

forward *motion*



2025

Accelerating
Innovation
for
Impact

**The
Enactus
2025
Global
Plan**



Sery Kone was a child slave in the Ivory Coast. Just four years old when his father sold him to a farmer, Kone ran away at age 11 after a brutal beating. He later was arrested and put in an orphanage before being miraculously reunited with an uncle who adopted him and ensured he got an education. While at Brigham Young University-Hawaii, Kone became an integral part of the Enactus team.

“Enactus was the answer that gave me the skills and introduced me to people who are passionate, selfless and who want to do good. Enactus is magic,” Kone said. “I used to say that everything I am and everything I’ve done is Enactus. ...I’ve been able to go back to my country and use the skills learned to make a difference.”



Sery Kone
CEO & President
WELL AFRICA

Since 2012 Kone’s nonprofit Well Africa has freed more than 500 children from cacao farms, enabling them to get an education. In 2014, Well Africa built its first school.

Kone is one of the hundreds of thousands of Enactus alumni who, since 1975, have been trained and have implemented projects, social enterprises and businesses aimed at addressing the 17 United Nations Sustainable Development Goals (SDGs). To achieve these ambitious goals and solve the world’s most pressing problems, **the world needs more diverse, impact-focused, locally-rooted, globally-informed leaders** like Kone.



Sery Kone with children in his native Ivory Coast

Currently, we face a world of converging crises: the COVID-19 pandemic has led to the first rise in extreme poverty in a generation¹; climate change and rising temperatures continue, largely unabated; billions of people lack access to safe drinking water, sanitation and hygiene; and the proportion of the global population who are refugees has more than doubled since 2010².

But, with the SDGs pointing the way, we know a different world is possible—and that world requires innovative, bold leadership. The 1.2 billion people across the world between the ages of 15 and 24—roughly 16% of the global population—are the talent pipeline needed to create change.

Preparing the next generation of leaders is what Enactus has excelled at for nearly 50 years. We are a global network committed to using business as a catalyst for positive social and environmental impact. Across 33+ countries, we educate, inspire, and support young people to use innovation and entrepreneurship to solve the world’s biggest problems.

2 ¹ <https://sdgs.un.org/goals/goal1>
² <https://sdgs.un.org/goals/goal10>



As we look ahead to 2025, our vision is that young leaders everywhere use innovation and business skills to ensure that all people thrive in a sustainable world.



Our Vision

Young leaders everywhere use innovation and business skills to ensure that all people thrive in a sustainable world.

Our Mission

Enactus is a network of leaders committed to using business as a catalyst for positive social and environmental impact. We educate, inspire, and support young people to use innovation and entrepreneurship to solve the world's biggest problems.

Our Values

Integrity

We act with integrity in all of our work. We match our words with our actions and pursue ambitious, meaningful outcomes. We are transparent about our funding, impact, and learning on the path toward our vision.

Innovation

We believe that solutions to the world's most pressing problems require new thinking and approaches. We act entrepreneurially. We leverage mission-aligned opportunities, proactively look to solve problems, appreciate that failure is part of the process and continuously learn.

Collaboration

We believe that achieving our vision is not a singular endeavor and that the most effective and sustainable solutions come from diverse groups working together to solve problems. We value each other's talents, skills, perspectives, and lived experiences.

Passion

We infuse our work with boldness, urgency, and a sense of possibility.

Our Journey So Far

Exploring a New Destination

Enactus was founded in 1975 as Students for Free Enterprise to excite students about free-market principles and engage them as leaders. Originally founded as a US-focused organization, Enactus initiated global expansion efforts in 1995, first in central Asia and eventually leading to a presence on six continents. With the belief that competition can spur innovation, we launched the Enactus World Cup in 2001 to enable student teams from around the world to showcase their work and compete for global recognition of the positive social and environmental impact generated by their entrepreneurial initiatives. Long before the notions of corporate social responsibility, stakeholder capitalism, or environmental, social, and governance (ESG) reporting hit the mainstream, Enactus trained young people how to use business as a force for good.



Navigating Change

Following a period of global expansion, Enactus required time to solidify operations and evolve organizational structures. The work included a multi-year balance sheet transformation and resulted in Enactus generating our first-ever financial reserves. While the global COVID-19 pandemic created new, unanticipated challenges across the world, Enactus responded with innovations in programming and transitioned to a fully distributed, remote global team.

Accelerating Innovation for Impact

Enactus is now poised for our next turn. Our data is clear: Enactus has a positive impact both ON and THROUGH students.

Through our team-based, experiential education approach, young people learn the skills needed for the future of work in every sector³. Each Enactus student team then uses what they learn to launch an entrepreneurial initiative designed to catalyze progress for people, the planet, and our shared prosperity. Since our founding, Enactus students have created more than 75,000 projects, benefitting millions of people. But, as we consider what the world requires now, we're just getting started.



Guided by Our Mission and Values

While the Enactus global network spans across many boundaries, we are united and guided by our shared vision and values. As the world's largest experiential education network, our unique approach contributes to progress toward all 17 SDGs.



▶ Our global network drives impact

Enactus is a learning network comprised of 33 independent country offices, led by local leaders who are deeply connected to their national contexts. The Enactus global team strengthens country office capacity, facilitates the sharing of best practices across national boundaries, and provides students with global learning opportunities they could not otherwise access. Partners, including faculty, business executives, and ecosystem leaders contribute curricular innovations, real-world coaching, employee mentoring, career connections, and funding support.

▶ Experiential education unlocks student learning and results

Experiential education is the core of Enactus's leadership development strategy for positive social and environmental impact. Simply put, Enactus students learn by doing. The Enactus team-based learning approach steeps students in the skills needed to succeed in any sector throughout their lives and enables them to launch initiatives that positively impact people, planet, and prosperity right now.

▶ The diversity of Enactus students positions them for outsized impact

Enactus students are diverse across every dimension. Globally, **40% are the first in their families to attend college**, **66% identify as Black, Indigenous or People of Color (BIPOC)**, and **56% are women**. These identities mean that Enactus students often have lived experience with social and environmental inequities—and this proximity is a critical source of their innovation.

Our Roadmap to 2025: Accelerating Innovation for Impact

Throughout our history, Enactus has evolved to meet the moment. Over the next three years, we will honor our legacy, while also progressing our approach. By 2025, we will scale our impact through leveraging our network structure, innovating on our core programmatic delivery model, and expanding our programmatic continuum.



Transition from a franchise model to a learning network to accelerate the pace of change

Over the last 25 years, Enactus has grown using a franchise model: launching independent country offices under an affiliation and branding agreement. Over the next three years, we will scale our impact through evolving into a dynamic, learning network. Learning networks are focused on connection and learning. They are formed to facilitate the flow of information or knowledge to advance collective learning on a particular issue⁴

Innovate on our core programmatic delivery model to unlock growth

Delivering the Enactus core program to more students has historically relied on launching new, resource-intensive country offices. Over the next three years, we will scale our impact by introducing two new delivery models:

Campus-based Model

Student team development at institutions in non-Enactus countries.



Regional Hubs

Current Enactus countries expanding programmatic opportunities to serve students in surrounding countries.





Expand our programmatic continuum to leverage our assets for increased impact

Enactus’s experiential education program has focused exclusively on educating students while they are enrolled in a university. Over the next three years, we will scale our impact by expanding our programmatic continuum to include:

▶ Alumni Engagement & Support

Between 650,000–850,000 Enactus alumni work and live on every continent around the world.

We will develop programs to continue to educate, inspire, and support their work in service of our vision.

▶ Enterprise Acceleration

Too many of our students’ entrepreneurial projects are not sustained beyond the team’s graduation.

We will build global enterprise acceleration partnerships and internal capacity to help support selected enterprises to continue to expand their impact.

Through these innovations, we will make significant progress toward our vision by focusing our global work and resources on five strategic priorities.

▶ Strategic Priorities, by 2025

1 Growth & Impact

Enactus will annually educate 100,000 young people who are using business and innovation to grow their positive social and environmental impact, and we will be on track to educate more than one million young people between 2020-2030.

2 Global Network

Enactus will be a locally-rooted, globally-informed, engaged, and resilient global network.

3 Alumni

Enactus will support alumni in continuing to use business and innovation skills to ensure that all people thrive in a sustainable world.

4 Enterprise Acceleration

Enactus will catalyze high-impact, sustainable social enterprises.

5 Thought Leadership

Enactus will be an influential global thought leader on how young entrepreneurial leaders can use innovation and business skills to ensure that all people thrive on a sustainable planet.



1 Growth & Impact



By 2025, Enactus will annually educate 100,000 young people who are using business and innovation to grow their positive social and environmental impact, and we will be on track to educate more than one million young people between 2020-2030.

Goals

Educate

100,000 young people each year



Ensure

that 75% of them master the World Economic Forum (WEF) core job skills



Support

their entrepreneurial action in each year

- ▶ Positively impacting 25 million people
- ▶ Lifting one million people out of poverty
- ▶ Reducing CO₂ emissions by one million tons
- ▶ Ensuring 20,000 people obtain employment

The need for increased numbers of impact-focused leaders is clear, particularly in the decade ahead as we emerge from the COVID-19 pandemic. We will grow our reach toward annually educating 100,000 young people by 2025—and set ourselves on a trajectory to prepare one million new young leaders by 2030.

However, as educators, we know that solely focusing on the quantity is not enough. The leaders we prepare must be highly skilled for the future. As we work to increase the number of young people we reach over the next three years, we will also ensure that at least 75% of them demonstrate mastery in the core job skills called for by the World Economic Forum: problem-solving, self-management, and working with people⁵.

Even as we educate an increased number of young leaders, the problems of the world can't wait. We will support our students in using their entrepreneurial initiatives to positively impact 25 million people annually by 2025. This will include expanding the reach of our students' work to more than 80 countries and focusing their impact on making real contributions to advance people, planet, and prosperity.



2 Global Network



By 2025, Enactus will be a locally-rooted, globally-informed, engaged, and resilient global network.

Goals

Achieve a network Net Promoter Score® (NPS®) of at least **25**

Ensure
90% of country operations achieve their **annual revenue and annual net surplus goals**

Diversify
global funding so that no more than 50% of annual revenue comes from any one stream

Diversify
our global Board of Directors so that at least 50% live outside of the United States

Our ambitious 2025 goals require us to think differently about how we create impact—further empowering our country offices and centering their expertise. By strengthening the health of our network and building its capacity and resilience over the next three years Enactus will be a stronger movement working toward greater social and environmental impact for all.



To cultivate a locally-rooted, globally-informed, engaged, and resilient global network, our global team will orient towards building network trust, engagement, learning, and financial sustainability. We will also work to strengthen our own capacity by ensuring that our team and board represent the diverse global community we serve and that our revenue streams are varied and flexible.



3 Alumni



By 2025, Enactus will support alumni in continuing to use business and innovation skills to ensure that all people thrive in a sustainable world.

Goals

Achieve a network Net Promoter Score® of at least 20



Engage
5,000 alumni annually
with Enactus in-country or globally

Over 47 years, Enactus has educated hundreds of thousands of young people. As these leaders advance in their careers and face the realities of what creating change in the professional world requires, their need for ongoing learning and development grows. Enactus has long considered how we might engage our alumni; by 2025 we will take real steps toward learning more about their needs, supporting their ongoing skill development to strengthen their contributions toward the SDGs, and telling their stories.



4 Enterprise Acceleration

By 2025, Enactus will catalyze high-impact, sustainable social enterprises.

Goals

At least 5% of Enactus student projects per country will be operational for 3+ years



Partner with existing global accelerators and work to ensure that at least 10 Enactus student or alumni-led enterprises are accepted into their programs each year

Around the world, social enterprises use business principles to create jobs and increase access to healthcare, and they use innovation to generate clean energy, feed millions, plus more. At the same time, we know that scaling the impact of these enterprises to truly solve the world's most pressing problems remains a challenge. While we have examples of Enactus student initiatives that have become sustainable businesses, the number is far too few. Over the next three years, we will expand our programmatic offerings to change this. We will enter the enterprise acceleration space, first by partnering with global accelerators already doing this critical work, while also exploring the possibility of launching our own.



5 Thought Leadership



By 2025, Enactus will be an influential global thought leader on how young entrepreneurial leaders can use innovation and business skills to ensure that all people thrive on a sustainable planet.

Goals

Earn

\$75 million in earned media advertising value

Support

network leaders students, and partners in **sharing lessons and best practices**

Develop, nurture, and deepen our global strategic partnerships

While Enactus has nearly 50 years of experience educating young leaders to use business for good, we know that we cannot reach our vision alone. Over the next three years, we will be bringing critical lessons to light and will share best practices from our work around the world to influence the global discussion and support the impact of partners throughout our ecosystem.



Through communicating the story of our global network, our students, and their impact, we will push the limits of what is possible in all of our other strategic priority areas.



Waypoints On the Road Ahead

While much of this global plan focuses on how we scale our current impact, it also reflects the need to change how we do business. Like many organizations, we have at times struggled with effectively and efficiently capturing the nuanced data required to measure progress toward our vision. To achieve our 2025 goals, we will strengthen our monitoring and evaluation capacity, developing new tools to ensure that while we move fast, we are also learning along the way. We are committed to measuring what matters most to hold ourselves accountable to our students and their communities.

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2025

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Join Us On This Adventure

With a robust, yet achievable, plan in place, we look forward to embarking on the path toward our 2025 goals. In fact, we have already begun. Yet, we cannot make this journey alone. We need the backing—in the form of time, talent, and treasure—from our entire global network of business, philanthropic, alumni, and education leaders around the world.

Sign on to commit your support and receive quarterly updates on the progress of our plan at enactus.org/forward-motion-2025

