



ANNUAL REPORT 2020

Generation Impact

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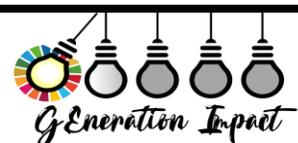


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TO OUR STAKEHOLDERS

Our Stakeholders and Our Value Proposition

Generation Impact supports remote, skills-based, time-bound projects focused on the attainment of the Sustainable Development Goals through a membership of volunteers across GE businesses globally. Generation Impact not only connects organizations with the skills they need to meet their goals and sustain success, but also helps scope the projects, and match volunteers to the project to create a diverse, but cohesive team.

Stakeholder	Our Value Proposition
GE Internal Employees	<ul style="list-style-type: none"> • We create a globalized community for like-minded people • We provide an avenue to make an impact and opportunity to build experience • We educate on how to optimize impact
Community Organizations (NGOs/Non-Profits/Social Enterprises)	<ul style="list-style-type: none"> • We provide access to skilled individuals • We teach internal skills & framework needed
Social Impact/GG Activist Community (External GE)	<ul style="list-style-type: none"> • We educate corporate employees on the Global Goals • We articulate actions that can impact GG (positively or negatively) • We bridge the gap between the activist community & corporations

Our Mission and Unique Value Proposition

“We exist to amplify how motivated individuals can contribute to The Global Goals for Sustainable Development through connecting them with social impact projects and initiatives.”

Our key value proposition is to act as a personally invested matchmaker between Social Impacters and organizations focused on making progress towards the UN’s Global Goals for Sustainable Development.

The following traits / qualities position us uniquely to accomplish this purpose:

- Strong platform within GE, a multi-conglomerate, which gives access to a global network with skilled individuals across multiple disciplines and functions
- Historic presence and network in the One Young World community
- Remote operations with presence in every continent (except for Antarctica)
- Focus on young professionals and connection to incoming employees provides constant growth and fresh perspective for the organization

Our History

- **2014:** A group of passionate GE employees attended the One Young World (OYW) conference and identified a gap between the impact employees were having in silos and the potential scope they could have if they scaled across GE.
- **2015 – 2018:** The organization '*Social Impact at GE*' formed. This group reached out to the GE Foundation (GEF) and began supporting the philanthropic organization's initiatives and projects as volunteers. The group expanded to work with various non-profits, incubators, social enterprises, and more.
 - The team supported GEF and their non-profit partners on multiple initiatives including Hewatele, Public Sector Roundtable, Safe Water, Developing Health Globally, Project Echo, Safe Surgery, and more.
 - Utilizing their OYW and professional networks, the organization sourced projects with partners outside of GEF, including Team Gyan, Social Enterprise Greenhouse, and Fundación Borincana.
- **2019:** The organization formalized the core operational structure and set goals + priorities for 2020 centered around standardization and outreach growth. The organization also made significant branding updates including change its name from '*Social Impact at GE*' to '*GEneration Impact*' and creating an organization logo.
- **2020:** *GEneration Impact* executed on the 2020 priorities (outlined in the below annual report) while scaling the sourcing and resourcing capacity through new projects and increased membership.

Our Structure

Four Committees, One Core Team

COMMUNICATIONS

Communicates with internal and external stakeholders via website, reports, newsletters, & social media;
Also measures impact of projects

SOURCING

Maintains backlog of projects, working closely with GE Foundation, and external organizations to scope social impact projects

RESOURCING

Recruits, onboards, offboards project members, working closely with the Outreach committee to connect with new members

OUTREACH

Builds community around the UN's Global Goals for Sustainable development, particularly through GE One Young World Delegates and the GE Leadership Development Programs (LDPs)

GEneration Impact Core Team, 2020

Gaby Napier, Teresa Fulcher, Priya Achaibar, Ben Turnbull, Mihael Plut, Rachel Hershorin, David Zaremsky

Lifecycle of a Project

1. **Initial Contact:** GEneration Impact receives project ideas from the GE Foundation, One Young World, Incubator partnerships, and passionate individuals through [project interest form](#) or email.
2. **Refine Scope:** The Sourcing committee works with external organizations, hereby referred to as stakeholders, to define deliverables, timeline, and alignment to Global Goals. A project posting is created with all the relevant information to resource the project with skilled talent.
3. **Creating a Project Team:** The Resourcing committee pairs GE talent to the project, including identifying a project leader. This is done through individual get-to-know sessions and notifications through communication channels of new project opportunities.
4. **Launch Project:** The Sourcing committee facilitates the initial kick-off meeting for the project introducing the project team to the external stakeholders.

5. **Execute Project:** The Project Team work on deliverables and shares progress at GEneration Impact Quarterly Project Updates.
6. **Deliver Impact:** The Project Team provide deliverables to stakeholders. Feedback from the Project Team and external stakeholders is collected by the Sourcing team, while feedback about Project Team members is collected by the Resourcing team.

2020 REVIEW AND 2021 PRIORITIES

On a rating of great/good/poor, overall, we think 2020 was a **good / great** year for GGeneration Impact, in that we performed good or great on 19 / 22 objectives across 4 key priorities. Performance on each priority and comments on those relevant are outlined in the below section.

Major Successes and Themes for 2020

- Creation of 2020 priorities with key metrics supporting the organization's mission & vision. This was a highly organized approach at identifying the goals for the upcoming years – details on the success or failure of each priority are outlined below.
 1. Community of Social Impacters: Create and support a community of social Impacters within GE
 2. Partnership for the Goals: Resource and support social impact projects that advance the UN's Global Goals for Sustainable Development.
 3. Project Framework: Operationalize & streamline sourcing & resourcing of projects
 4. One Young World: Support creating the GE Delegation and be involved in the OYW ambassador community

Other successes beyond key priorities:

- Community engagement expansion
 - Engagement of Intern Academy through case competition, mentorship, and presentations
 - Creation of Impact Generators Networking including the Impact Ambassador group
- Committee structure formalized within core operational team with standardized operating mechanisms

2020 Priorities and How We Did

Here is a summary of our main priorities for 2020 and comments on how we performed against them. All 22 objectives will be rated as great, good, or poor with context explained in a sub-bullet:

Community of Social Impacters - Create and support a community of Social Impacters within GE

- **Objectives**
 - Create a larger network of Impact coaches **Great**
 - *Launched the Impact Ambassador network to congregate impact-driven peers from around the globe. Through a hybrid nomination process, we finalized 26 Impact Ambassadors from 6 GE businesses, 7 countries, and 5 different leadership programs. We started with small group sessions to develop our network mission statement and start to turn ideas into action. We launched our Impact Talk series with plans to continue into 2021, as well as deploying a new Brain Dates series to develop a global mindset within the network.*
 - Identify, connect, and educate the LDP community through their social impact and volunteering committees. **Good**

- *The impact ambassador network offers a community for LDPs and beyond to engage with global peers. The Ambassadors are heavily integrated with LDPs to allow for smoother distribution of impact opportunities.*
 - Standard marketing materials to educate people **Poor**
 - *Materials have been developed ad-hoc and tested in small groups with minimal focus on educational material for the masses. This is a potential outcome from trial-run sessions with Impact Ambassadors that can vet drafted materials before distributing for education.*
- **Other Key Successes**
 - Intern Academy **Great**
 - *Developed multiple case study prompts for a 4-week intern session. Secured over 120 individuals to participate on socially impactful projects and hackathons geared at improving the reach of impact within GE. Worked as mentors and coaches throughout the sessions and intern groups pitched final presentations to the GE leadership team.*

Projects - Resource & support social impact projects supporting the UN Global Goals

- **Objectives**
 - Create a healthy backlog of projects that are "scoping" phase **Good**
 - *Sustained Social Enterprise Greenhouse pipeline partnership and kicked off four (4) projects sourced through their accelerator program alumni. Continued word-of-mouth expansion to scope and kickoff ten (10) additional projects. Ended year with new potential partner as well as three (3) projects planning to be kicked off in the new year.*
 - Resource 10 projects including 2 from OYW **Good**
 - *While GGeneration Impact did exceed 10 projects in 2020, none were sourced from OYW network. Instead, GGeneration Impact saw the growth of Impact Ambassadors and a strategic plan for OYW 2021 corporate partnerships. OYW 2020 was postponed due to COVID-19 and impacted our network opportunities for this objective.*
 - Involve 20 new project members **Great**
 - *Engaged 30 new project members and continuously held Get-To-Know's for member prospecting*
 - Engage with an incubator that focuses on Global Goal Education **Great**
 - *Catie's Closet partnership created four (4) project opportunities, each contributing to the organization's goal of equipping students with basic material/hygienic needs to stay in school.*
 - Create a "one-pager" to gain attention for potential stakeholders **Great**
 - *Shifted focus to revamp website and Instagram as well as external stakeholder communications from sourcing through project kickoff*
 - *Standardized project offboarding to evaluate deliverables and feedback*
 - *Developed portfolio of potential partners in conjunction with Intern Academy*
 - *Grew internal communications and materials through broadcasts, Yammer, and newsletters*
- **Other Key Successes**
 - Supporting the Green Teams **Poor**
 - *Participated on an individual level with self-sufficiency and impact. Looking forward to expanding GGeneration Impact representation and understanding going forward.*

Project Framework- Operationalize & Streamline sourcing & Resourcing of Projects

• Objectives

- Create yearly GGeneration Impact Report: **Good**
 - *The report was meant to go out for a review of 2019. Although some preliminary planning was done early, this task continued to get deprioritized. The reasons for this was the task needed to be properly broken down into sub-tasks and delegated.*
- 1 GGeneration broadcast update (make sure we have projects in the backlog to fill): **Great**
- Quarterly GEI project sharing: **Great**
 - *Every project shared at least 1x. We completed 3 out of 4 – this should be the go-forward expectation as the Q4 project sharing will be consistently cancelled due to the holidays.*
- Monthly Core team meetings: **Great**
- Quarterly Newsletter: **Good**
 - *Quarterly newsletter was meant to go out at end of every quarter. While we released a newsletter for each quarter – it was late by up to a month each quarter. The reasons for this was challenges around prioritizing GGeneration Impact against other priorities.*
- Standard on-boarding material for new projects: **Great**
- Create a robust directory of potential project members: **Great**
 - *This was a key success of our work with the interns.*
- Standard "search" method of getting project members: balance skills, interest, and learning: **Great**
 - *Created a Directory of potential project members and established skills based on get-to-know sessions to improve volunteering pairing process. For a few projects, we had to look beyond directory to enable right fit for niche skills. This new method of tracking membership allowed to fill all projects from our pipeline or individual connections. We did not need to formally post projects this year.*

One Young World- Support Creating the GE Delegation and be involved with the OYW ambassador community

• Objectives

- Obtain 150 applications for the GE Delegation to OYW **Good**
 - *In total there were 56 applicants across all of GE's businesses, leadership programs but also employees that didn't go through one of the early career programs. Applicants applied from many parts of the world, Japan, Mexico, India, Ivory Coast, Malesia, North America and Europe.*
 - *The number of applicants was lower as the available delegation allocation was low. Therefore, applicants withing Generation Impact network (distribution lists, project members, Impact Ambassadors...) were encouraged to apply to ensure social impact engaged candidates and a competitive selection.*
 - *In total GE Delegation will consist of 11 Delegates. Four out of the 11 were pre-allocated for returning ambassadors forming the GGeneration Impact team.*
- Sustainable sponsorship/executive sponsorship for funding a GE Delegation **Great**
 - *GE Delegation was sponsored and endorsed by Julie Grzeda, Director, Global Leadership Programs.*
- Facilitate GE sponsorship of a Global Goal, GE delegate speaker, and GE exec ambassador **Poor**
 - *GE sponsorship and executive ambassador have not been secured as of now. The deadline for Delegate speaker applications is February 5th 2021 and the GE delegation will be welcome to apply.*

- Formalize GE OYW Ambassador group (structure, meet-ups, newsletter, yammer group, etc.) **N/A**
 - *Together with the Delay of OYW to 2021 these activities were delayed and will commence with a planning session at the end of January 2021.*
- **Other Key Successes**
 - OYW Academy 2020 **Good**
 - *In order to amplify the potential impact of the future OYW Ambassadors in Munich, OYW has started an annual online lecture series that offers a unique opportunity for young people to learn how to face and address global challenges from some of the world's greatest leaders and experts.*
 - *The lecturers list included Arianna Huffington, Professor Muhammad Yunus - 2006 Nobel Peace Laureate and many more.*
 - *The Academy served not only as a prelude to OYW 2021 in Munich but also as a platform to meet and network with fellow Social Impacters across the world. As this will be an annual event, it has potential to enrich future GE Delegations. This year only the pre-invited group of returning ambassadors had the chance to participate as the application for the GE delegation was not yet opened when the academy was announced. GGeneration Impact participated in this independently – but did not connect or scale out impact further. This is a potential opportunity in 2021+.*
 - A very diverse GE Delegation OYW 2021 Munich **Great**
 - *11 Delegates, 7 Nationalities, 6 Female and 5 Male*
 - *Passionate about: Affordable and Clean Energy, Quality Education & Gender Equality, Quality of Education, Good Health and Well Being, Reducing Inequalities*

2020 Priorities Recap

Based on the above analysis, the GGeneration Impact team tallied the outcomes below:

- **Great – 12 / 22**
- **Good – 8 / 22**
- **Poor – 2 / 22**

2021 Priorities and Goals

In December of 2020 we gathered as a core team to identify, understand, and document who GGeneration Impact's key stakeholders are and their pain points that we as an organization are aiming to address. In tandem, based off our experiences in the past year we created, presented, and ranked a list of "big ideas" to be executed in the future. The ideas that were prioritized were the highest impacted priorities and goals for 2021.

2021 Priorities, Goals, and Metrics

The top three priorities are outlined below with specific sub-goals.

Priority: Strategic Growth- Grow strategic operations for GGeneration Impact for increased organizational growth, longevity, & stability.

Goal: Execute Core Team capacity expansion.

This was the highest priority goal for GGeneration Impact going into 2021. The purpose behind this goal was to expand the operations core team of the organization to support the increased growth and ensure longevity and stability. The Core Team plans expand from 6 to 15 individuals with clear expectations, responsibilities, and desired qualifications outlined for each role.

The key metric for this goal is the following: Have all 15 Core Team members identified by March 2021.

Goal: Ramp-up new Core Team members to a fully operational team.

Outlined by each committee chair of the new GGeneration Impact Core Team, each new Core Team member will have to execute a ramp-plan to be fully onboarded to the organization.

The key metric for this goal is the following: Have the entire Core Team fully operational by May 2021.

Priority: Partnership for the Global Goals

Goal: Create a healthy pipeline of projects and resource projects that impact the Global Goals.

The key metric for this goal is the following: By the end of 2021 GGeneration Impact has resourced at a minimum of 10 projects that have sustainable impact to the organization.

Goal: Optimize & operationalize project submission, on-boarding, & off-boarding of project teams.

The key metric for this goal is the following: Ensure GGeneration Impact's key stakeholders have visibility and access to information on project submission, on-boarding, and off-boarding by December 2021.

Priority: Community of Social Impacters GE

Goal: Regularly recruit, engage, and educate Impact Generator community

The key metric for this goal is the following: Ensure GGeneration Impact has at a minimum maintained the 127 Impact Generator members in the current network by December 2021.

Goal: Grow role & responsibilities of Impact Ambassadors

The key metric for this goal is the following: Ensure Impact Ambassadors have visibility and understanding to their role, responsibilities, and expectations by December 2021.

Goal: Support creation & on-boarding of OYW GE Delegation

The key metric for this goal is the following: GGeneration Impact has onboarded the 2021 OYW GE Delegation and executed the application process for the 2022 OYW GE Delegation by December 2021.

Goal: Execute regular updates through communications channels which includes at a minimum:

- Yearly Broadcast
- Yearly Impact Report
- Quarterly Newsletter
- Quarterly Project Sharing

The key metric for this goal is the following: Each of the above communication methods have been executed in a timely manner by December 2021.

PROJECT PORTFOLIO IMPACT REVIEW

Closed Project Impact Review

In the first year of our annual report, the GGeneration Impact team will be sharing an overview of all closed projects to date. In future reports, the team will outline only projects closed since that date.

Assist International, CPHD, and Hewatele | Oxygen Facilities Build

Project Stats	<ul style="list-style-type: none"> • Team size – 4 • Duration – 8 months • <i>Featured at One Young World</i>
Problem Statement	Identify financing opportunities for the expansion of the Center for Public Health and Development (CPHD) and Hewatele's medical oxygen production business through the investigation and assessment of various methodologies.
Global Goals Impacted	GG3, GG9
Type of Project	<i>Research + Evaluation, Financial Consulting</i>
Outcome	60+ detailed guide on financing opportunities and short, / medium, and long term recommendations
How Deliverable was created	<ul style="list-style-type: none"> • <u>Focused Investigation</u>: Narrowed based on historical information utilized by similar healthcare ventures based on amount of funding required and stakeholder guidance <ul style="list-style-type: none"> • Development Finance Institutions • Public Financing, Private Financings • Corporate Donations • Alternative Investments (GE Partners) • Development Impact Bonds • <u>Analysis of Landscape</u>: Provide overview, key players, partner screenings of investment criteria, and risks / opportunities by partner • <u>Partner Deep-Dives</u>: Set up and held meetings with potential partners to test assumptions and dive deeper into KPI methodologies and potential
Impact (Quantified)	Recommendations were used to raise \$2MM+ USD used to build three medical oxygen facilities in East Africa, estimated to save 80K+ lives by delivering oxygen to over 375+ facilities by 2020.

Assist International, GE Foundation | **SafeSurgery 2020 Funding**

Project Stats	<ul style="list-style-type: none"> • Team size – 6 • Duration – 12 months
Problem Statement	The SafeSurgery 2020 program was piloted with 10 hospitals in Ethiopia and Tanzania. GE Foundation and Assist International were looking to scale the impact to 40 hospitals or more, but did not have the funds readily available, and wanted to explore sustainable alternatives to grant-based funding.
Global Goals Impacted	GG3, GG10
Type of Project	<i>Research + Evaluation</i>
Outcome	20+ page guide on Results Based Financing implementation / opportunities
How Deliverable was created Deliverable Creation Process	<ul style="list-style-type: none"> • <u>Options Evaluated:</u> Re-allocation of existing budget, crowdfunding, potentials for partnerships, bulk sourcing, and loan opportunities. • <u>Final Selection:</u> Based on feasibility and availability, the team decided upon the method of Results Based Financing. • <u>Implementation Plan:</u> Investigated prior implementations, existing strategy and resources, and regional challenges to build out implementation proposal
Impact (Quantified)	<p>~96 hours committed valued at \$22K (<i>see assumptions outlined under final section of report</i>)</p> <p><i>Note on sustained impact: Implementation plan was well defined, but never deployed. The GGeneration Impact team interviewed key stakeholders to identify lessons learned – which are outlined in the ending section.</i></p>

Assist International, Emory University, GE Foundation | **Safe Water**

Project Stats	<ul style="list-style-type: none"> • Team size – 6 • Duration – 14 months
Problem Statement	The combined organizations prior to this project had successfully implemented installation and evaluation of water treatment systems for 35+ hospitals in Honduras, Ghana, Rwanda, Cambodia, and Uganda. They were looking for a tool to support pitches for future funding.
Global Goals Impacted	GG3, GG6

Type of Project	<i>Cost Modeling</i>
Outcome	Developed cost modeling tool that estimated Safe Water implementation cost to be utilized when pitching to philanthropic funders
How Deliverable was created	Working with Assist International, Emory University, and the GE Foundation, the team analyzed previous costs for Safe Water implementations to provide an estimated cost per facility for their safe water filtration solution in medical facilities.
Impact (Quantified)	~112 hours committed valued at \$26K (<i>see assumptions outlined under final section of report</i>) <i>Note on sustained impact: Cost modeling was used a few times, but not at scale. The GGeneration Impact team interviewed key stakeholders to identify lessons learned – which are outlined in the ending section.</i>

Partners in Health | Equipment and Servicing Inventory

Project Stats	<ul style="list-style-type: none"> • Team size – 4 • Duration – 7-8 months
Problem Statement	Partners in Health has clinics globally with a large and diverse set of equipment. They requested support to build out a complete inventory of healthcare equipment in order to better allocate cost and resources.
Global Goals Impacted	GG3, GG10
Type of Project	<i>Operations Strategy & Support</i>
Outcome	Complete inventory across all sites and tools for a go-forward plan to minimize down-time of equipment within hospital environments globally
How Deliverable was created	<p>Interviewed all Partners in Health clinics in order to identify the equipment which was available at the clinic – including the vendor and model number</p> <p>Built out a comprehensive inventory</p> <ul style="list-style-type: none"> • Resale value • How to service • Service estimate cost • Contact information for each equipment • Outdated / obsolete equipment
Impact (Quantified)	~64 hours valued at \$10K (<i>see assumptions outlined under final section of report</i>)

	<i>Note on sustained impact: Potential to renew this project to achieve objective of decision-enabling tool.</i>
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Partners in Health | **Biomedical Engineering Technician (BMET) Training**

Project Stats	<ul style="list-style-type: none"> • Team size – 4 • Duration – 8 months
Problem Statement	Partners in Health needed to select or build a training program to meet the diverse needs of their BMET technicians, who were based around the globe with varied backgrounds and hospital environments. Gaps in training created preventable delays in fixing hospital equipment, causing a direct impact on the hospital's environment.
Global Goals Impacted	GG3, GG10
Type of Project	<i>Research + Evaluation</i>
Outcome	Overview of ranked training options, contact information, and a Pugh matrix enabling interactive re-calculation as needed.
How Deliverable was created	<p>Researched 15+ training programs including universities, non-profits, open-source resources, and corporations. Programs were rated based on information online as well as exploratory calls with the training programs.</p> <ul style="list-style-type: none"> • <u>Training Medium</u> • <u>Flexibility</u> • <u>Certification Output</u> • <u>Vendor-agnostic</u> • <u>Practical Experience</u> • <u>Etc.</u>
Impact (Quantified)	<p>~64 hours valued at \$10K (see assumptions outlined under final section of report)</p> <p>Note on sustained impact: Feedback from stakeholders:</p> <p><i>“The research done by the team to identify and compare different biomed training programs enabled the following</i></p> <ul style="list-style-type: none"> • <i>standardized framework to consider how to meet the professional development goals of the team</i> • <i>ability to add to the summary as we have learned about the new program</i> • <i>useful budgeting tool as funding opportunities come up for training.”</i>

We Are Allies | *Operations Strategy and Support*

Project Stats	<ul style="list-style-type: none"> • Team size – 1-2 • Duration – 6 months
Problem Statement	We Are Allies was founded by physicians, pharmacists, veterans, designers, and people in long-term recovery at a hackathon driven by the GE Foundation and Mass General Hospital. At the end of the hackathon, there was a product idea, a kit prototype, and deep domain knowledge of the issue. The team was looking for support to scale the idea from a prototype to a full-fledged operation.
Global Goals Impacted	GG1, GG3, GG9
Type of Project	<i>Operations Strategy and Support</i>
Outcome	Strategy outlined for the below areas
How Deliverable was created	<p>The team supported building out strategy for the following areas:</p> <ul style="list-style-type: none"> • How to scale product from a prototype to a manufactured product • Identification of required materials to manufacture at scale • How to build a supply chain around the product • Identifying and speaking with suppliers • Supporting sourcing of required materials • Working with a fulfillment organization
Impact (Quantified)	~48 hours estimated to have a value of \$3,692.31. (Outline of assumptions of estimate in appendix)

We Are Allies | *Website Development and Marketing*

Project Stats	<ul style="list-style-type: none"> • Team size – 1-2 • Duration – 7-8 months
Problem Statement	After the supply chain for the start-up was built, We Are Allies required a landing page by which potential customers could reach the product. They had completed production up front and needed to create a means to support distribution by demand.
Global Goals Impacted	GG1, GG3, GG9
Type of Project	<i>Website Development / Marketing</i>
Outcome	Website developed and Facebook ad strategy
How Deliverable was created	<p>Identified and outlined user personas required through 1 on 1 development with core team at We Are Allies</p> <p>Worked with Facebook to develop targeted ads to reach population</p>

	<p>Created and designed website to function as a landing page:</p> <ul style="list-style-type: none"> • Summarize the mission statement • Showcase the product to potential customers • Fulfill orders on an e-commerce platform
Impact (Quantified)	Awarded FB social entrepreneurship (\$5000 in ad credits + mentorship), and 3000+ unique visitors to the website. 70+ opioid response kits sold with potential to save lives.

Nuway Safe | Phase I Business Model

Project Stats	<ul style="list-style-type: none"> • Team size – 3 • Duration – 4 months
Problem Statement	Nuway Safe, a new startup focused on production of a safety belt for boda boda (bicycle / motorcycle taxis), was looking for support in building out their business strategy. Phase 1 of this project was focused on market sizing, revenue, and burn rate in order to support setting up a budget.
Global Goals Impacted	GG3, GG5, GG9
Type of Project	Strategy Consulting
Outcome	Comprehensive business strategy which was then used to approach investors based on calculated revenue generation and burn rate.
How Deliverable was created	<ul style="list-style-type: none"> • Interviewed owner and team and created market sizing based on research of the product and available market for advertising • Estimated revenue projections and timelines both for current production within Uganda and models related to expansion to other countries / markets • Calculated burn rate based on revenue projections and estimated expenses – including product supplies, legal fees, etc. and fed into budget creation
Impact (Quantified)	~32 hours estimated to have a value of \$3,692.31. (Outline of assumptions of estimate in appendix)

Nuway | Phase II Business Model

Project Stats	<ul style="list-style-type: none"> • Team size – 4 • Duration – 6 months
Problem Statement	Following the phase I business model project which supported the creation of a budget through revenue and expense projections, the Nuway team requested support with marketing, pricing structures, and business valuation.

Global Goals Impacted	GG1, GG3, GG9
Type of Project	<i>Website Development / Marketing</i>
Outcome	Comprehensive business strategy including advertising strategy, pricing structure, and company valuation methodology
How Deliverable was created	<ul style="list-style-type: none"> • Advertising / Marketing strategy: Based on desired mode of advertising (on the back of the boda boda), team provided a list of potential customers to reach out to • Built out multiple charging and pricing structures for the implementation and execution of the marketing and advertising strategy • Supported company valuation – created interactive model which enabled the input of patents, employee skills, etc. to support business valuation <ul style="list-style-type: none"> ○ Venture capital v discounted cash flow ○ Post money valuation + pre money valuation ○ Recommendation of which method to use based on company maturity
Impact (Quantified)	~48 hours estimated to have a value of \$7,384.62. (Outline of assumptions of estimate in appendix)

Whole Forest / Target Customer Landscape

Project Stats	<ul style="list-style-type: none"> • Team size – 4 • Duration – 6 months
Problem Statement	Whole Forest is currently in the customer interview phase of their project and is trying to understand the landscape of their business more.
Global Goals Impacted	GG15
Type of Project	<i>Target Customer Landscape</i>
Outcome	Curated portfolio of targeted stakeholders spanning A&E firms, design groups, universities, and hospitality professionals, with key contacts and relevant sustainability programs to support Whole Forests' consumer research.
How Deliverable was created	<ul style="list-style-type: none"> • Brainstorm- Each member of the team brainstormed 5-10 companies/organizations to research that fell into various business sectors and were of various sizes. • Template Creation- A template of the company portfolio was created with the input of the stakeholder that included the company background, locations, key contacts, and sustainability program details.

	<ul style="list-style-type: none"> • Research- Each team member researched the organizations filling out the template • Final Deliverable – 32 page document that outlines 25 potential customer organizations.
Impact (Quantified)	~192 hours estimated to have a value of \$7,384.62. (Outline of assumptions of estimate in appendix)

Open Projects

Catie's Closet | Mobile App Development (July 28th 2020)

Team size	2
Problem Statement	Boston University students have previously partnered with Catie's Closet to produce MVP 1 & 2 of a new app used to encourage clothing and product donations. This team will continue iterating app for product launch.
Global Goals Impacted	GG1, GG4, GG11
Type of Deliverable	Digital App Development

Catie's Closet | Be Me Merchandising (August 7th 2020)

Team size	3
Problem Statement	Catie's Closet launched a new trademark for their logo "Be Me", which encourages self-expression and confidence. Their goal is to encourage local vendors to utilize this brand on apparel and have a portion of the sales donated to Catie's Closet.
Global Goals Impacted	GG1, GG4, GG11
Type of Deliverable	Sales, Marketing

Catie's Closet | Document Procurement Pipeline (July 14th 2020)

Team size	4
Problem Statement	Catie's Closet has two distribution centers in Mass. Their next step is to scale and repeat strategically in urban and rural locations to support national growth. This requires supply chain skill to develop a robust regionalized pipeline from companies & individuals.
Global Goals Impacted	GG1, GG4, GG11
Type of Deliverable	Supply Chain, Scalability

Catie's Closet | Website Improvement (July 17th 2020)

Team size	4
Problem Statement	Update Catie's Closet's website to reflect and aid in the organization's growth and expansion. This team will take a marketing approach to improve user experience (UX) and website capabilities.
Global Goals Impacted	GG1, GG4, GG11
Type of Deliverable	Digital Web Development, Marketing

Kijenzi | Internal Communications Tool (September 3rd 2020)

Team size	4
Problem Statement	Kijenzi currently uses AirTable to store information, manage orders, and customer communication, they are looking for a sustainable solution. Kijenzi is looking for a motivated team to help them research off-the-shelf software solutions, their current process, and select or create the best solution for their needs. Team members will work with relevant Kijenzi stakeholders to implement, migrate, and hand-off a context appropriate management solution.
Global Goals Impacted	GG3, GG8, GG9
Type of Deliverable	Digital

Kijenzi | Business Plan (August 7th 2020)

Team size	4
Problem Statement	<p>As Kijenzi expands their operations, they need to also expand to new sources of investor funding. They are currently looking for a dedicated team to create a robust, investor ready business plan. Previous funding sources include Ben Franklin Technology Partners and VentureWell.</p> <p>Project members will work closely with co-founder John Gershenson to deliver a financial analysis and business plan. Deliverables include:</p> <ul style="list-style-type: none"> • Current state & projected financial Analysis • Creation of business evaluation & plan that is readily adaptable for global grant applications from foundations & government organizations (USAID, UKAID, The Lemelson Foundation, etc)
Global Goals Impacted	GG3, GG8, GG9
Type of Deliverable	Finance Modeling, Business Planning

NaloxBox | Technical Design (June 23rd 2020)

Team size	3
Problem Statement	NaloxBox would like to increase the tracking of the boxes sold to help understand utilization rates, utilization locations, and help track implementation of the product.
Global Goals Impacted	GG3, GG10
Type of Deliverable	Lean & Supply Chain consulting

NaloxBox | Supply Chain Expansion (May 20th 2020)

Team size	3
Problem Statement	NaloxBox's near-term goals are to further scale sales and distribution nationally and expand internationally. One of its most immediate needs is an analysis of its supply chain operations to assure quality, minimize costs, and improve efficiency of production and inventory practices to meet increasing demand.
Global Goals Impacted	GG3, GG10
Type of Deliverable	Lean & Supply Chain Consulting

Q2Q Health | Mobile App Development (April 23rd, 2020)

Team size	3
Problem Statement	Q2Q (Quantitative to Qualitative) Health was founded by a nurse educator who is committed to reducing adverse drug events (ADE's) caused by incorrect or confusing medical documentation. This organization is developing a mobile app to give patients & caregivers real-time, contextualized health information. The app also employs predictive analytics to identify ADE-high-risk patients.
Global Goals Impacted	GG3, GG10
Type of Deliverable	Mobile App Development

CHALLENGES, FAILURES, AND LESSONS LEARNED

In order to continuously improve, the GGeneration Impact team committed to identify and record lessons learned. Lessons learned are separated by areas of our project lifecycles. In the upcoming year, the quarterly project sharings will include lessons learned, which will also be recorded and included in the upcoming annual report.

1. **Initial Contact:** GGeneration Impact receives project ideas from the GE Foundation, One Young World, Incubator partnerships, and passionate individuals through project interest form or email.
 - **Opportunity – Standardize incoming pipeline:** Current challenge was that there was no clear standard on initiating a new project. Potential projects came from word of mouth, personal email chains, the GGeneration Impact email, and an online survey. This made it hard to track the order in which requests were made and organizationally created gaps in the survey responses as not all projects that were executed filled out the survey. Towards the end of the year, there was a push for all project initialization to fill out the online survey posted in our website and available for external users. Going into 2021 there is an even further opportunity to streamline and track the progress of projects starting from initial contract through execution by connecting the potential project survey and project tracker tool.

2. **Refine Scope:** The Sourcing committee works with external organizations, hereby referred to as stakeholders, to define deliverables, timeline, and alignment to Global Goals. A project posting is created with all the relevant information to resource the project with skilled talent.
 - **Opportunity – Further define digital projects:** Digital projects offered unique challenges and rewards compared to other projects; it is recommended to answer the following questions when scoping a digital project. What level of the stack does that technology operates at (Frontend, Database, Security, Testing)? Does your machine work with your client's codebase, or will volunteers be required to use their personal machines? If the project becomes more complex than anticipated, reference your project plan to find what can still be delivered on time.
 - **Opportunity - Value of lean inceptions:** Lean inceptions are a series of structured exercises with the goal of defining problems and creating solutions. Lean inceptions are useful in the scoping phase to uncover a deeper understanding of the problem. When a project has multiple moving parts and even the problem statement is illusive, consider running a lean inception.

3. **Creating a Project Team:** The Resourcing committee pairs GE talent to the project, including identifying a project leader. This is done through individual get-to-know sessions and notifications through communication channels of new project opportunities.
 - **Opportunity - Project lead selection:** An appropriate balance of roles and responsibilities requires a highly driven and organized project lead. This selection is critical and often takes longer than paring a member.
 - **Opportunity - Emphasize that job title isn't necessarily an equivalent to skills:** Our strongest members and project leaders have contributed to projects that require skills beyond their job title. Altering the interview process enabled us to understand these "beyond the job title" skills.

4. **Launch Project:** The Sourcing committee facilitates the initial kick-off meeting for the project introducing the project team to the external stakeholders.
 - **Opportunity – Increase speed of project team ramp-up:** The ramp-up of new projects in 2020 was on average 1-2 months, where teams met with external stakeholders for ~1 hour every other week after initial project kick off. This was a slow ramp considering the maximum project lasted 6 months. One suggestion from external stakeholders was to do 1-2 initial longer meetings that last 2-3 hours, to speed up ramp process. Opportunity to consider how to increase the speed of a project team so they can get to the value-add work more quickly and spend more time on it
 - **Opportunity - Internal kick-off prior to external kick-off:** The current process of a project kickoff followed that a team made of internal GE employees was created, notified, and then the first meeting that is mandate is the project kick-off with the external stakeholder. We have found that some internal teams are pro-active and set up an internal kick-off prior to the project kick-off with the external stakeholder. These teams were much more successful as they understand what skills each teammate brings to the table prior to meeting with the stakeholder. In addition, they came with a unified knowledge base and set of questions since in the internal meeting they shared any research and questions that remain unanswered. Consider making this a mandatory meeting to accelerate the internal project team ramp-up to the project.

5. **Execute Project:** The Project Team works on deliverables and shares progress at GGeneration Impact Quarterly Project Updates. A Sourcing Team member continues to pace the project through regular check-ins with the Project Lead, to ensure the team is on track with their goals and address any issues early.
 - **Opportunity - Monthly project lead check-ins:** A Sourcing team member followed the project via monthly check-ins with Project Lead with the goal of uncovering any issues such as change in scope or member time commitments. Probing, open-ended questions to Lead are recommended. The Sourcing team member then provides a review of the change management processes in case of stakeholder deliverables, timeline or skills needed. If issues escalate or persist, this provided the opportunity to

address these timely and transparently with team members and stakeholders as needed.

- **Opportunity - Establish project rhythm: The following recommendations were highlighted based on reflection of the project team success in 2020.**
 - Recommend that Project Lead sets up a balance of working sessions and touchpoints with team members and stakeholders as they see fit.
 - Encourage Project Lead to be autonomous within 6 weeks of project kickoff meeting.
 - Empower Project Lead to push back if stakeholder is too hands on or project managing.
 - Encourage Project Lead to allow other members to develop their lead skills while on project but ensure team members are utilized for the skillset they bring and level of time commitment they originally committed.
 - **Opportunity – Increase engagement in quarterly project sharing:** The following recommendations were highlighted based on reflection of project team success in 2020.
 - Encourage this aspect of teach, learn, share to create a community within GGeneration Impact teams and avoid siloed projects.
 - Give team members a chance to reflect on and communicate their progress, written and orally.
 - Encourage preparation and 100% participation.
6. **Deliver Impact:** The Project Team provide deliverables to stakeholders. The sourcing and resourcing teams collect feedback about the Project Team, external stakeholders, and deliverables.
- **Opportunity - Ensure deliverable part of central focus:** For the Safe Surgery 2020 project, the end result was never deployed. The reason shared with us was that the project focused on the “facility accelerator fund” (FAF) grant – but this wasn’t a central core to the success of the organization. As a result, adoption of the final solution was not guaranteed. In the future, the recommendation is to ensure deliverables the team signs up for are part of central goals of the partner organization.
 - **Opportunity - Timing of program:** For the SafeWater and SafeSurgery projects, the end of the project coincided with a pivotal point for the organization where funding wasn’t renewed. The recommendation is that timing of the project should be considered along with timing of the project execution to maximize success.
 - **Opportunity - Stratify maturity of organizations to maximize impact:** In reviewing the closed projects since organization inception, the team reflected that the ability to deliver impact could be directly correlated with maturity of organization.. Recommendation is to take this into consideration when scoping.
7. **Other:** The team participates in other initiatives as brought up over the course of the year – independent of the core actions of the organization.

- **Intern Academy:** The intern academy was split between case competition offerings and small group projects. Feedback was collected at the end of the 4-weeks from participants and mentors. The feedback is summarized below and also within a table for easier digestion.
 - *Opportunity - Structure:*
 - The forms intake for project recruitment worked well, enabling the team to attract diverse skills and business expertise.
 - Brain dates as an information session were not an effective way to launch.
 - The Case competition winner videos were not easily accessible as they were buried within Teams without direct link.
 - *Opportunity - General:*
 - Consider adding structured time within the days for project work – after hours' time blocks burdened mentors and participants.
 - Evaluate the inclusion of AL's in the internship process to credit intern work and showcase GENImpact.
 - Consider leveraging GenImpact to reach and practice soft skills (working in teams, presenting, etc.) and find time within a structured day.

Case Competition		Projects	
<i>Continue</i>	<i>Consider</i>	<i>Continue</i>	<i>Consider</i>
Initial mentor meeting was helpful.	Needed more resources available to understand current state and baselines.	Problem statements were clear with a viable solution.	Braindates were not an effective way to launch.
Team size was good with good mix of skillset and business diversity.	More clarity on the desired outcome for GE partnerships.	Proper constraints	Enough time to get work done, but not enough for personal connection.
Liked the expectations set around mentor time constraints and the autonomy of the intern groups.	Difficult to find GE partnerships without knowledge of GE's current efforts.	Simple scope with high potential impact	Not enough time carved out during the day.
Great iterative feedback loops with mentors leading up to the pitches.	Invite intern ALs to pitch outs to share work and increase GenImpact visibility.	Strong team size	

APPENDIX

In situations where a quantified impact could not be calculated, the GGeneration Impact team estimated the impact based on the input of time to create the deliverables. Below is an outline of the equation used in the impact calculation.

IMPACT = *Hours / week * hourly rate * # weeks * # team members*