ASHOKA **CENTRE**

SOCIAL & BUSINESS CO-CREATION

Ashoka Swiss Social & Business Co-Creation Forum

What would a world look like without any "walls" between the business, social and public sectors?

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Summary Report

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ASHOKA

Everyone A Changemaker™

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I. About the Forum

Our Goal

What would a world look like without any walls between business, social and public sectors? A leader in the field of social entrepreneurship since coining the term over 30 years ago, Ashoka has set itself a new objective: creating a movement of changemakers across sectors and "tearing down the walls" between sectors to address societal issues at large scale using market-based approaches. Social entrepreneurs alone do not have the capacity to build solutions meeting the scale of today's problems. Breaking down silos across social, business and public sectors, building teams of teams and innovative hybrid business-social models is therefore needed more than ever.

Co-creations represent opportunities for social entrepreneurs to expand their social impact, leverage the assets of larger corporations, and generate new sources of revenue to reinvest in social projects as well as develop new skills and knowledge.

Governments will gain from the returns on investments of social programs, save on public spending and help the reinforcement of "a positive economy".

Corporations will set ground on new markets - including vulnerable populations -, trigger innovations and explore new business models, with stronger CSR positioning and social footprint while increasing employee motivation.

Who Was There?

70 people were present to develop their engagement or strong interest in engaging in co-creation.
With **4** countries represented, attendees from cross-industries were:
30% leaders from the social sector, including 7 Ashoka Fellows
50% representatives of the corporate sector
The remaining **20%** being "Ecosystem builders" such as academics, management consultants, foundations, media and key players from the public sector.

II. Opening Plenary: What Is At Stake?

About Co-Creation: Arnaud Mourot, Managing Director, Ashoka France-Switzerland-Belgium

To quote Ralph Waldo Emerson, if "every wall is a door" then Ashoka will act as a lever, playing its role as catalyst to create communities of changemakers and demonstrating the true potential that lies in co-creations between business, social and public sectors. Even though the business sector has paid little interest to social projects until now, there is a growing market for cross-sector initiatives. They have great business potential and are an essential phase to reinventing new models. However, co-creation involves partnering with unusual suspects; people who think, talk and act differently but from

whom each and one of us can learn. Ashoka tries to show them the great opportunity to work together. Sharing visions and ideas as well as putting them into practice through workshops are key to kindle this emerging movement.

Get Inspired: Jack Sim, Founder of World Toilet Organization, Ashoka Fellow

Jack Sim is an Ashoka Global Fellow and Schwab Fellow of the World Economic Forum. He has succeeded in breaking the taboo on sanitation and brought issues of toilets and hygiene out into the open, founding the World Toilet Organization (WTO). His other sustainable sanitation efforts all over the world convened to the Sustainable Sanitation Alliance comprised of over 130 organizations including UN-Habitat, UNESCO, UNICEF, UNDP, and the World Bank.

Today, Jack's work focuses on the Base of the Pyramid (BoP): the world's poorest population. While many players are trying to serve the BoP, efforts remain uncoordinated leading to an inefficient use of resources. Setting up a BoP Hub in Singapore, Jack is seeking opportunities to better use available capacities and lead the BoP out of poverty state. The BoP HUB will act as a collaborative platform for companies, social entrepreneurs, governments, NGOs, foundations, technologists and all other stakeholders. Its aim is to end poverty through entrepreneurship and access to primary products and services by building an efficient market infrastructure for investment, operations and empowerment of the BoP community as well as job creation and education.

Jack is also organizing the first BoP World Trade Convention in Singapore in September 2014 as a second platform to unleash the potential of market-based solutions to address poverty challenges.

In Jack's own words: "Half a billion people still do not have access to a toilet. Bringing the sanitization problem to the market was my initial goal. However 4 billion people are still underserved, outside our market economy. This is our opportunity to put them in the market place. The Base of the Pyramid has economic potential, up to us to design business models to end poverty."

"Where charity models cured symptoms of poverty, economic empowerment cures its roots, moreover it does so sustainably. Our goal is to unlock the power of entrepreneurship".

Building a Convergence Economy: Gib Bulloch, Global Managing Director, Accenture Development Partnerships

Today the private sector is playing an increasing role in providing public goods. If you think about it, between a large NGO and a multi-national company with large presence in Africa, which had the most impact in the continent over the past decade? When some of today's key questions revolve around social responsibility and building sustainable organizations, how can we actually solve social problems and make money at the same time? For Gib Bulloch, building a convergence economy is definitely part of the answer. Gib is the Founder and Executive Director of Accenture Development Partnerships which collaborates with organizations – including international NGOs, donors, foundations, governments and private sector organizations – to deliver innovate solutions that truly change the way people work and live. It does this by making Accenture's core capabilities – its best people and strategic business, technology and project management expertise – available on a not-for-profit basis. Accenture Development Partnerships operates at the nexus of the public and private sectors, and as these worlds converge, they are well placed to deliver business solutions that address global development challenges, and promote private sector engagement in sustainable development.

In Gib's own words: "Will the change come from the top down or from the bottom up? I believe it will come from inside out! Barriers between private and non-profit sectors are coming down due to co-creation. The difference between intra- and entre-preneurs is beginning to fade, allowing them to change the system as well as the eco system."

The Role of Investors: Melchior de Muralt, Associate, Pury Pictet Turettini /Manager, Guilé Funds

Engagement funds create value for shareholders as well as promoting social strategy investment. Investors are getting acquainted with the work of social entrepreneurs, gradually growing interested by partnerships to become associated with their innovative ideas. Through a specific methodology, investors are now able to conduct financial analyses to avoid simple greenwashing and invest in the right projects, promoting the conversion towards a convergence economy.

In Melchior's words: "Nothing will happen unless investors are backing these efforts towards a co-creation economy."

What About Europe? Overview of the Ashoka-Accenture Study

The 2013 Ashoka study sheds light on key societal issues in Europe and opportunities for co-creation.

Mathieu Baudouin, Manager at Accenture France, presented the highlights of a recent study conducted thanks to Accenture pro bono services with Ashoka. This study presents a profile of poor populations in Europe, their essential needs and spending patterns as a starting point for social entrepreneurs, businesses and public players to invent new ways to respond to massive social needs based on co-creation and building on their respective strengths.

16% of the European population lives below the poverty line. The study zooms in 7 European countries: France, Belgium, Germany, Poland, UK, Ireland and Spain. In this geographical scope, over 50 million people spend a total of 220 billion euros on their essential needs even though products and services are often not adapted to these needs given that the focus is often "top of the economic pyramid" customers. Six sectors are analyzed - nutrition, housing, health, employment, energy and financial services - to understand current spending of poor people, unmet needs, opportunities for new market creation and optimization, as well as relevant social innovations as a starting point to rethink current product and service offers.

Link to the study

III. Testimonies: Reconciling Economic Performance, Social Impact and Innovation

What are the key success factors for business models that combine economic performance and social impact? With their experience as social entrepreneur, business executive and Hybrid Value Chain expert, our panelists discussed leveraging social innovations, fostering changemaking talents internally and innovating in hybrid business models.

Panelists:

- Michael Rabbow is Head of Corporate Affairs Head at Boehringer Ingelheim. Boehringer Ingelheim is a pharmaceutical company with a reputation for innovation. To celebrate this tradition, and in recognition of the company's 125th anniversary, Ashoka and Boehringer Ingelheim agreed a three-year global partnership dedicated to improving health in communities around the world through: 1. The sourcing of social entrepreneurs working in the health sector and the creation of a community of health innovators; 2. Empowering employees changemaker talent; and 3. Building bridges to BI's business.

- Nicolas Metro is the Founder of Kinomé and was elected to the Ashoka Fellowship in 2012. Nicolas is redefining forest preservation as a human development issue, one that reaches far beyond environmental conservation. By positioning trees as central players in creating economic opportunities and addressing social issues, Nicolas develops simple ways for companies and local communities to find common ground where entrepreneurial solutions are encouraged to flourish.

- Jessica Graf represents Hystra, Ashoka's network partner since 2012. Jessica led a project in Pakistan, supported by the Department For International Development, to identify Hybrid Value Chains opportunities for the country building on successful inclusive business models in different parts of the world.

- Facilitator: Stéphanie Schmidt is the Director of Hybrid Value Chain Europe. Since 2004, Stephanie has worked with Ashoka to develop the Full Economic Citizenship initiative, an initiative that aims at catalyzing the creation of business models with high social impact with social entrepreneurs and companies in a way that unleashes new opportunities for business and social impact at scale.

Key Trends At Play

- Allowing social entrepreneurs to work with businesses can be key to scaling their innovative models while for companies, learning from the "small guys on the field" and their social innovations are also immensely valuable.

- For a small entrepreneur, reaching out to a big business is tough but the reverse is also true: finding adequate ways for corporations to bridge out to Fellows and support them is also a delicate matter.

- In order for corporations to build bridges between sectors, we need skills and talents to lead this movement; social leaders who have the ambition to look at market failures, identify unmet needs and vulnerable populations; find what is not working with the current system and how to fix it.

- Ashoka Fellows hold these new patterns, and unlike businesses, they are not secretive but wish to share and replicate their ideas as broadly as possible.

- We also need to build changemaking skills (above traditional volunteering), equip corporation employees to enact change, include social impact to what they do and come up with new business models.

Highlights From the Dialogue

From a corporate point of view:

BI is a 127 years old private business. Yet 2 years ago, it embarked on a whole new adventure, acting for sustainability. Through its partnership with Ashoka, the "Making more health" initiative focuses on identifying and supporting the most promising, innovative solutions to challenging health problems and overcoming health inequalities. As part of this joint commitment, BI will support 50 Ashoka Fellows, creating a cohort of experts who will address critical health issues in innovative ways. The program however also involves all 47,000 of BIs employees, using their skills to support social enterprises and in turn, take on their message. The process is pyramid shaped: all employees will know about the initiative and awareness will be raised globally. Then those among staff, who wish to be more engaged, will be able to do so working directly with Fellows, through the Executive in Residence program - for example. But the project does not stop there: it runs both ways. Upon returning to the company, executives will serve as ambassadors with new ideas and techniques which will penetrate the corporate culture and interest more people within the company. BI firmly believes this initiative will strengthen both the business and social sectors.

In Michael Rabbow's own words: "The corporation will give to the Fellow but the corporation will not remain unchanged; whatever goes out comes back to the corporation."

"To be successful in a changing world you'll have to change too."

From a social entrepreneur point of view:

Nicolas Metro describes himself as a hybrid player, using forest conservation as a lever for change. Kinomé is a social business created in 2005 to stop global deforestation. For Nicolas, the key is to turn liabilities into assets: proving the resourcefulness of trees and using them to solve local problems. For instance, trees are essential for Burkina Faso: 25% of its people depend on them for crop, 75% for medicine and 99% to cook. Yet they remain constantly torn down. Reforestation will not happen simply by planting new trees, but by giving value (and economic value) to those trees and services coming from the forest. For instance, 80% of the energy source south of the Sahara is wood and with problems of overgrazing and illegal logging, pressure on trees is huge. Kinomé's solution for Chad is therefore to enhance the value of standing trees: selling acacia gum, collected by women from local NGOs, as an essential component for Danone's yoghurt.

Co-creation is also important because most reforestation projects happen in silos whereas a forest is shared. As a result, initiatives should include all local players involved. Kinomé therefore adopted an integrated approach of not only working with businesses but also multilateral agencies already present on the field. In this case, responding to local needs, new wells were dug using EU "access to water" program funding, in turn securing the local workforce to remain in the village. Institutions are vital to scaling such programs: they allowed Kinomé to reach 12 countries and over 100 000 people.

In Nicolas Metro's own words: "The key to success is the ability to change problems into solutions. If you can prove that forests are an economically viable improvement to daily lives, you can put an end to deforestation."

From a co-creation point of view:

Through her experience identifying Hybrid Value Chain opportunities, Jessica outlined three reasons to bridge companies and social enterprises, engaging in hybrid and inclusive businesses:

- Innovation in inclusive businesses might be subtle but is definitely significant: when the world's urban population is set to double in slums and suburbs, social entrepreneurs working with utility companies are the ones who will go in these areas, develop innovative models and serve the needs where they are. Social entrepreneurs help companies like GDF Suez rediscover its consumers, bring in new insights and go back to basics, forgotten roots that are essential for the corporation to reapply back home.

- Growth is the grail for corporations and these types of projects may represent an Eldorado by themselves. There are some success stories out there: taking big risks, Total went from nothing to becoming the leading distributor of solar products in Africa. Another approach through a diversified portfolio allowed Danone to set up over 100 social projects, shifting its business relations with the citizen sector.

- Hybrid Value Chains may also be a Human Resources strategy, bringing staff exposure to social issues raising empathy among Vuitton employees to trigger social change from the inside out.

Engaging requires some small but impactful steps and the potential for big rewards.

IV. Group Dynamic: Experiencing Cross-sector Dialogue

The goal of this activity was to analyze certain aspects of cooperation in solving a group problem and learning how our personal behavior may contribute to or obstruct the solving of a shared problem.

Facilitator: Jerónimo Calderón. Jerónimo is creating a youth-led movement that transforms social change into a desired lifestyle for Generation Y (ages 16 to 28). Through branding citizen engagement as cool, trendy and attractive, he creates inspiring and "euphoric" opportunities that engage individuals and groups previously resistant to youth programs.

Participants were divided into groups of six people including five players and an observer. Each had an envelope containing a set of pieces of paper shaped to form a square; the objective for the team being to form five squares of equal size. However, the players faced specific limitations: no member could speak, ask another person for their piece of paper or signal in any way to give them their piece, take a piece from them or put the puzzle together in someone else's place. They could still give each other pieces but not place them for the other person.

Takeaways from the group dynamic:

- Working collaboratively, even if only to pay attention to what the others are doing, leads to better outcomes
- The first person to finish often becomes a model to the others
- It is not only about your own task: as a group you have to motivate each other
- What often appears complicated and abstract can become simple once everyone contributes

V. Participatory Workshops

Workshop 1: How to Build the "Business Case" of A Hybrid Social & Business Model

Description: Inclusive business models have the potential to be powerful accelerators of social change by leveraging the capacity of corporations to operate at scale. However, developing and growing business models that also have explicit societal objectives within a corporate environment is not business as usual. It requires convincing the highest level of decision-makers in a company to build a long-term vision for what sustainable growth means, to invest financial and human resources and to add a level of complexity in business models by including a societal dimension while short-term financial pressures are real. This workshop explored strategies to help corporate intrapreneurs build compelling business cases to get top management to support an inclusive business venture. The group also discussed ways for companies to integrate social impact goals in their core business strategies; building on concrete experiences from a company engaged in shared value, an experienced intrapreneur, a social entrepreneur and an investor.

Impulse givers:

- Janet Voûte is the Global Head of Public Affairs at Nestlé. Janet is pushing forward the concept of shared value, seeking business opportunities in solving social problems, managing Nestlé's relationships with UN agencies, NGOs and other key stakeholders.
- Christophe Dunand is the Director of Réalise, a social enterprise that helps the long-term unemployed rejoin the workforce. He is also the co-founder of the local Council for Insertion through Economic Measures (CRIEC) and the Regional Chamber of the Social and Solidarity Economy (APRES-GE).
- Joanna Hafenmayer is Managing Director at MyImpact Zurich, inspiring people to pursue meaningful careers. After several years of work for Microsoft Switzerland's executive team with a Sustainability responsibility, Joanna is developing activities to encourage intrapreneurship within corporations.
- Thomas Streiff is Head of Guilé Engagement Team, constructively working with the portfolio companies of Guilé Funds and spreading values of employee capability, customer loyalty and sustainability. Thomas priorly headed the Group Sustainability Management Unit of Swiss Reinsurance Company.
- Facilitator: Lionel Bodin is a Senior Consultant and Manager of the Geneva Region for Accenture Development Partnerships.

Key takeways from the workshop:

Five steps to build a "business case" for a hybrid social & business model

1. To be successful on the long term, hybrid models must generate positive impact beyond CSR: creating shared value has to become part of the company's DNA and be at the heart of its business model. Corporations should proactively look for opportunities that will create business value by addressing social needs that are specific to each company and its business. The business case and risk management strategy must be made clear to investors; and core values and objectives maintained throughout the value chain.

2. Communication is crucial: in terms of feedback to investors, clear criteria, terminology and measures of impact, as well as transparency on how social impact is pursued and affects company profitability.

3. Open collaboration models should be encouraged: research conducted with academics, implementation with social enterprises and sharing best practices with other businesses.

4. Intrapreneurship skills may become part of a company's HR strategy: sending staff to work on specific assignments to see how they can contribute to develop social projects within the company.

5. Making a case for social initiatives within a firm in times of crisis can be tough. Management teams may even want to pull out. Therefore, commitment and credibility are essential, along with seeking out allies and relations to rely on in dire times.

Making the perfect pitch:

- Be prepared to answer challenging questions and have data ready with you.
- Focus on what's in it for the business but also use your emotions to spark interest and empathy.
- Remember this is a credibility dance so preserve your integrity.

Example from the field - Christophe Dunand: "The role of social entrepreneurs is to turn existing models upside down. Rather than using diplomas and academic qualifications as a way to select future employees, Réalise turns long-term unemployed people into attractive candidates for recruiters, helping them develop the right skills to fit their needs."

Next steps: develop a network of intrapreneurs among large corporations around Lake Geneva?

Workshop 2: How To Launch A Hybrid Social & Business Model

Description: Launching inclusive business models that have the goal to generate both economic and societal value requires radical new approaches in terms of talents, structure, partnerships and business modeling. This session explored key questions related to the optimal organizational structure to allow innovation and protect these new ventures, building teams (and teams of teams) with the right mindsets and the ability to fluidly relate business and social aspect.

Panelists:

- Gilles Reydellet is the former president of Points Information Mediation Multi-Services (PIMMS) and an Ashoka Fellow since 2009. Gilles is making public services accessible to all through his national network of highly effective walk-in centers located in at-risk neighborhoods and rural areas where people can find free, easy-to-access facilities for their daily lives.
- Ariane Lüthi is a Social Responsibility Consultant at Holcim Technology, representing Holcim's approach to social compliance and strategic social investment.

- Jessica Graf represents Hystra, Ashoka's network partner since 2012. Jessica led a project in Pakistan, supported by the Department For International Development, to identify Hybrid Value Chains opportunities for the country building on successful inclusive business models in different parts of the world.

- Facilitator: Barbara Bulc is the founder and president of Global Development. She has over 20 years of leadership and advisory experience in international development, global health, diplomacy and the pharmaceutical industry. Working with the private sector, governments, international organization and NGOs in Europe, the US, Africa and Asia.

Key takeways from the workshop:

Opportunities

- Solving social problems and creating revenue is achievable.

- Identifying models that create social impact helps maintain reputation but also creates business return.

- Even in poor areas, an affordable rather than a free solution is possible, leading to better, longer-lasting outcomes.

- There is potential and profit to be made in using existing social initiatives rather than building an entirely new project from scratch.

- Models where participation of not only clients but whole communities are the way forward.

The role of social entrepreneurs

Example from the field – Ashoka Fellow Gilles Reydellet: If most French citizens are independent concerning basic needs, 15-20% still need help to access public utilities. Points Information Mediation Multi-Services (PIMMS) are located in sensible parts of in the French suburbs, helping local inhabitants sort out unpaid bills, energy issues, and other basic yet important matters.

The relationship between PIMMS and corporations was born through local associations with La Poste (France's mail service), SNCF (national society of French railways), and other public services. It was crucial to have them mobilized because PIMMS relay at local level what big businesses do on a mass scale. Additionally, PIMMS do not make money and rely on funds from partnerships and from the state (national and local collectivities). Yet, while PIMMS act as facilitators, they do not replace larger national entities. This hybrid model works because it builds on France's public service cultural specificities and above all because at both ends, the focus is on the people and their wellbeing. Partners were chosen for their track record of local engagement and belief in these principles. So long as local communities cohabit with local companies, the program will stand.

Lessons learned:

- Supply chain management is crucial and should include local producers as well as local byproducts when possible as alternatives to usual choices (i.e. municipal consolidated waste as an alternative to fuel).

- Partner with local NGOs of local communities for better need assessment. Local partners are especially fundamental to anticipating potential unintended consequences.

- Model conceptualization is core to social initiatives but be sure your model also makes "business sense".
- If the ecosystem is not healthy, the company will not be healthy either. You must invest to make the ecosystem healthy and productive: invest in distributors and in projects that will create both revenue and social value.
- Have one tool for one type of project: leading and developing these projects takes very special people and capabilities that are not meant to be generic tools.
- Ventures should be solution-oriented: working with social entrepreneurs, corporations should look at the goal and objective the entrepreneur is trying to develop and then decide what they can bring to support them.
- Hybrid social and business models allow players to learn from each other, helping social entrepreneurs understand businesses and vice versa.

VI. Next Steps and Participants Engagement

During this session, participants were asked to imagine a new model for their own company or organization that would generate strong social and economic impact and make use of co-creation. Brainstorming on these ideas, they focused on this new model's characteristics: market and target audience, social impact and sustainability as well as its potential revenue flows and benefits it would bring from a business perspective. The focus then shifted to potential associations and partnerships, expertise and outside talents required to allow the project to scale.

Out of the audience's propositions, four were selected by Ashoka and their realization discussed by participants:

- The first group focused on social enterprise within the field of unaddressed global health issues; more specifically women and child health and non-communicable diseases.

- The second tried to find a solution to improve postage deliveries and e-commerce in disadvantaged neighborhoods.

- The third aimed at collaboratively developing a program for responsible leaders within an organization to stimulate intrapreneurship.

- The fourth meant to turn impact measurement into a tool not only for results but for true on the field impact to improve transparency, access to fund and real time management.

VII. Closing Plenary – Beyond the Forum

Lionel Aeschlimann, Managing Partner at Mirabaud & Cie, was proud to support the development of this co-creation initiative and Ashoka as a long term and responsible financial player.

Olivier Fruchaud, Development Manager of Ashoka Switzerland then presented the next steps:

As far as Europe is concerned, Ashoka's goal of "Tearing Down the Walls" is supported by the creation of the Ashoka Co-Creation Centre based in Paris that acts as a resource platform to build and strengthen the changemakers movement led by the business, social and public sectors in Europe. We have launched a co-creation space as we cannot do it alone. Social entrepreneurs, companies, business schools, managing consulting firms, and so on, are critical to keep this movement alive and advance action.

The three pillars of our strategy:

- Changing the conversation: Partner with the media, create a community of changemakers, organize opportunities to meet and act.

- Annual European Social & Business Co-creation Forums: The next one will be held in Zurich during the last quarter of 2013, and will serve as an opportunity to look deeper into the co-creation potential of Switzerland.
- Competitions: Social Intrapreneurship and Co-creation (see here)

- Building Capacity: If we want to be effective, we need to find the best people and train them, make them share and learn from one another. We can proudly announce the launch of an Executive Education program on Inclusive Business and Social Innovation in partnership with HEC Business School (recently ranked first in Executive Education by the Financial Times) and Hystra. Sign up now! More information on www.ashokacentre.org

- Catalyzing Collaborative Entrepreneurship: We need to walk the talk, and we can play role of natural conveyer. We need to experiment things in Europe now and we can have the opportunity to invent new models. We hope that this platform will be for everyone who wants to share burning issues, may it be business schools, universities, foundations, the media, investors, or management consulting firms.

Additional Resources

HBR.ORG Harvard Business Review

"A New Alliance for Global Change"

by Bill Drayton and Valeria Budinich - September 2010

More information here: http://fec.ashoka.org/sites/fec.ashoka.org/files/HBR%20Article%20Summary_1.pdf

Management Innovation eXchange

"**Ashoka's Hybrid Value Chain: Revving the Engine of Sustained Global Prosperity and Social Value"**

By Valeria Budinich - May 11, 2012

More information here: http://www.managementexchange.com/story/ashoka%E2%80%99s-hybrid-value-chain-revving-engine-sustained-global-prosperity-and-social-value

The League of Intrapreneurs

Ashoka Changemakers

More information here: http://www.changemakers.com/intrapreneurs

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ABOUT ASHOKA

Ashoka is the largest network of social entrepreneurs worldwide, with nearly 3,000 Ashoka Fellows in 70 countries putting their system changing ideas into practice on a global scale. Founded by Bill Drayton in 1980, Ashoka has provided start-up financing, professional support services, and connections to a global network across the business and social sectors, and a platform for people dedicated to changing the world. Ashoka launched the field of social entrepreneurship and has activated multi-sector partners across the world who increasingly look to entrepreneurial talent and new ideas to solve social problems. But Ashoka's mission has evolved beyond catalyzing individual entrepreneurs to enabling an "everyone a changemaker" world. This means equipping more with the skillset and a connection to purpose so that they can contribute ideas and effectively solve problems at whatever scale is needed in their family, community, city, workplace, field, industry, country.

http://suisse.ashoka.org/
http://www.ashoka-impact.ch/
AshokaSuisseRomande
AshokaSuisse