Organizational Competency	% Increase in Proficiency	# of Projects Related to Competency
Revenue Diversification	30%	10
Service Delivery & Operations	17%	17
Marketing	15%	15
Strategy & Planning	11%	28
Information & Communication Technology (ICT)	10%	14
Competencies with fewer than 10 projects		
Human Resources	33%	1
Leadership & Governance	25%	5
External Relations	23%	6
Training & Development	9%	8

The Implementation Journey

Case Studies Mapping the Trajectory from Engagement to Benefits

How four Social Sabbatical partner organizations transformed challenges into strategic action, while building systems, stabilizing revenue, and catalyzing unexpected organizational pivots.

Patterns Identified Across All Four Partner Organization Long-Term Interviews:

- **Strategic Clarity as the Highest-Value Outcome:** Every organization, regardless of sector or geography, valued the diagnostic shift in how they understand their business/mission above any single deliverable.
- **External Disruptions Moderated Measurable Impact but Reveal Program Resilience:** All four faced significant headwinds after the Social Sabbatical (price wars, economic crisis, operational slowdowns, unpredictable financing), making counterfactual reasoning essential for impact attribution. Milibox's framing of flat revenue as "a 50% win against the tide" is the sharpest articulation of this.
- **Intangible Leadership and Capacity Gains Recognized as Transformational but Difficult to Measure:** Confidence, ownership, problem-solving methods, and stakeholder engagement skills were cited universally as among the most important outcomes, yet there remains a measurement gap.
- **Sustained Post-Program Relationships and Living Frameworks Extend Impact Beyond Engagement:** All four partners maintain active contact with their SAP consultants and continue using deliverables as operational tools, demonstrating durable relational and institutional capital that compounds over time.

SOCIAL SABBATICAL PROJECT ENGAGEMENT

CHALLENGE PRESENTED

- **Platform Value & Monetization:** Food Waste Insights Portal needed to present more value for customers and monetization pathways.
- **Marketing Messaging:** Mixed messaging across one website targeting both households and commercial kitchens.

SOLUTIONS DELIVERED

- **Tech Redesign & Roadmap:** Consultants worked with developer on app improvements; provided clear written technical directions.
- **Market Segmentation Strategy:** Clear target market identification; website restructuring into separate household and commercial portals.
- **BD Playbook & Messaging:** Streamlined marketing messaging; recommendations from SAP executives based on customer interviews.

POST-PROGRAM IMPLEMENTATION & RESULTS

IMPLEMENTATION STATUS

- **App Migration:** Returned to existing developer; integrating new features into existing app with user logins in progress.
- **Marketing Overhaul:** Outsourced to external team; messaging now crystal clear; new website structure underway.
- **Online Portal:** In development and learning phase; identifying features and functionality.

EARLY RESULTS

- **Revenue:** Doubled online sales from 10–15k to 40k ZAR/month.
- **Staffing:** Lost 2 staff members; gained 1 salesperson + 1 warehouse worker.
- **Operations/Capital:** Purchased second truck to maximize core logistics revenue stream after consultants identified as primary revenue driver.
- **Expansion:** New collection agent opened in the Eastern Cape.
- **Leadership:** More confidence and optimism. Less risk-averse; bolder decisions.



- **International Partnerships:** Needed to expand partnerships and influence with international brands in Chengdu.
- **Investor Communications:** Team was unable to tell the story of the tech roadmap effectively to non-tech investors.
- **Local Influence:** Needed to increase local brand presence and trust as a Chengdu-based surplus food platform.

- **Tech Roadmap for Investors:** Presentable tech roadmap described as "beautiful"; incorporated into business plan for investor pitches.
- **BD Playbook:** Step-by-step business development guide for approaching customers; designed for scalability as team grows.
- **Business Intelligence (BI) System:** Business Intelligence system with KPIs (Dynamic Sales Ratio, registrations); unified logo recommendation.
- **Unified Branding:** Recommendations for a unified logo across all media.

- **Tech Roadmap:** Fully integrated into business plan; strengthened investor pitches.
- **BI System & KPIs:** Crystal clear tracking; shifted from daily metrics to trend analysis for decision-making.
- **International Brand Partnerships:** Conversations ongoing but no breakthrough yet; business model misalignment with current brand priorities.

- **Revenue Resilience:** Stabilized at flat YoY vs. projected 35% decline amid price war between Chinese retail giants. "This surely could be interpreted as a 50% win against the tide."
- **Growth Metrics:** New user registrations: YoY +15%. Partner bakeries/retailers: YoY <2% (equiv. to 50% in normal market).
- **Efficiency:** BI system enables more efficient weekly meetings; and how to deploy resources.
- **Local Influence:** Brand Festival event with social media success; SAP support as local trust signal.
- **Leadership:** Team learned to "tirelessly communicate, consistently shape scope..."



MiliBox

The Implementation Journey

Case Studies Mapping the Trajectory from Engagement to Benefits

SOCIAL SABBATICAL PROJECT ENGAGEMENT

CHALLENGE PRESENTED

- **Communications Clarity:** Customers didn't understand that buying products also impacts women entrepreneurs in Senegal.
- **Financial Tracking:** Sales team had problems tracking client activity; old reports made it hard to understand historical sales.
- **HR & Operations:** Needed job descriptions, interview standards, performance-based sales compensation, and ERM tool optimization (Odoo).

SOLUTIONS DELIVERED

- **Comms Strategy:** Strategy to create clarity across channels about product, history, and impact on women; social media content plan.
- **Balance Sheet & Reporting:** New balance sheet routing correct data; implemented immediately and seen as most important deliverable.
- **HR Framework & Sales Comp:** Job descriptions, interview standards, performance-based compensation plan for sales team; Odoo ERP platform recommendations.

POST-PROGRAM IMPLEMENTATION & RESULTS

IMPLEMENTATION STATUS

- **Balance Sheet:** Implemented immediately; sales team can view but not modify; resolved historical reporting issues.
- **HR Standards:** Used to recruit 3 new staff; decreased recruiting time; attracted better talent.
- **Communications:** Longer-term process; improvements made in storytelling; recent video content trip to southern Senegal.
- **Revenue Growth:** Loss of accountant slowed progress; economic crisis in August caused dramatic sales decline.

EARLY RESULTS

- **Staffing:** 3 new hires using consultant-designed HR process, which decreased amount of time needed to attract talent.
- **Tech Adoption:** Balance sheet with data tracking; Odoo ERM improvements; AI tool for Comms manager; social media data tracking metrics.
- **Context:** Revenue impact hard to attribute directly. Goals reached in June, close in July, then "sales went down dramatically in August due to economic crisis in Senegal."
- **Leadership:** Executive Director freed from daily operations to focus on strategic areas.



- **Organizational Independence:** Needed to separate from Open Lithuania Foundation (OLF) incubator as an independent entity serving Ukrainian migrants.
- **Vision & Structure:** Lacked clear transition plan with timelines, scenarios, role descriptions; needed facilitated dialogue about future.
- **Community Engagement:** Had community activists engaged but needed to validate ideas and involve community in organizational creation process.

- **Detailed Transition Plan:** Comprehensive plan with timelines, scenarios, role descriptions; organized and presented Ukreate Hub's thoughts.
- **Focus Group & Validation:** Conducted focus group with Ukreate Hub's community to validate organizational vision and ideas.
- **Operational Skills Transfer:** Excel automation skills, risk management reflections, restructured volunteer engagement approach, community dialogue methods.

- **Transition Plan Adopted:** Plan well-structured; only local finance/legal points added. "Surprised with how good and well developed it was."
- **Initiative Group Formed:** Community volunteers with ownership/responsibility selected; Group decided on structure and registration of new entity.
- **Organizational Separation:** Actively in progress; interim ED appointed; still using OLF offices; some projects will remain under OLF through 2027-28.
- **Fundraising Stability:** ~\$1M confirmed from 2-3 donors but contract from 2024 donor still pending; financing remains unpredictable.

- **Funding:** With greater funding confirmed, can now issue annual staff contracts instead of month-to-month.
- **Staffing:** Flat (lost 2, hired 2); interns added for Comms; project manager contract pending; projected 6-7 staff by 2027.
- **Community:** ~350 community members; began working with cultural and entrepreneurship clusters per consultant recommendation.
- **Volunteering:** Restructured approach with better understanding of whom and how they can ask for volunteer involvement. More motivation to work with volunteers to extend capacity.
- **Leadership:** Former Executive Director able to phase out of organization with transition plan.



"The value for a small business to have this incredible knowledge and experience is like a movie. I once attended an entrepreneur workshop where we were asked, 'How different would your business look if Richard Branson was running it?' I got 3 Richard Bransons these past two weeks who have re-designed the business and set it on a new path. I can't wait to watch the growth."

– Bronwyn Jones, CEO, Bokashi Bran, South Africa



2025 Annual Report

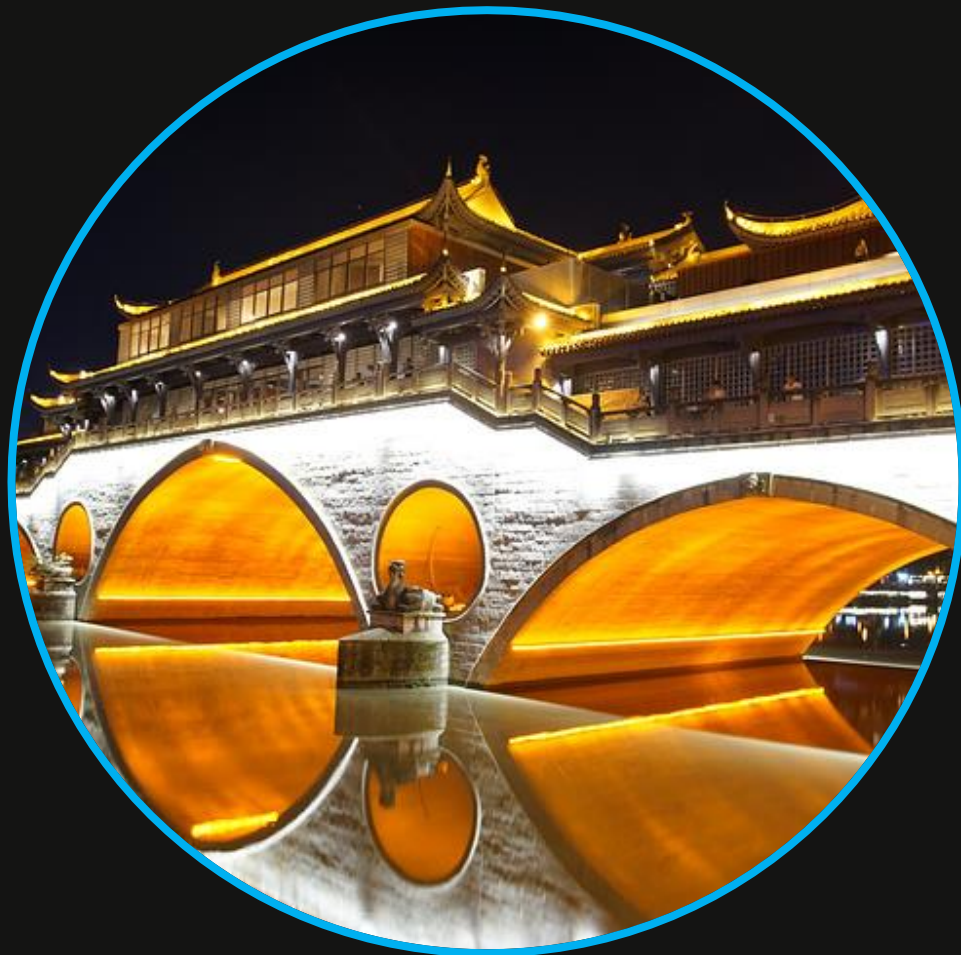
Partner Organization & Project Overview



Social Sabbatical for Global Engagement

Partners & Projects

China 6 Chengdu



"Through communication with the professionals, we have gained a better understanding of our industry position from multiple perspectives, [and] it has also enabled us to re-evaluate and reposition ourselves from different angles."

– Jiangnan PAN, Director, Chengdu MiliBox Technology Co., Ltd.

HUAZHEN MUSEUM

Huazhen Museum, founded by national-level heritage inheritor Yang Huazhen, preserves traditional embroidery through a tripartite model that has trained over 4,000 artisans. The museum faces challenges in expanding its global cultural influence and commercializing its intellectual property. The SAP team delivered a strategic blueprint to establish transnational exchange channels, optimize IP go-to-market strategies for international brands, and standardize custom embroidery business operations. The project included digital enhancements, CRM system setup, and brand alliance frameworks to elevate its global cultural presence.

PAD FOR HOPE

Pad For Hope is a women-led nonprofit with a mission to empower rural teachers and students in the digital age by using technology to support rural education. The organization has served 637 schools and 115,000 students to date. Pad for Hope faces challenges with its strategy, as rural teachers have received only limited offline training and unsustainable online efforts to integrate AI in teaching. The SAP team delivered a WeChat-based online community structure, a step-by-step implementation guide, and phased goals to enhance AI adoption, foster collaborative learning, and expand the organization's services.



一扇窗计划
Pad for Hope

MILIBOX

MiliBox is a social enterprise that partners with 1000+ stores to reduce food waste by selling surplus food mystery boxes to consumers via a WeChat mini-program. MiliBox faces current challenges in domestic expansion and international brand collaboration. The SAP consultants delivered a strategic plan detailing vendor acquisition processes, technology pitch decks, and roadmaps. The project also built out standardized operations, integrated tech architecture into business strategies, and provided global insights to MiliBox that seek to attract vendors and investors to its platform for continued and scalable growth.

YUANMENG

Yuanmeng is a women-led social enterprise that empowers disabled individuals through "Yuanmeng · Yijiao Coffee," barrier-free travel, and children's rehabilitation. It has employed 40+ disabled people in coffee shops and served 200,000+ through its travel services. The coffee project faces digital enablement challenges in scaling, such as outdated CRM systems and fragmented online operations. The SAP team delivered a digital transformation roadmap, including strategies for business growth, support for award applications, and recommendations to enhance digital capabilities and brand influence for sustainable social impact.



Social Sabbatical for Global Engagement

Partners & Projects

India 10 Jaipur



"We always had high expectations from them - and they matched it! The best part was that there were 3 consultants from 3 different countries who were working on this project. It was fascinating to see how 3 cultures can adapt to a 4th one so quickly, and that too while keeping the bar high."

– Amrit Mohan, Chief Marketing Officer, Frontier Markets

BHAYLI

Bhayli Jaipur empowers rural women by creating dignified livelihoods through upcycled craftwork. They transform waste into artisanal products while ensuring fair wages and creative autonomy for women artisans. Despite a unique model that combines creative autonomy with fair wages, the absence of a defined growth strategy and limited marketing capacity had hindered its ability to convert interest into reliable sales or build lasting partnerships. The Social Sabbatical team supported by designing a practical, resource-conscious growth strategy that drives consistent revenue generation and will support Bhayli's sustainable expansion.

FRONTIER MARKETS

Frontier Markets empowers rural women entrepreneurs in India by bridging the access gap to essential products and services. By offering digital literacy, skills training, and tools like the Meri Saheli app (a vernacular and voice-enabled e-commerce platform), the organization transforms rural women into "digitally enabled storefronts" serving their communities. Frontier Markets sought support to harness AI's potential to scale its social impact across rural India through its Meri Saheli platform. The Social Sabbatical team developed a strategic roadmap for adopting AI within the Meri Saheli platform to optimize operations and enhance engagement with rural women-led businesses.

CANCRIE

Cancrie is a deep-tech startup leveraging patented technology to transform carbon-rich organic waste into advanced nanocarbon materials that significantly enhance the performance of batteries and capacitors used across industries such as electronics, energy storage, and construction. Cancrie's primary challenge was the lack of a formalized, data-driven international expansion roadmap into global markets. The Social Sabbatical team collaborated with Cancrie to design a market entry strategy for expansion into the EU and US, with a focus on identifying potential customers, mapping regulatory pathways, and developing a customer engagement framework.

PRAVEEN LATA SANSTHAN - TITLAM

Praveen Lata Sansthan is dedicated to holistic women and child empowerment, and runs a social enterprise called Titlam, which supports women, especially those from marginalized communities, to build and scale their own small businesses through skill-building and mentorship. Titlam's growth was limited by its heavy reliance on exhibitions for sales and a lack of in-depth experience in digital transformation and strategic marketing. The Social Sabbatical team worked with Titlam's staff to create a comprehensive sales and marketing strategy for the company's handcrafted, sustainable product line.



Social Sabbatical for Global Engagement

Partners & Projects

Lithuania 1 Vilnius



"We did not expect such a high level of time commitment from the SAP team. Initially, we anticipated they would dedicate around 3-5 hours a week to our collaboration. In reality, they fully immersed themselves in our organization, engaged deeply with our questions, and became a genuine part of our team. Their involvement went far beyond what we imagined, making their contribution both meaningful and transformative."

– Eugenija Kovaliova, CEO, Ukreate Hub

LOOPTEX

Looptex is a social enterprise focused on driving circular fashion by enabling textile reuse, resale, repair, and recycling, with the mission to reduce the fashion industry's footprint and inspire sustainable consumption. As the business grows, it faces challenges in balancing textile inflows with resale capacity, scaling its digital loyalty platform, and positioning itself strategically in a competitive market. The SAP team supported Looptex by conducting a stakeholder ecosystem analysis and redesigning its business model, repositioning Looptex's overall strategy, providing workflow optimization recommendations, and developing a scaling strategy.

UKREATE HUB

Ukreate Hub is a nonprofit that empowers displaced Ukrainians in Lithuania by strengthening resilience, fostering civic engagement, and building leadership for the long-term reconstruction of a democratic Ukraine. As the organization transitions out of the Open Lithuania Foundation incubator, it faces the challenge of becoming an independent entity while ensuring sustainability and deeper community-driven participation. The Social Sabbatical team supported Ukreate Hub by conducting a potential future state analysis, developing an 18-month transition plan, and designing a community engagement strategy to strengthen inclusivity, ownership, and long-term sustainability.

OSMOS GLOBAL PARTNERSHIPS

OSMOS is a nonprofit "think-and-do" tank that facilitates international partnerships in digital transformation, talent mobility, and policy innovation, with a mission to strengthen cooperation between the Baltic region and partner countries. Facing the need to diversify beyond public grant funding, OSMOS sought to develop sustainable revenue streams and engage more effectively with the private sector. The SAP team collaborated with OSMOS to create a professional services catalogue, design a revenue model framework, and develop a private sector outreach playbook to strengthen financial sustainability and broaden its client base.

WOMEN GO TECH

Women Go Tech (WGT) is a nonprofit that empowers women to requalify, upskill, and thrive in the tech sector through mentorship, education, and community support. As the organization expands across Central and Eastern Europe, it faces growing complexity in managing financial operations, back-office systems, and remote teams, which poses challenges for scaling efficiently. The Social Sabbatical team collaborated with WGT to audit and optimize tools and workflows, develop an automation strategy, and design a strategic roadmap to strengthen operational efficiency and support sustainable growth.



Social Sabbatical for Global Engagement

Partners & Projects

Mexico 2 Mexico City



"The SAP program has brought incredibly significant highlights for Ecolana. On a human level, it has helped us build a more united team, where everyone feels heard and supported by such highly skilled and extraordinary individuals as Anil, Sinit, and Daniel. Their leadership over the past month has been truly transformative, serving as a wake-up call for our team and reinforcing the importance of collaboration and teamwork."

–Salma Melissa, Strategic Alliance and Sustainability Leader, Ecolana

ECOLANA

Ecolana is a social enterprise dedicated to sustainable waste management in Mexico, with a focus on connecting businesses, consumers, recyclers, and collection centers under a shared responsibility model to minimize environmental impact and promote the circular economy. Their mobile app has generated data on consumer behavior, recycling areas, collection centers, and more, but it had yet to be analyzed or put to practical use to drive innovation. The Social Sabbatical team worked on data analysis, technology optimization, and other strategic recommendations.

PLATAFORMA NUUP

NUUP seeks to utilize technology, advisory services, and partnerships to accelerate the transition toward more sustainable and inclusive agri-food production and trade models in Mexico. Over the past 3–4 years, NUUP has experienced rapid growth, resulting in an expanded and evolving value proposition that now delivers a varied ecosystem of solutions to smallholder farmers and their organizations. The Social Sabbatical team worked on a 5-year strategic plan to assess and refine the organization's strategy, value proposition, and alignment with diverse local contexts and value chains.

MINU

Minu is a leading financial wellness platform that aims to foster financial well-being for employees by offering solutions such as Salary on Demand, Insurance Services, Savings Funds, and other benefits that promote financial stability. The organization aimed to define and launch an AI chatbot to answer client questions and allow them to directly engage with their benefits. The Social Sabbatical team worked to develop and launch a GenAI WhatsApp bot that enhances accessibility and well-being for low-salaried employees with limited data plans in Mexico.

TOROTO

Toroto develops projects that contribute to solving the climate crisis, achieved through nature-based solutions that enhance and restore ecosystem services, including carbon sequestration, water infiltration, and biodiversity regulation. Toroto sought to optimize the technological infrastructure of its "Track" app to increase the scalability and impact of its projects. The Social Sabbatical team worked on a redefined product strategy, recommendations for their tech infrastructure, and a 2025 product roadmap.



Social Sabbatical for Global Engagement

Partners & Projects

Namibia 1 Windhoek



"The experts have opened our eyes to new ways of thinking and working and have introduced new frameworks. They especially brought to attention the finer details of our project that we had not thought of yet. They have helped us prepare and plan for the implementation of our project and we have greater clarity on the tools and systems we need to put into place to make it a success."

– Natasha Bassingthwaighe, Head of Projects and Strategy, Impact Tank Analysis Foundation

IMPACT TANK AFRICA FOUNDATION

Impact Tank, Namibia's first social impact venture builder, expands economic opportunity by supporting women, youth, and informal entrepreneurs. The organization's conservancy-based entrepreneurship program has had success in generating income in communities that still face poverty despite conservation gains, but Impact Tank lacked a strategy to expand its efforts. The Social Sabbatical team evaluated the pilot program, refined the advisory model, and developed a scalable operational plan and assessment tool to support the organization's goal of wider, community-driven economic growth.

LIDAR COMMUNITY FOUNDATION

Lidar Community Foundation is a woman-led nonprofit in Windhoek that supports adolescent girls and young mothers through school reintegration, vocational training, counselling, and life-skills education. The organization's rapid growth had outpaced the effectiveness of its manual systems, which created gaps in coordination and reporting. The Social Sabbatical team reviewed Lidar's operations, clarified structures, and introduced simple finance, HR, and ICT tools that will streamline workflows and strengthen the services it provides for girls and young mothers.

KATATURA YOUTH ENTERPRISE CENTER TRUST

KAYEC is a long-standing Namibian nonprofit that empowers youth through vocational training, psychosocial support, and holistic development. The organization knew that its Youth Development Programme held valuable performance and family data but struggled with communicating information scattered across multiple systems. The SAP team consolidated the organization's data into a unified database and created reporting and visualization tools, which will strengthen KAYEC's ability to measure impact, build donor trust, and highlight youth successes.

OMBA ARTS TRUST

Omba Arts Trust supports sustainable livelihoods and preserves cultural heritage through fair-trade craft development, working with about 600 artisans—mainly women and youth—from San, Himba, Herero, and Kavango communities. With demand rising, Omba found that its donor-dependent model had limited its ability to scale. The Social Sabbatical team worked with Omba Arts Trust to refine the organization's business model, assessed new opportunities, and created tools to strengthen pitches to donors, investors, and buyers.



Social Sabbatical for Global Engagement

Partners & Projects

Paraguay 1 Asunción



“We have received valuable input from the SAP consultants. Their ability to interpret our current problems and propose practical and sustainable solutions, despite lacking academic or professional backgrounds in forestry, has provided us with a clear roadmap for holistically addressing the issues we presented.”

– Francisco Gustale, Strategic Project Manager, Forestal Sylvis

FUNDACIÓN ALDA

Fundación Alda is a nonprofit that contributes to improve the quality of life and education of children, adolescents, and young people by connecting all social stakeholders and influencing public practices and policies. Alda had sought to create a sustainable financial model that would reduce its reliance on external funding sources. The SAP team collaborated to develop a comprehensive business model including strategic frameworks, partner ecosystem analysis, and supporting tools and templates that will enable Alda to have sustainable income from their educational services and products.

FUNDACIÓN MOISÉS BERTONI

Fundación Moisés Bertoni (FMB) is the oldest nature-focused nonprofit in Paraguay that promotes balance with nature to ensure the well-being of people today and in the future. FMB wanted to enhance its ability to implement strategic priorities efficiently in an effort to improve internal planning capabilities, align its teams' work, and foster a culture that embraces evaluation, learning, and agility. The SAP team conducted a maturity assessment, developed recommendations for an actionable adjustment plan to optimize processes going forward, including strengthened monitoring and evaluation tools, and engaged in deep-dive sessions for each department head to ensure sustainability.

FORESTAL SYLVIS

Forestal Sylvis is a social enterprise that aims to develop creative and sustainable forestry and agricultural solutions that generate social, environmental and economic value. Forestal Sylvis has plans to double the hectares that they currently manage and required improved operations and processes to support large scale operations and ensure client satisfaction. The SAP team worked with Forestal Sylvis to develop a 360-degree client experience that will standardize client onboarding and deepen relationships, as well as a biological growth vs. profitability growth curve that will help determine the optimal harvest point.

SOLUCIONES ECOLÓGICAS

Soluciones Ecológicas is a social enterprise that promotes a culture of sustainability and inclusive recycling by connecting public, private, and social actors to reduce waste and improve the living conditions of waste pickers. The business sought to improve their client onboarding process to increase internal efficiency and coordination, reduce delays in service implementation, and support the company's expansion. The SAP team developed a client acceptance criteria, mapped the onboarding workflow, created guidelines for evaluating and selecting technology platforms, and provided guidance for implementation and ongoing maintenance.



Social Sabbatical for Global Engagement

Partners & Projects

Senegal 2 Dakar



"We have more structure and a clear roadmap to execute in order to take our organisation to the next level. The work delivered by the consultants clearly allowed us to make a plan, have a clear vision of where we are going, and how to achieve our goals."

– Minadjeynebelle Konate, Expansion Project Manager, Écoles au Sénégal

ÉCOLES AU SÉNÉGAL (EAS)

Écoles au Sénégal is a digital platform that aims to reduce inequalities in access to education and promote scientific subjects and female representation in the education sector. In line with their mission, EAS created Afrique 54A, a visionary initiative to replicate the organization's digital education model across all African countries but were not sure where to begin. The consultants restructured the initiative into a Project Phase and Enterprise Phase, developing a detailed timeline and implementation plan to support phase transitions and offered guidance on human resource planning and long-term capacity building.

SIMPLON

Simplon is a leading digital skills training organization, helping unemployed youth gain skills in coding, data science, and digital marketing. Simplon needed an operational strategy to align departments and support sustainable expansion of the organization. The consultants advised on IT and business strategy alignment, a data management strategy, and a platform adoption plan. The recommendations will ensure better integration of business needs while optimizing the use of existing tools in both cost-effective and timely ways.

IMPACT HUB DAKAR

Impact Hub Dakar is an incubator and accelerator that supports startups, social entrepreneurs, and small businesses. Due to recent cuts in funding, Impact Hub has struggled with sustainability, making it a priority to explore new sources of revenue. After an in-depth diagnostic, the consultants recommended revenue generating activities, as well as operational tools to support those activities. This included, ODOO, a digital ERP solution to streamline accounting, bookings, and internal operations and a clear framework for tracking KPIs, fundraising readiness, and internal workflows.

SOREETUL

Soreetul is a marketplace dedicated to supporting women's agricultural cooperatives by helping them sell local food and cosmetic products to the urban market. While Soreetul has been successful with in-person sales at their storefront, the team has struggled to convert many of their customers to their e-commerce site, which forms their main sales channel. The consultants created a Marketing, Communication & Business Strategy that uses storytelling techniques to enhance customer connection, a B2B Sales Expansion Plan for new business lines, and a People & Talent Strategy to motivate and incentivize their sales team.



Social Sabbatical for Executive Engagement

Partners & Projects

South Africa 2 Johannesburg



"We literally unpacked the entire business and rebuilt it. Marketing, sales messaging, finance, social media, leadership, sales. Virtually every aspect of the business was discussed and a fresh perspective shared on what we may have been doing wrong or what we could do better. I can't wait to get things in action now and grow. We've got a super-motivated team with vastly improved skills, thanks to the last 2 weeks."

– Bronwyn Jones, CEO, Bokashi Bran

BOKASHI BRAN

Bokashi Bran is a social enterprise that produces a composting microbial called bokashi that transforms food waste into nutrient rich soil, thereby diverting waste from landfill. The organization sought to enhance its partners' decision-making by offering hotel managers predictive analytics that highlight peak operational periods, cost-saving opportunities, and inefficiencies in kitchen workflows. The SAP team collaborated with Bokashi Bran to develop the technical architecture for a Consumer Insights Portal, as well as recommendations for sales, marketing, and end-to-end business operations.

REEL LIFE

Reel Life is a social enterprise that works to eliminate food insecurity and hunger through patented climate-resilient solutions that transform farming across South Africa. The organization sought to strengthen its long-term financial sustainability and operational efficiency through strategic revenue diversification, funder retention strategies, and robust impact measurement. The SAP consultants provided Reel Life with an updated governance & operating model, including playbooks for the CEO and staff, recommendations for project budgeting, productivity tools, and a 30-60-90-day gameplan.

KUSINI WATER

Kusini Water is a social enterprise dedicated to providing sustainable access to safe drinking water in underserved communities across Africa. The organization sought to develop a Kiosk & Customer Relationship Management (CRM) system to track customer purchases, water consumption patterns, and revenue, and to integrate a digital customer feedback platform to enhance service quality. The SAP consultants worked with Kusini Water to clarify the organizational structure and roles and responsibilities, develop a Water Champion Success Plan, and create a harmonized business steering dashboard.

RIVERSANDS I-HUB

Riversands I-Hub is an ecosystem player that drives economic development, addresses social inequalities, and helps eradicate poverty through entrepreneurial development from its 40,000-square-meter campus. The organization sought guidance to increase its income generation prospects through more sophisticated marketing for its conferencing and events facilities. The SAP team built a sustainable financial model for the conferencing division, including market analysis, a value proposition, competitive positioning, pricing analysis, a sales process, KPI structure and reporting, and lead analysis.



Social Sabbatical for Executive Engagement

Partners & Projects

Taiwan 1 Taipei



"After participating in this project, we were able to more comprehensively reassess our operational foundation from various aspects, including finance, market dynamics, and human resources...This improved our decision-making accuracy and efficiency, ensuring our factory expansion plans are closely aligned with practical needs and more feasible and effective when implemented."

– Wei-Fong Huang, COO, The CAN

THE CAN (CULTURE, ART & NATURE)

The CAN is a social enterprise that seeks to drive urban and rural sustainable development through its soybean venture in Sanxia, Taiwan. The CAN is seeking to expand their soybean venture in the coming years and needed guidance on how to form a business plan that could help them scale exponentially. The SAP team collaborated to optimize core operations, delivered a production and distribution strategy with implementation support, created a thorough risk profile assessment, and provided high-level recommendations for IT infrastructure to enhance efficiency.

IMPACT HUB TAIPEI

Impact Hub Taipei is a social innovation ecosystem that provides co-working spaces, incubation programs, and consultancy services for purpose-driven organizations. The Taipei team was looking for an assessment of their operations and programs to improve efficiency across the board. The team of SAP consultants provided a proposal to enhance internal operations, outlining program analysis to identify synergies and increase overall efficiency, as well as recommendations for integrating corporate functions to improve cash flow and boost employee satisfaction and retention.

DIALOGUE IN THE DARK

Dialogue in the Dark is a social enterprise that seeks to raise public awareness and empathy for "otherness" and create employment opportunities for visually impaired individuals through exhibitions in which blind guides lead visitors through experiences in complete darkness. As a Germany-based organization, the Taipei team replicates the model but needed support to create an approach contextualized to Taiwan. The SAP consultants delivered a comprehensive strategy focused on growth and efficiency, which included an enhanced product portfolio, a new sales process, and an operational efficiency plan with defined success metrics and KPIs.

ONE-FORTY

One-Forty is a nonprofit dedicated to empowering Southeast Asian migrant workers in Taiwan through education and practical skill development in areas like language, business, and finance. One-Forty needed external expertise to shape the process of scoping, developing, and maintaining a mobile platform app that boosts migrant workers' learning, orientation & support, and personal growth. The SAP team strategically developed the Platform App, providing decision frameworks, a defined MVP scope, detailed user stories and journey maps, as well as a feasibility checklist and recommendations for scalable and sustainable operations.

