



[Galya Frayman Molinas](#), a global leader with over 30 years of executive experience in multinational corporations, has been a long-standing ASN Member of [Ashoka Turkey](#) and the broader changemaking community. With a strong background in strategy, operations, and sustainable business development, Galya has held leadership roles across diverse regions including Europe, the Middle East, South and West Asia and Latin America. Leveraging her global experience, she serves on both corporate and non-profit boards, supporting social entrepreneurs as well as impact-driven ventures, contributing to community-focused initiatives. Galya actively shares her expertise with changemakers in building inclusive high-performing teams and managing complex stakeholder ecosystems.

In this spotlight interview, led by ASN Global Communication Manager Yuliya Koroleva, she reflects on her transition from the corporate world, sharing lessons learned and forward-looking recommendations for the [ASN Community](#) in navigating today's evolving landscape.

You have been a long-term Member of the Ashoka Support Network—what does this role mean to you?

Being part of the Ashoka community means belonging to a vibrant, global network. That global perspective really matters to me, along with the quality of the people involved. As I transitioned from my executive life, I was searching for something that allowed me to contribute to the world on a deeper level. I was drawn to social innovation and changemaking—and Ashoka came into my life at just the right moment. It offered cross-sector engagement, not just within a single vertical, and that was key. The chance to contribute to systemic change was also very important to me. What I value most is the continuous learning and inspiration I get from this community. I'm constantly exposed to innovative thinking from incredible people around the world. Honestly, I feel I receive more than I give—new windows of understanding are always opening for me.

How has your engagement evolved, and what does it offer you compared to traditional executive roles?

I spent over 30 years as a corporate executive, working globally across Asia, the Middle East, Eastern Europe, and Latin America. Despite the diversity of locations, I often met people with similar profiles and mindsets. When I joined Ashoka, the diversity I encountered—of backgrounds and ways of thinking—was truly mesmerizing. It's a unique platform for learning about new ideas and models. Currently, I mentor others and benefit from reverse mentoring as well. I also participate in strategic platforms and summits where I can contribute and learn. One particularly impactful experience was joining the [Globalizer program](#), which focuses on scaling social ventures. Along with a few other Globalizers, I worked with [Sergio Serapião](#) from Brazil, whose venture [Labora](#) supports people aged 50+ in remaining active in the workforce. It was incredibly insightful, especially in understanding longevity issues and policy. His method—spending years talking to seniors over coffee—taught me a lot. Now, Labora has evolved into a national movement and is expanding globally. I contributed ideas around global scaling strategy and learned deeply about systems change.

If we step back, how have you started the journey with Ashoka?

My interest in social entrepreneurship began while leading local Coca-Cola Foundation chapters. I was inspired by my encounters with civil society and social entrepreneurs. When I left corporate life, Ashoka Turkey reached out. The people I met were amazing—and that's consistent across Ashoka. I didn't want to focus on one vertical like health or climate. I wanted to understand systems thinking and root-cause change. Ashoka was the best place for that. As for ASN, I connected



with others who shared similar values and backgrounds. The ASN role suited me because I could both learn and contribute while feeling a strong sense of community.

For motivated individuals interested in joining ASN, how should they get involved, and what value would you highlight?

The key value is community. Engaging—whether online, over coffee, or through joint learning—is essential. Every meeting serves a purpose: to learn, connect, and potentially collaborate. Today, partnership is critical. ASN members can act as catalysts—connecting their networks and expertise with Ashoka’s needs. These partnerships might lead to investment, mentorship, or strategic support.

As part of your ASN role, you consistently support Ashoka Fellows. Could you share an example of this support and how you typically collaborate?

The process is often organic. ASN members often serve as drivers or connectors. I would like to share an example from Turkey: a Fellow teaching systemic change to institutions. We discussed how to engage businesses, form partnerships, and create economic value. It wasn’t a structured engagement—it evolved naturally. I am talking about [Ekin Al](#). He leads [Donut Economics Action Lab Turkey](#), which I believe has some affiliation with the broader Donut Economics framework. He’s focused on regenerative and distributive new economy design. His impact is evolving, and I hope that our conversations helped him explore scaling, policy, and personal development strategies.

Do you also offer career coaching?

I focus on career transitions, especially for experienced professionals. I co-founded a global community called [What’s Next](#), helping mid-career people explore new paths with meaning. We just completed our first cohort, guiding participants through introspection, experimentation, and personal branding.

Coming back to Ashoka Turkey, which example of systems change in Turkey is inspiring to you?

One inspiring example from Ashoka Turkey involves a [Fellow Mine Ekinçi](#) teaching coding in rural villages. It started with school children but grew to include work with the Ministry of Education—integrating policy. That’s systemic change: from individual impact to institutional collaboration. My current teaching also focuses on how to scale social enterprises systemically and sustainably.

This question deserves long-term exploration. However, in brief—how do you scale a social enterprise?

Yes, indeed. In brief, there are three key elements:

1. **Ecosystem thinking** – you’re not the only actor.
2. **Technology** – digital tools are essential.
3. **Partnerships** – scale happens through collaboration.



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And the enabler? **Discipline.** We need to borrow from for-profit guidelines: structure, consistency, accountability, and a solid playbook for scaling.

And what defines a good business model?

It starts with a real, persistent **pain point.** You need to understand the need and assess your capacity to deliver value. Can you create that value—or orchestrate others to do so? Once validated, ask if the value can scale. Often, the capabilities developed for one project can apply to others.

Would you share any standout example to illustrate such model?

Yes, a Nigerian venture led by [Ashoka Fellow Temie Giwa-Tubosun](#) — founder of [LifeBank](#), which improves blood logistics for maternal health. They digitized blood inventory and distribution, reducing contamination and shortages. They've now scaled to oxygen, vaccines, and more—both within and beyond Nigeria. It's a logistics-tech-health hybrid, beautifully scaled.

What are common pain points for Fellows?

I would point out three key areas:

1. **Loneliness** – being a changemaker can be isolating.
2. **Financing** – sourcing and deploying capital with aligned values is complex.
3. **Scaling clarity** – many lack a clear roadmap to scale.

These are areas where ASNs can make a significant impact.

What should be reinforced within the ASN community to better address these areas?

ASN members are incredibly willing—but need better tools to connect. We need digital platforms that intelligently match Fellows and ASN members based on values, expertise, and needs. The ASN community is essentially a group of people who, when inspired, are ready to help. But the key is knowing how to ignite that energy. That's why I mentioned earlier the importance of catalysts. For example, I've seen [Perrine de le Court, Leader of Ashoka Support Network](#), as a role model in this—she does this beautifully because she knows the ASN community so well. She's able to say, "Let's connect the dots." And connecting the dots is both a science and an art.

Given this context, what would be your primary recommendation?

My main request to Ashoka Community would be to digitally connect Fellows, ASNs, and the broader community in a way that enables us to truly leverage each other's strengths. Right now, we rely more on the art—the amazing Ashoka people and their intuitive abilities to connect people. But there should be easier, more systematic ways to do this. The question is: how do we orchestrate all this potential into something truly valuable? We already have the digital capabilities to make it happen—it just requires more focus. The technology exists. There are many platforms out there—I don't mean necessarily



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new apps, since many of us are a bit app-fatigued—but community platforms that can understand who I am, what I stand for, my experience, and what someone else needs. They can help match people meaningfully—if we set it up right.

Speaking of innovation, which social trends are you most committed to?

I'm seeing incredible energy in **emerging markets**—Asia, Africa, Latin America—where needs are urgent and resilience is high. I also believe **impact investment** is still in its early days. Ashoka can play a stronger role in nurturing both institutions and individual leaders here. Training and capacity-building are key.

And how do you see the interplay between social entrepreneurship and impact investment?

They're complementary. Social entrepreneurs must deliver tangible results, and I support for-profit models for sustainability—when the values are right. Impact funds bring structure and playbooks. The issue is balance: avoiding over-prioritization of financial returns. We also need better narratives around scaling and more visible success stories.

The final question: if you had a magic wand, what would you change in society?

Societal trust. It's the currency of cooperation—essential for institutions, partnerships, and progress. Without trust, nothing sustainable can happen. I'd start there.