



# Catalyzing Societal Progress

*Social Impact at BCG Copenhagen, 2019*



Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. We partner with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with offices in more than 90 cities in 50 countries. For more information, please visit [bcg.com](http://bcg.com).



# Catalyzing Societal Progress

*Social Impact at BCG Copenhagen, 2019*

**Adam Alagiah, Björg Áskelsdóttir, Trine Filtenborg de Nully, Anders Fæste, Jacob Hansen, Marcus Henglein, Jakob Mørck Lohmann, Morten Siggaard, Merle Stepke-Müller, and Asger Thomsen**

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## AT A GLANCE

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### **SOCIAL IMPACT AT BCG**

Social impact projects are a core part of our work at Boston Consulting Group, and we dedicate significant resources every year to address some of the most complex problems in society. On a global level and in local offices, we work with private, public, and not-for-profit partner organizations to make the world a better place. Having a lasting, positive impact in and beyond the business domain is one of our firm's core values, and it is driven by our employees' motivation to contribute to society at large.

### **THE EFFORTS OF BCG COPENHAGEN**

Throughout 2018, BCG's Copenhagen office worked with many partners to address a wide variety of societal issues. These partners included organizations such as UN Women, Food Nation, +Impact, INDEX: Design to Improve Life, Mind Your Own Business, The Ocean Cleanup, and State of Green. In all, more than 25 organizations were involved, many of which had participated in the Gender Diversity Roundtable and a panel on immigrant integration. Furthermore, consultants in the Copenhagen office worked with some of BCG's global partners, including the World Wide Fund for Nature and the World Food Programme.

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**S**OCIAL IMPACT HAS BEEN a part of BCG's DNA since Bruce Henderson founded the firm more than 50 years ago. Today, his legacy continues to inspire everyone at BCG to put ideas forward—through client work and pro bono efforts—that make a positive impact beyond the traditional business domain and, perhaps, even change the world. BCG remains committed to using its expertise and resources to address global and local challenges through its social impact work.

## BCG Worked on More Than 450 Social Impact Projects in 2018

BCG's social impact work spans the globe. All of its offices—there are more than 90—are committed to addressing societal challenges. Because of this, BCG's worldwide consulting staff participates in more than 450 social impact client projects every year.

BCG supports private, public, and not-for-profit organizations in their efforts to address a variety of challenges to achieve the UN's Sustainable Development Goals. BCG teams have expertise on the topics of global development, global health, education, climate and environment, humanitarian response, total societal impact and sustainability, and sustainable finance.

Both globally and locally, BCG seeks to foster long-term relationships with its social impact partners, including the World Wide Fund for Nature (WWF), the World Food Programme (WFP), Save the Children, the Bill & Melinda Gates Foundation, Teach For All, and Yunus Social Business.

## BCG Copenhagen Continued to Increase Its Focus and Commitment

As in previous years, BCG's Copenhagen office pursued a three-pronged approach to increasing its social impact commitment. First, it conducted the same type of fully resourced casework that it does for all clients but aimed at important societal issues:

- **The Integration Potential.** Our consultants continued to research and assess the state of integration in Denmark, finding that the economy could see a 75 billion DKK boost by capitalizing fully on integration.
- **Food Loss and Waste.** Our consultants published the article “Tackling the 1.6-Billion-Ton Food Loss and Waste Crisis,” which also discussed the \$1.2 trillion opportunity related to solving the crisis.

Second, the BCG Copenhagen office selected focus areas and BCG partner organizations for projects, which the staff worked on in their spare time:

- **Gender Diversity Roundtable.** Our staff worked to further advance gender diversity in partnership with UN Women. We held the third Gender Diversity Roundtable, gathering 15 Danish leaders from the corporate, educational, and social sectors to share their experiences.
- **The Ocean Cleanup.** We continued to assist this Dutch-based tech startup by assessing ways to generate revenue from the plastic it pulls from the oceans.
- **Mind Your Own Business.** Our staff collaborated with this organization, continuing to help young boys start their own microbusinesses.
- **INDEX: Design to Improve Life.** We extended a commitment to this nonprofit and the companies that compete for its awards.
- **+Impact.** Our staff helped social startups on this platform and worked with the organization to advance the platform.

Third, the office enabled its consultants to participate in BCG's global social impact casework and initiatives:

- **WWF.** We supported a WWF project to define a new deal for nature.
- **WFP.** We supported a project collaborating with the WFP, a global partner of BCG, to reduce child stunting in Tanzania.
- **BCG's Social Impact Immersion Program.** A consultant from the Copenhagen office joined other colleagues who are in this program and dedicating 12 months to social impact.

In this publication, participants in these social impact efforts share their experiences, achievements, and insights.

### **THE INTEGRATION POTENTIAL: 75 BILLION DKK, BY JAKOB MØRCK LOHMANN**

**The BCG Team:** Lars Fæste, Andreas Malby, Matias Pollmann-Larsen, Joen Moth-Poulsen, Jacob Thiesson, Simon Nielsen, Sidsel Green, and Jakob Mørck Lohmann

In 2017, BCG examined the refugee crisis and found, among other things, that the level of integration in Denmark is 82%. In 2018, we explored the potential opportunity for improving immigrant integration in Denmark. To assess this, we gathered large data sets from public institutions and crunched heavy macroeconomic data to size the potential upside of full integration. The findings were quite astonishing.

The Danish economy could see a 75 billion DKK improvement if the country capitalized fully on integration. That would represent a GDP increase of 3% to 4%, and it would have positive nonmonetary ripple effects.



This economic potential could be unlocked by reaching full integration in employment, education, crime, and social affairs. (See Exhibit 1.)

Employment is key to achieving Denmark's integration potential. A fully integrated labor market alone would add 40 billion DKK to the country's GDP. However, integrating first-generation non-Western immigrants would be especially valuable, since 67% of that population in Denmark participates in the labor market, which is the same percentage as that of participating ethnic Danes.

**Engaging with Change Makers to Act on the Potential.** The time for action is now. The Danish economy is still on an upswing, with many industries—such as transportation and construction—in need of low-skilled workers. According to the Danish Economic Councils, 70,000 additional workers will be needed by 2025 to fill the expected labor market demands.

The economic cycle represents a window of opportunity to help more immigrants enter the job market. In fact, integration could be a key way to prolong the positive economic cycle.

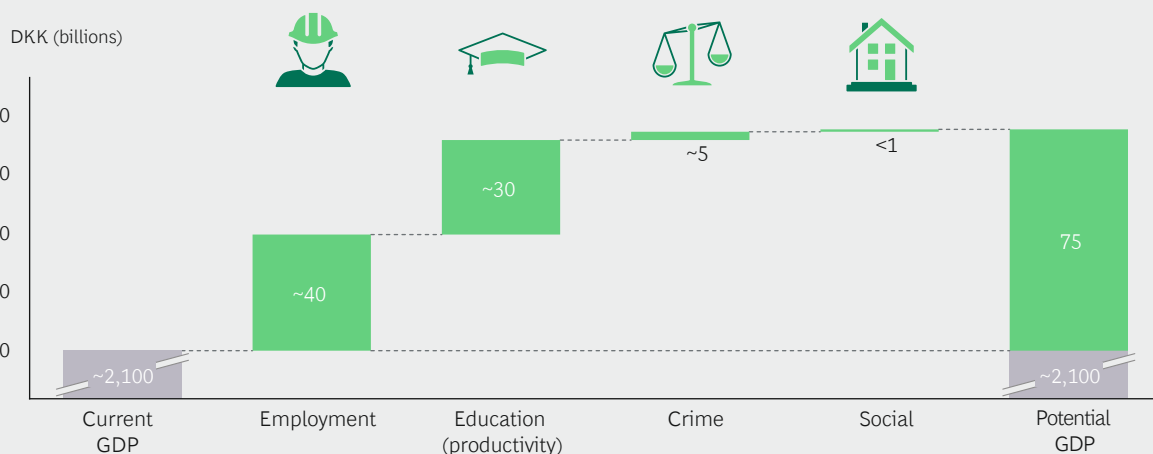
Thus, we engaged directly with society's top-level change makers to share our findings and partner for action. Most notably, BCG helped Denmark's prime minister facilitate Integration Summit 2.0, a conference for key ministers and top-level executives across the public and private sectors. In our keynote speeches and panel discussion contributions, our message was clear: the potential is huge, and the solution could be digitally anchored.

**Digitization Can Help Spur Integration.** So far, we've performed quantitative analyses and conducted more than 50 interviews, and it seems that the transformation of job centers and broad digitization should be at the core of change.

*"It has been truly rewarding to clarify the great potential associated with integration in Denmark, while connecting with immigrants and integration experts across all sectors."*

Jakob Mørck Lohmann  
Associate  
BCG Copenhagen

EXHIBIT 1 | Integration Could Boost the Danish Economy by 75 Billion DKK



Source: BCG analysis.

# KL

TrygFonden

# CBS

Integrationsnet  
En del af Dansk Flygtningehjælp

# b

BIKUBENFONDEN

# BL

DANMARKS  
ALMENE  
BOLIGER

# Realdania

# salling group



Photo credit: BCG



Photo credit: BCG

## THE INTEGRATION POTENTIAL

### About our partner organizations

- The Integration Panel helped establish the project in 2017 and has provided ongoing advice. Members of the panel are the Danish Refugee Council, TrygFonden, Bikubenfonden, Realdania, the Copenhagen Business School (CBS), Kommunernes Landsforening (KL), Danmarks Almene Boliger, and Salling Group.
- More than 50 people have provided valuable input and validations, including representatives from ISS, Danfoss, Arla Foods, Dansk Industri, job centers and local authorities, Urbanplanen, Mind Your Own Business, Joblinge, Upwardly Global, the Halifax Partnership, the Finnish Innovation Fund Sitra, the European Union, and the United Nations.

### Key achievements

- We determined that Denmark could add 75 billion DKK to its

economy by fully integrating immigrants. The main driver of value would be employment, which could add 40 billion DKK to the economy.

- We calculated that the current level of integration in Denmark is 82%. This is a composite measure of underlying indicators for four dimensions, where the level for immigrants is compared with the level for ethnic Danes. From 2014 through 2017, the level of integration improved by 2 percentage points.
- We presented our findings at Integrationstopmøde 2.0, which was hosted by the prime minister. Participants included ministers for integration, employment, finance, and business, as well as top executives from the public and private sectors.

Denmark must transform its job centers by optimizing their strategies, improving the centers' effectiveness, and making them accountable for outcomes. Denmark should also create an operating model that focuses on industry sectors and cuts across municipalities.

Meanwhile, Denmark should implement new technologies that optimize job matching as well as job centers' other data-driven capabilities. Taking this step will en-



able the centers to scale their services and provide companies with sufficiently qualified labor.

Having sized the potential upside of full integration, it seems apparent that Denmark is at a turning point, and BCG will continue to support the country on this important topic going forward.

## FOOD LOSS AND WASTE: TACKLING THE 1.6-BILLION-TON CRISIS, BY BJÖRG ÁSKELSDÓTTIR

**The BCG Team:** Esben Hegnsholt, Shalini Unnikrishnan, Matias Pollmann-Larsen, Björg Áskelsdóttir, Marine Gerard, Jacob Hansen, and Kevin Maloney

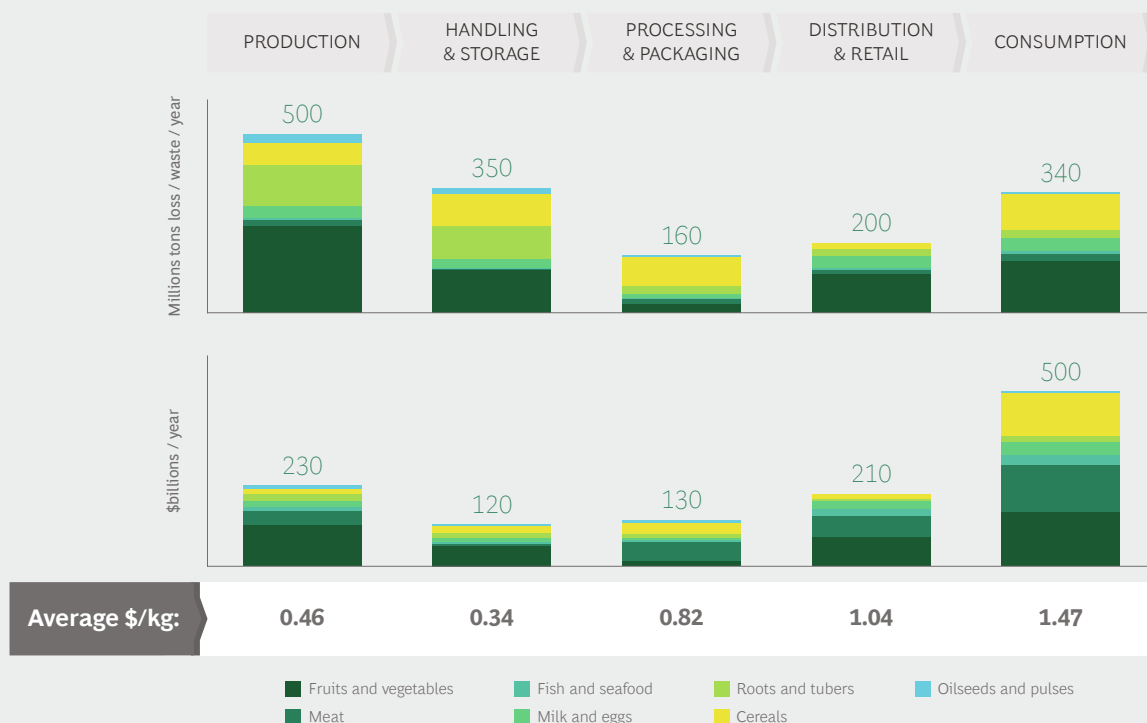
Every year, one-third of all food is lost or wasted worldwide. That translates into 1.6 billion tons of food annually or 50 tons every second. The value of that food is more than \$1.2 trillion. Indeed, food loss and waste (FLW) has reached crisis proportions.



Photo credit: BCG

FLW occurs all along the value chain. In developing countries, the majority of FLW is generated at the beginning of the value chain, when food is being produced and transported. In developed countries, FLW is generated mostly at the end of the value chain, when it is being sold by retailers and consumed by people. (See Exhibit 2.)

EXHIBIT 2 | Food Loss and Waste Occurs Across the Value Chain



**Sources:** Food and Agriculture Organization of the United Nations, *Global Food Losses and Food Waste*, 2011; FAOSTAT database; BCG FLOW model.  
**Note:** 2015 findings.

FLW has gained more attention in recent years, and we are seeing it as the focus of many nonprofit movements, food-sharing platforms, and social startups.

**The problem is growing.** To determine if FLW is increasing, BCG worked to identify the drivers of FLW. (See the sidebar “Quantifying Food Loss and Waste.”) The first driver is an increasing global population. Having more people requires more food, and fulfilling that need generates more FLW.

The second driver is an increase in prosperity; as people’s economic situations improve, FLW increases. As low-income regions experience rapid industrialization, a rise

## QUANTIFYING FOOD LOSS AND WASTE

To get our arms around the food loss and waste (FLW) problem—and the potential solutions—BCG built a proprietary model to forecast FLW to 2030. The model builds on data from the Food and Agriculture Organization of the United Nations, The World Bank, and the International Monetary Fund.

We projected FLW on the basis of forecasts of food volumes (both production and consumption) and loss intensity (the percentage of food lost and wasted) for each region, step in the food value chain, and food type

(such as fruits and vegetables, meat, and cereal). Forecasts for both volumes and loss intensity are based on numerous factors, including historical food production and consumption trends (both per capita and total), the historical growth of population and GDP per capita, and the historical correlations among these factors. Our base scenario forecasts FLW assuming that the development paths for countries around the world, and the production and consumption of food within those countries, follow historical trends.

## FOOD NATION AND STATE OF GREEN

### About our partner organizations

Food Nation is a public-private partnership that was established by the Danish Government and leading private organizations and companies. State of Green is a Danish not-for-profit, public-private partnership that focuses on global climate and environmental challenges.

### Key achievements

BCG copublished an article with our partners that quantified the scale of

FLW globally. (See “Tackling the 1.6-Billion-Ton Food Loss and Waste Crisis,” BCG article, August 2018.) It garnered global media attention for the FLW problem; the publication was referenced in articles by *Fast Company*, the *Guardian*, the *Japan Times*, and Reuters, for example.

in FLW would seem to be a concern. However, the rate of FLW at the beginning of the value chain is expected to decrease, because providers at that stage are increasingly able to access capital and implement more advanced technologies. These providers are also improving their planning and cooperation with others in the value chain.

All in all, FLW is expected to grow to 2.1 billion tons or \$1.5 trillion (USD 2015) by 2030. (See Exhibit 3.) The challenge is enormous, but there is a way forward.

**What can we do?** After BCG worked to understand the problem, the next step was to come up with solutions. We analyzed information from global food waste initiatives and identified five areas for improvement:

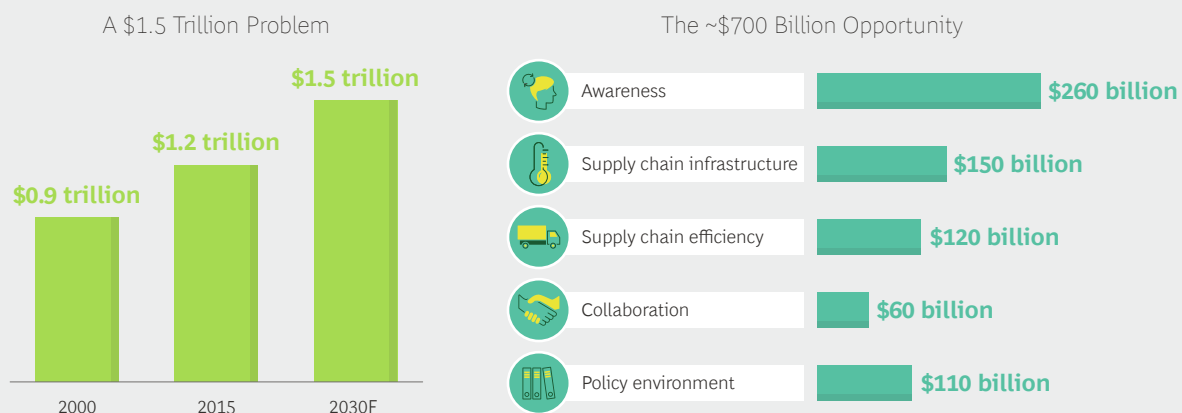
- Awareness of the FLW issue and possible solutions
- Supply chain infrastructure
- Supply chain efficiency
- Collaboration across the value chain
- Policy environment

For each of these areas, we mapped out thirteen key initiatives to drive change. (See Exhibit 4.) A global, coordinated effort to improve all five areas can slash the annual value of FLW by nearly \$700 billion. That is a massive opportunity for society—one that should compel action.

Real change does not happen unless all stakeholders come together to reduce FLW.

- **Local governments** need to support and subsidize key FLW reduction opportunities.

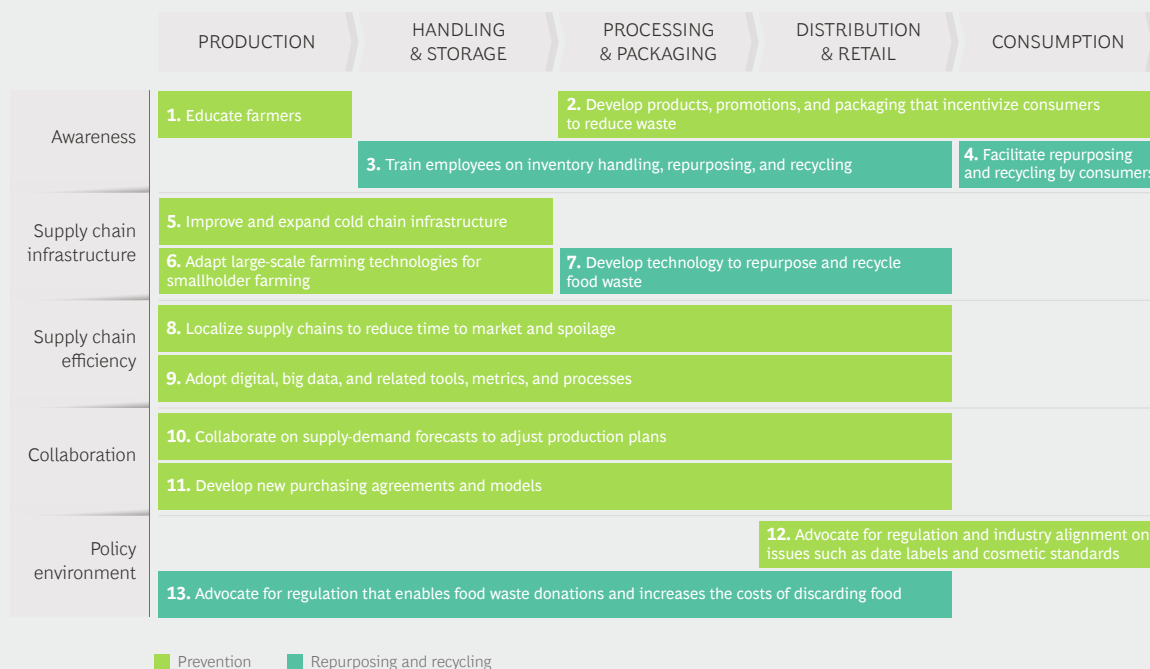
### EXHIBIT 3 | A \$1.5 Trillion Problem—and the \$700 Billion Opportunity



Source: BCG FLOW model.

Note: The 2030 forecast is based on a “business as usual” scenario in which trends continue on their current trajectories.

## EXHIBIT 4 | Thirteen Initiatives to Cut Food Loss and Waste



**Sources:** EU Fusions; WRAP, Love Food Hate Waste; ReFED; Food and Agriculture Organization of the United Nations; Champions 12.3; World Resources Institute; BCG analysis.

- **International bodies** need to optimize cross-border relationships to reduce FLW.
- **Companies** need to realize their opportunities to lower FLW and take responsibility.
- **Consumers** need to adopt practices to reduce FLW.



### THE GENDER DIVERSITY ROUNDTABLE: GRAPPLING WITH DENMARK'S DIVERSITY CHALLENGES, BY JACOB HANSEN

**The BCG Team:** Jacob Hansen, Jacob Thiesson, Joen Moth-Poulsen, Matias Pollmann-Larsen, Mai-Britt Poulsen, Amalie Butze, Merle Stepke-Müller, and Chresta Murmann

Despite a belief in Denmark that the country is a leader in gender diversity, it is actually falling behind its Nordic peers. According to a 2018 World Economic Forum [report](#) that measured overall gender diversity across 149 countries, Nordic countries are in the top four, but Denmark isn't among them. Rather, Denmark is number 13. The country's ranking is even worse when considering the representation of women among top leaders: the country ranks 95, compared with its rankings of 80 in 2017 and 53 in 2006.

One of the core reasons for this decline is the talent pool from which top leaders often come. About 60% of top leaders today have studied either Cand. Merc, Cand. Oecon, or Cand. Polyt. Female students make up about 30% of all students who fol-

## UN WOMEN

### About our partner organization

- UN Women has its Nordic Liaison Office in Copenhagen.
- Through this office, UN Women collaborates with Nordic governments and parliamentarians, as well as key decision makers in the private sector, media, and civil society.

### Key achievements

- More than 50 initiatives have been launched by members since the start of the Gender Diversity Roundtable.
- Denmark's minister of equality attended the Gender Diversity Roundtable in March 2018.



Photo credit: Bax Lindhardt

low these academic paths. (See Exhibit 5.) This means that Denmark needs to increase the number of women who study in these areas and expand the pool from which companies draw talent.

To facilitate progress on these fronts, BCG Copenhagen made gender diversity a core focus of its social impact work over the past few years. In 2017, BCG partnered with UN Women to establish the Gender Diversity Roundtable, which convened twice. In 2018, BCG continued its partnership with UN Women to host the third Gender Diversity Roundtable, which brought together 15 Danish leaders from the corporate, educational, and social sectors to share experiences and best practices on how to advance gender diversity in Denmark. CEOs and chairs from Ørsted, Google, Novozymes, Danish Crown, and TDC are part of the roundtable, as well as university rectors and presidents from the Technical University of Denmark, Niels Brock Copenhagen Business College, Roskilde University, the University of Copenhagen, and Copenhagen Business School.

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*"I would like to thank BCG Copenhagen on behalf of UN Women for your personal support. I look forward to continuing our close collaboration with a focus on gender diversity and women's rights."*

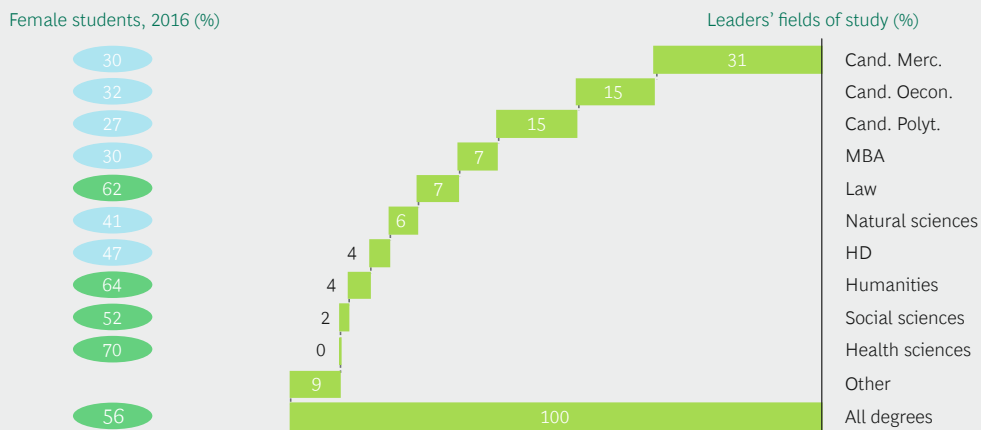
Ager Ryhl  
Former Head  
UN Women Nordic  
Liaison Office

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*"There is no doubt that leadership teams need diversity. As companies become more complex and decisions more difficult, diversity in competencies and personality drive value."*

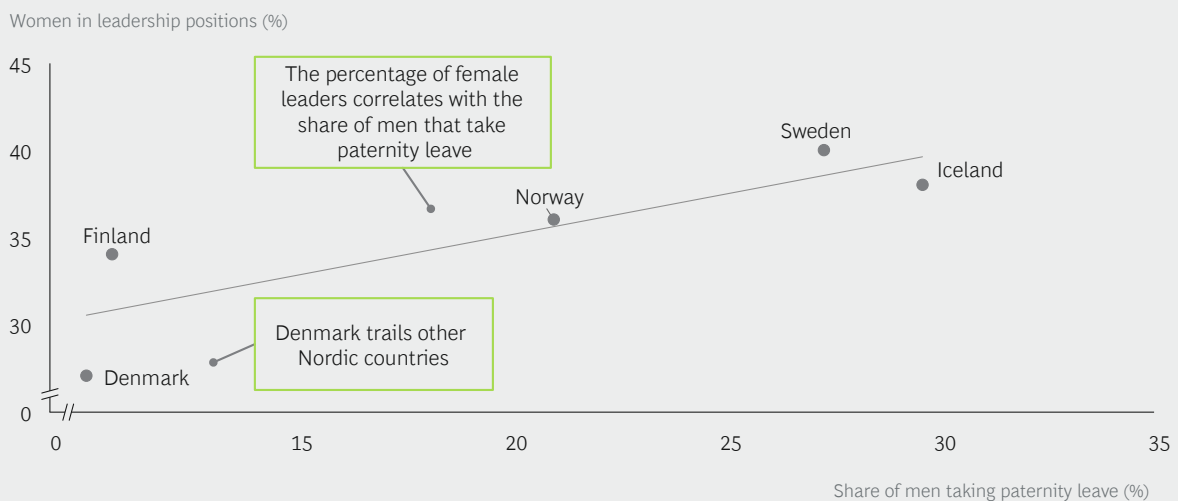
Mai-Britt Poulsen  
Partner and  
Managing Director  
BCG Copenhagen

## EXHIBIT 5 | Fields of Study That Generate Leaders Have Fewer Female Students



Source: BCG's leaders survey.

## EXHIBIT 6 | Paternity Leave Policies Influence Gender Diversity



Source: BCG analysis.

BCG and UN Women held this third roundtable on International Women's Day, March 8. The then minister of equality, Karen Ellemann, joined the roundtable's discussion as a guest. The main discussion focused on parental leave; Denmark still significantly lags its Nordic peers in this area. Our study shows a positive correlation between the percentage of top leaders who are female and the share of parental leave taken by fathers. (See Exhibit 6.) All members agreed that reserved paternity leave was the only action that would help further Denmark's progress on diversity. To facilitate the discussion, BCG provided a comparison of Nordic countries' parental leave policies and their progress on diversity. Another roundtable was held on International Women's Day in 2019. At this time, we continued to assess the issues surrounding diversity and discuss the way forward. BCG also continues to participate in relevant debates and panel discussions on the topic.



## THE OCEAN CLEANUP: VALORIZING PLASTIC THAT IS PULLED FROM OCEANS, BY ADAM ALAGIAH

**The BCG Team:** Finn Jannick Schmidt, Alejandra Huerta, Stephen Ellington, Johannes Sterobo, Thomas Kjærgaard, Thomas Andersson, and Adam Alagiah

In 2018, BCG Copenhagen continued to support The Ocean Cleanup and its critical mission of ridding the world's oceans of plastic. It was an important year for The Ocean Cleanup: it launched its first full-scale cleanup system (nicknamed Wilson) into the North Pacific amid global media attention.

This launch was a major milestone for The Ocean Cleanup, which has spent years tirelessly perfecting its innovative passive floating systems. It marked the start of what the organization described as “the biggest cleanup in history.” However, the team is not getting carried away. As they point out, this is only the beginning.

The Ocean Cleanup is also focused on more than cleaning up the oceans. In 2018, it created the Valorization team, tasking it to create value from the plastic that is pulled from the oceans. Ultimately, the ambition is to sell attractive consumer products made from recycled ocean plastic. The hope is that this will generate revenue to support ongoing cleanup operations for years to come.

That is where our expertise came in. A critical question was what product or products should The Ocean Cleanup sell. We put this question to students at our annual Crack the Case event. Guy de Sévaux, who is the valorization director at The Ocean Cleanup, attended to judge the students' submissions. He was very impressed with the suggestions.

Picking up where the students left off, we deployed a BCG team to work with the Valorization team. We started with a list of more than 30 potential product categories.

THE OCEAN  
CLEANUP

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*“Working with an inspiring company and helping it tackle one of the great environmental challenges of modern times has been a tremendously rewarding experience, and I’m very proud to have been part of such a noble cause.”*

Johannes Sterobo  
Consultant  
BCG Copenhagen

### THE OCEAN CLEANUP

#### About our partner organization

- The Ocean Cleanup is a startup that develops advanced technologies for extracting plastics from oceans.
- It was founded in 2013 in Delft, Netherlands.
- Founder Boyan Slat was only 18 when he started The Ocean Cleanup.
- The Ocean Cleanup has received over \$30 million in donations.

#### Key achievements

- We mapped, analyzed, and prioritized more than 30 potential product categories that had the potential to fund the operations of The Ocean Cleanup.
- We made product recommendations, and The Ocean Cleanup decided which product it would make from recycled ocean plastic. It will announce the final product in the near future.



Photo credit: BCG



Photo credit: BCG



Photo credit: The Ocean Cleanup



Photo credit: The Ocean Cleanup



Photo credit: BCG

ries, and, in a series of workshops, we assessed each category's commercial potential, its fit with the organization's branding and messaging, the amount of plastic used, and its potential for corporate partnership. Ultimately, we recommended a short list of products to pursue, and the final product will be announced soon.

This year promises to be an exciting one for The Ocean Cleanup, and we look forward to helping make it a success.

## **MIND YOUR OWN BUSINESS**

### **MIND YOUR OWN BUSINESS: BUILDING SKILLS, CONFIDENCE, AND ENTHUSIASM, BY MARCUS HENGLEIN**

**The BCG Team:** Awais Shafique, Lise Kristensen, David Jørring, Ludvig Wier, Rasmus Madsen, Simon Jørgensen, Jonas Lorentzen, Esben Hegnsholt, and Marcus Henglein

BCG's consultants rarely work weekends and for a good reason: they work at full speed for clients during the week, so the weekend is a sacred opportunity to recharge and relax. Few things upend that practice, but the Mind Your Own Business (MYOB) Venture Camp and Business Award events are two such exceptions. Each event hosts more than 70 boys and a small army of volunteers. The exciting exchange of ideas sends everyone home with energy that lasts well beyond the event.



Photo credit: MYOB



Photo credit: MYOB



Photo credit: MYOB



Photo credit: MYOB



Photo credit: MYOB



Photo credit: MYOB

MYOB supports young boys, ages 13 to 19, who are from vulnerable Danish neighborhoods—areas that have a disproportionate number of residents without an education or a job. Since 2010, MYOB has provided more than 500 boys with the opportunity to strengthen their skill sets and confidence through a simple but powerful method: start a business, and grow with the ownership and responsibility that comes with it.

Inviting young boys to propose ideas for businesses often results in esoteric suggestions. For example, one participant suggested nano-spray that coats and protects kids' beloved sneakers, another proposed triangle-shaped protein bars, and a third proposed a neck pillow that doubles as a drinking bottle, promising comfort and hydration at the same time. Inevitably, some of the ideas need re-engineering, while others are shelved to free up time and energy to pursue the next great idea. But some proposals find a toehold in the market.

However, as much as one may think that MYOB is about business, it's really about process. As Maria Kavita, the founder of MYOB, took stock of another successful Venture Camp, she noted, "Year after year, I am impressed by the great courage and commitment the boys show in establishing their very own microbusiness. They take

*“Working with INDEX has been an amazing opportunity to apply the BCG toolbox outside normal casework and see what impact it can have. Simultaneously, it has been inspiring and a learning experience to work with people who are so dedicated to what they do—especially when it is about making the world a better place.”*

Asger Thomsen  
Associate  
BCG Copenhagen

## ■ INDEX ■ DESIGN TO IMPROVE LIFE®

### MIND YOUR OWN BUSINESS

#### About our partner organization

- Since 2010, MYOB has made it possible for 513 boys to establish 52 microbusinesses.
- Together, 500 volunteers and 43 business partners have spent 69,000 hours supporting the boys and making dreams come true.

#### Key achievements

- Over the past six years, BCG has supported MYOB in the develop-

ment of more than 38 microenterprises, which have engaged 380 boys in the process.

- In 2018, BCG hosted two MYOB events, welcoming more than 100 participants and helping form seven new microenterprises.

the opportunity to be creative, challenge themselves, and fulfill their potential. The collaboration with BCG over the past six years has been inspiring and prosperous. I am deeply grateful for your competent commitment.”

The Venture Camp marks the beginning of the microbusiness process for the boys. At the event, the BCG team helps them solidify their ideas and develop an initial business plan. Simon Jørgensen from the BCG team noted, “The event ended in hugs and high-fives, rather than the formal handshakes that started the day.”

BCG hosts the Venture Camp at BCG’s office, which offers many of the boys a chance to see a company “from the inside.” But at the end of the day, it is the encouragement and words of advice that stick with the boys.

#### INDEX: SUPPORTING BUSINESS DEVELOPMENT AND FUNDRAISING FOR AN AWARD SHOW, BY ASGER THOMSEN

**The BCG Team:** Matias Pollmann-Larsen, Filip Hansen, and Asger Thomsen

INDEX: Design to Improve Life is a nonprofit organization that focuses on enabling the creation of sustainable solutions to global challenges. Among its many projects, INDEX hosts a biennial awards show and presents a first prize of €500,000, the largest design prize given by any organization worldwide. The solutions considered for the award address issues such as clean water, education, energy production, overpopulation, and care of the elderly.

BCG has collaborated with INDEX since 2014, and it is now the largest extracurricular social impact initiative within BCG globally. Consultants worldwide offer their free time to the finalists of the awards show. In 2018, BCG’s consultants focused on helping the organization with general business development and fundraising in order to prepare for the 2019 awards show. The efforts included creating a structured fundraising approach and hosting a series of workshops on the steps of the fundraising journey.



## INDEX: DESIGN TO IMPROVE LIFE

### About our partner organization

- INDEX: Design to Improve Life is a Danish nonprofit organization that operates globally.
- It hosts a prestigious biennial awards show that highlights the world's best examples of sustainable solutions that are designed to improve life. The organization presents a first prize of €500,000.
- INDEX educates students, teachers, and decision makers about structured creativity, and it

engages with designers to connect them with investors in order to get as many life-improving solutions realized as possible.

### Key achievements

- Created a structured approach for fundraising that covered, among other aspects, how to define criteria for choosing sponsors and how to create and conduct pitches.
- Hosted a series of workshops on the funding journey and the creation of a strategic direction.

### +IMPACT: HELPING PURPOSE-DRIVEN STARTUPS TO GROW, BY ASGER THOMSEN

**The Core BCG Team:** Jesper Damm, Matias Pollmann-Larsen, Finn Jannik Schmidt, Thomas Andersson, and Asger Thomsen

Starting a new company from scratch is no small endeavor. It requires making thousands of decisions and overcoming some significant challenges. For example, which market should a company target first? Which marketing channels should it invest the most time and money in? How does it establish a supply chain that can support scaling the business? How does it get funding—and from where?

The list goes on, and tackling these challenges can be a daunting prospect for any new startup. But research shows that they can be especially intimidating for impact startups—new ventures whose goals are not only about reaping financial returns but also about making positive environmental and social impacts.

Across the Nordics, many purpose-driven entrepreneurs have created innovative solutions, but they face significant roadblocks when they try to scale up. To assist them, Danske Bank created +Impact, a digital platform that enables impact startups to share their challenges with experts who can help solve them—for free.

BCG is the key advisor on the platform, and about 30 BCG consultants across the Nordics provide expertise, helping startups solve a wide variety of challenges. For example, one startup needed to ascertain which customer segment to target when selling surplus vegetables and fruits. Another needed to determine how to best scale precision irrigation on farms in areas that are affected by droughts.

BCG's consultants are involved on a case-by-case basis, taking up challenges where competencies and personal passions are aligned with what the startup is seeking. Regardless, the overall ambition is to help the entrepreneurs overcome their road-

**+ impact**  
by Danske Bank

*"+Impact is a true win-win. It's incredibly exciting and rewarding for me to discuss the fundamental issues that these startups are struggling with. At the same time, an outside perspective that creates clarity is beneficial for startups that are immersed in solving daily problems."*

Thomas Andersson  
Consultant  
BCG Copenhagen

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*"It has been important to have BCG's support from the very beginning of +Impact's creation and for them be part of this initial phase as we test and refine the concept. The feedback we have received so far from the market clearly shows that the platform has created value for both the startups and the experts. BCG has played a central role in this success."*

Mikkel Skott Olsen  
Head of +impact.io  
Danske Bank



Photo credit: BCG

blocks in the best way so that they can grow and scale their solutions and have an even greater environmental and social impact.

The companies that BCG's consultants have supported include the following:

- **Grim.** This company has taken on the admirable mission of reducing food waste. Specifically, it wants to reduce the waste of "ugly" produce. (*Grim* means ugly in Danish.) Farms usually set aside ugly fruits and vegetables because supermarkets do not want to sell them. To reduce food waste, Grim procures this produce from the farms and sells it to consumers using a weekly subscription model. BCG consultants have helped Grim determine whether their business model should have a business-to-consumer or a business-to-business focus.
- **Elderlearn.** This simple online platform matches elderly Danes with immigrants who want to learn Danish, enabling win-win situations: elders have valuable social interactions, and immigrants receive Danish lessons. Importantly, both are free. Elderlearn has fairly good traction in the market, having paired more than 400 elders and immigrants, and the company is currently signing deals with various municipalities in Denmark. BCG consultants helped the company solve its first challenge: how to price its services. The consultants are currently working with it to develop a strategy and make a concrete and actionable plan for 2019.
- **SoilSense.** This company's goal is to create affordable soil sensors that advance farming and increase yields in the developing world. Although the majority of farmers in the Western world operate at scale, deploying sensing equipment to increase yields, these solutions are too sophisticated and expensive for smaller

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*"+Impact is a fantastic initiative, and helping the startups on the platform solve some of their core challenges is highly rewarding."*

Finn Jannik Schmidt  
Consultant  
BCG Copenhagen



## +IMPACT

### About our partner organization

- The +Impact platform was created in 2018 through a strategic partnership between Danske Bank and Rainmaking Innovation after they analyzed 40 social impact startups and the struggles that they faced.
- The startups on the +Impact platform are all, in some way, helping to reach the United Nations' 17 Sustainable Development Goals.

### Key achievements

- Served as the platform's key advisor; about 30 consultants have taken up challenges from a wide variety of startups.
- Helped the +Impact team determine how to identify and engage with experts who could contribute to the platform.



Photo credit: BCG

farmers, particularly in the developing world. SoilSense is looking to develop simpler and cheaper sensors that deliver similar functionality and bring these farmers into the 21st century. BCG consultants have helped SoilSense in a variety of ways, including discussing its overall focus and next steps, providing feedback on investor pitches, and putting it in contact with some of our experts in this area.

### A NEW DEAL FOR NATURE AND PEOPLE: RECREATING THE PARIS MOMENT, BY MERLE STEPKE-MÜLLER

**The BCG Team:** Merle Stepke-Müller, Martin Sieg, Sarah Russell-Smith, Paulina Ponce de Leon, Adrien Portafaix, Jesper Nielsen, and Nicolas Kachaner

Did you know that there was an overall decline of 60% in the population sizes of vertebrates from 1970 through 2014? This is according to the World Wide Fund for Nature's *Living Planet Report*.

And were you aware that the World Economic Forum's annual global risks reports have shown environmental issues to be among the top risks in today's world? This year, five out of six of the top risks by impact are nature and climate related, including risks such as failure of climate change mitigation and adaptation, water crisis, and major biodiversity loss.

Protecting and restoring nature and biodiversity is fundamental to economic prosperity, sustainable development, and addressing climate change. To support this, the WWF and other organizations are establishing and calling for a New Deal for Nature and People, supporting the 2030 Sustainable Development Goals agenda. The ambition is to achieve a multilateral agreement to protect and restore nature and to mobilize actors across sectors, including CEOs of leading organizations, civil society organizations, and heads of state for the benefit of nature. The year 2020 is a major opportunity to achieve such a New Deal, as relevant multilateral fora are



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*“Working with the WWF toward achieving a New Deal for Nature and People has been one of the most complex, yet extremely exciting challenges I have faced during my time with BCG.”*

Merle Stepke-Müller  
Consultant  
BCG Copenhagen

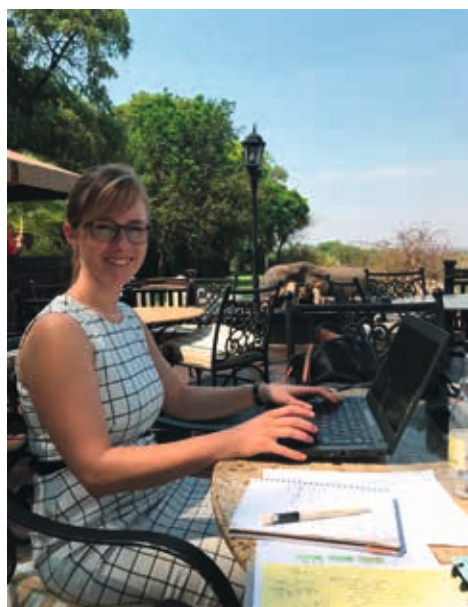


Photo credit: BCG



Photo credit: BCG

## WORLD WIDE FUND FOR NATURE

### About our partner organization

- The WWF is an international environmental nongovernmental organization founded in 1961.
- The WWF's mission is to build a future in which people live in harmony with nature.
- Hosted a dinner with more than 120 senior participants, creating major momentum on the path toward 2020.
- Developed an integrated WWF project strategy and work plan toward 2020.

### Key achievements

- Gained significant traction of the #NewDealforNature in relevant platforms.

scheduled to convene for important meetings or decisions (for example, the 75th anniversary of the General Assembly of the United Nations and the revamping of the Convention on Biological Diversity).

If this seems intangible, remember what happened in Paris in 2015 for climate change and imagine creating a similar focus on and ambition for nature.

The WWF has been one of BCG's global social impact partners for many years, and, therefore, it is only natural for us to also support the WWF on this high-priority project. Throughout several months, we supported the WWF team by implementing agile project management structures, developing an integrated project strategy, and resolving interdependencies.



Photo credit: BCG

In addition, we jointly organized, with the WWF and the WEF, a high-level dinner during the WEF's Annual Meeting in Davos to mobilize key champions for the New Deal for Nature. We were able to not only attract potential future champions for nature to join but also create significant momentum on the way toward 2020. CNN called it the “hottest ticket of the week.”

To play a role in achieving this ambitious vision, make your pledge for the planet here: [www.voicefortheplanet.org](http://www.voicefortheplanet.org).

#### **PARTNERING WITH THE WORLD FOOD PROGRAMME TO REDUCE CHILD STUNTING IN TANZANIA, BY MORTEN SIGGAARD**

**The BCG Team:** Charmian Caines, Heino Meerkatt, and Morten Siggaard



In 2010, the World Health Organization estimated that stunting affects 171 million children worldwide, or 26.7%. A result of malnutrition, stunting irreversibly impacts brain development and cognitive function. On a national scale, stunting significantly affects a country's economic development potential.

**Why Tanzania?** To better understand the challenges countries face addressing stunting and what has been done, BCG teamed up with one of our social impact partners, the World Food Programme (WFP), to identify countries where stunting has been successfully reduced. Then, using a Smart Simplicity framework that prioritizes effective leadership, stakeholder collaboration, and engagement, BCG and the WFP mapped out 12 elements that are common to these countries' efforts. The team then sought to identify countries where some—but not all—of the elements were in place and where BCG and the WFP could accelerate progress against stunting. On the basis of this analysis, we focused on Tanzania, where stunting affects 34% of children.



Photo credit: BCG

## WORLD FOOD PROGRAMME

### About our partner organization

- The WFP is part of the United Nations and a global partner of BCG since 2003. It is the world's largest humanitarian agency.
- The organization provides emergency relief by meeting urgent food needs as well as by addressing longer-term solutions to hunger and food insecurity.
- Each year, the WFP provides assistance to more than 80 million people in more than 80 countries.

### Key achievements

- Brought together key stakeholders in Tanzania's nutrition projects so that they could reach a common agenda and work more efficiently.
- Worked with local government teams from Tanzania and the WFP to roll out collaboration training across districts in order to fight stunting.





Photo credit: BCG



Photo credit: BCG

To address the gaps and put Tanzania on track for success, BCG and the WFP worked with the prime minister's office to focus the country's efforts. The team recommended concentrating on improving local capabilities and data quality, redefining collaboration, and developing a catalyst team to implement initiatives and monitor progress.

- Improving Local Capabilities and Data Quality.** The BCG-WFP team recommended that data systems and training be developed and strengthened. Though in-country nongovernmental organizations regularly produce project reports, they were not publicly available or used by government in a productive way. The BCG-WFP team recommended collecting reports in a public nutrition library to encourage collaboration, reduce redundancy, and increase the efficient and effective implementation of nutrition projects.
- Redefining Collaboration.** While participating in a Nutrition Steering Committee meeting, the BCG-WFP team recognized an overwhelming focus on process and a lack of collaboration among stakeholders. Participants provided narrative descriptions of their activities, such as the distribution of seeds and handwashing training. However, the narratives often failed to explain why these activities were relevant to other stakeholders. Data and clear agendas were often lacking in districts, so the BCG-WFP team supported reframing these meetings. Their new focus would encourage action-oriented discussions and more frequent information sharing among participants, thus enabling the other stakeholders to facilitate interventions in real time and to implement nutrition projects.
- Developing a Catalyst Team.** Although nutrition-focused organizations existed in Tanzania, there was still a need to connect them to accelerate the implementation of nutrition projects and drive real change. The BCG-WFP team set up and tasked a catalyst team with bridging the gap. Focused full-time on holistically driving forward the Smart Simplicity agenda country-wide, the catalyst team's short-term focus was on planning and implementation, ensuring that data systems and tools are efficiently running in all districts, and making certain that reporting is accurate and consistent.

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*“Working with the World Food Programme provided me with unique insight into how humanitarian agencies can truly make an impact on the ground and the important role that these organizations play for the countries in need. WFP is an amazing organization to work with, and assisting with BCG’s knowledge to fight hunger and stunting in Tanzania has been an experience of a lifetime.”*

Morten Siggaard  
Associate  
BCG Copenhagen

**What's Next?** The WFP team will continue to work with officials in Bahi to improve coordination and training by defining and raising awareness of participants' roles across sectors. The WFP will also support officials in planning activities and interventions that are directly informed by the specific needs and experiences of each community. And the catalyst team will expand this approach to the district of Pangani, tailoring response efforts to the distinct needs of the region.

We are confident that all stakeholders' commitments to improve information sharing and cross-sector collaboration will have a significant impact on the health and economic development of Tanzania.

### **HELPING OUR PARTNERS ADDRESS PRESSING CHALLENGES THROUGH BCG'S SOCIAL IMPACT IMMERSION PROGRAM, BY MERLE STEPKE-MÜLLER**

Since joining BCG in 2016, I have been a part of the core team that drives social impact work in our Copenhagen office. Wanting to contribute to projects on a global scale, in 2018, I joined BCG's Social Impact Immersion Program. For 12 months, program participants work with BCG's social impact experts to support global social impact partners on projects.

Within the first few weeks of my engagement, I helped outline a path for a large development organization to adopt agile practices, co-developed an approach to managing a sustainable supply chain, helped an organization map its contribution to selected Sustainable Development Goals, conducted a longer-term project supporting the WWF on the New Deal for Nature and People, and started supporting the WFP Innovation Accelerator.

Many of the challenges that our social impact partners work to solve are similar to those tackled by BCG's corporate clients, but of course within a different, often highly complex and challenging context. I find it rewarding to help our partners address their most pressing challenges in ways that maximize their contribution to sustainable development.

Statements from some of my colleagues in the program show the breadth of topics and partners that we work with.



Photo credit: BCG



Photo credit: BCG

## **THE SOCIAL IMPACT IMMERSION PROGRAM**

### **About the program**

Every year, a group of BCG consultants joins the Social Impact Immersion Program for 12 months. The program's participants fully dedicate their time and efforts to social impact projects during this period.

### **Key achievements**

Participants in BCG's Social Impact

Immersion Program can contribute significantly to BCG's social impact projects and help our global social impact partners improve sustainable development. By joining the program, participants have the opportunity to become part of the broader social impact network within BCG and beyond.





Photo credit: BCG

## Roy Hanna

### Project Leader, BCG Philadelphia

"I have been working with a global nongovernmental organization (NGO) that focuses on several areas: health and nutrition, education, sanitation, poverty, and advocacy. My colleagues and I have been helping this NGO improve and simplify its processes. The project has been fascinating, and the opportunity to work with diverse and passionate leaders has been energizing."



Photo credit: BCG

## Supriya Challa Thumpasery

### Project Leader, BCG New Jersey

"I have had an exceptional experience in the Social Impact Immersion Program. It has given me the chance to work on frontline social impact topics alongside BCG colleagues who have similar aspirations and passions. From supporting one of the largest UN humanitarian organizations on its private-sector strategy to developing new financing mechanisms to fund the fight against malaria, this has been a one-of-a-kind opportunity."



Photo credit: BCG

## Alice Wang

### Consultant, BCG Melbourne

"Being in the program has been an incredible experience. It has allowed me to work on projects with Save the Children and the World Food Programme. These projects have had clear, tangible outcomes for the most vulnerable, such as children, refugees, and displaced populations."

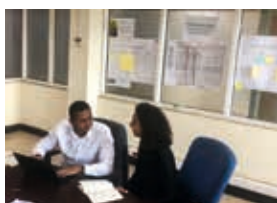


Photo credit: BCG

## Maria Raji

### Consultant, BCG Casablanca

"I have been working with the Rwanda Development Board. BCG helped this government department put in place an accelerator team in order to enable private-sector-led growth through investment. Working in close collaboration with the board has been a great experience and an incredible learning opportunity. I was able to develop a deep knowledge of the country and its needs and pitch various opportunities to potential investors."



Photo credit: BCG

## Jessica Hart

### Senior Associate, BCG London

"For me, the Social Impact Immersion Program has been an incredible opportunity to travel the world and learn how nonprofit organizations operate. I've met interesting individuals who have shared new perspectives with me. I have also learned about different ways of working. For example, some members of my team work flexible hours so as to have time with their families. I've been impressed by how effectively they prioritize and make progress."



Photo credit: BCG

## Kate Ballinger

### Associate, BCG Boston

"My current project is focused on exploring different business models so that a nonprofit can significantly scale its operations. My team must answer two key questions: Could this nonprofit benefit from moving to a for-profit model, and could it do so without losing sight of its mission? I often think about how private corporations could play a larger role in resolving social issues; this experience has made me think about how nonprofits could broaden their reach by taking a for-profit path."



Photo credit: BCG

## Martin Sieg

### Consultant, BCG Cologne

"From supporting refugee integration programs to shaping the world's nature protection agenda, the Social Impact Immersion Program offers me truly inspiring and rewarding tasks."

*"Bringing our corporate strategy expertise, project management skills, and consultant toolbox to our social impact partners not only helps create lasting change but also is extremely exciting."*

Merle Stepke-Müller  
Consultant  
BCG Copenhagen

## Looking Ahead

BCG Copenhagen will continue its social impact work, focusing on creating a positive and lasting effect beyond the business domain. It will continue collaborating with its partners to address a wide variety of societal challenges through consulting projects and by giving consultants opportunities to devote personal time to projects with leading organizations from the social sector.

BCG Copenhagen is proud of the work that these extraordinary organizations do and the impact that they achieve. They improve the lives of millions of people and advance the world toward a more sustainable future. This is the kind of change that BCG as a whole strives to support and accelerate.

Going forward, social impact at BCG Copenhagen will continue to be especially focused on the following:

- Collaborating with impactful nonprofit organizations and partners to drive change
- Contributing in key areas of competencies, including diversity, integration, innovation, and the environment
- Bringing critical stakeholders to the table, leveraging insights and abilities across the public, private, and social sectors

Although BCG Copenhagen is unable to meet all requests for collaboration, it encourages all organizations in these areas to reach out and discuss potential ideas and partnerships. The aim in writing this report was to provide insights into partners' work on social impact and the support BCG provides. It is also to inspire others to devote time and effort to social impact organizations in their community and beyond.

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## For Further Contact

If you would like to discuss this report or social impact at BCG, please contact one of the authors.



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