Ready, set… grow!

makesense can pride itself to have engaged 100,000 citizens to take action on global challenges they care about in more than 100 cities and 45 countries within 7 years.

To keep empowering citizens, entrepreneurs and organizations to have a positive impact, we have focused on two strategic pillars in 2018: consolidating our existing engagement activities while building the necessary tools and infrastructure to explore new opportunities.

makesense is now ready and looks forward to addressing the exponential growth of its activity in 2019 and after!
Ambition & impact
makesense is the catalyst that empowers all players to take action

In 2018, we collectively worked on redefining our identity, messages and mission in order to reinforce our impact.

In this report, you will find out how we set up our ambitions to engage 10% of the population by 2030, how we designed a new brand to affirm our identity, how we rethought our governance and consolidated our international model...

We also tested several formats such as the first makesense Festival with 2,000 participants, we tested tools to rise from 3 events per week to 3 events per day in Paris and we developed new multi-actors collaboration programs all across the world

We’re unstoppable!
**Key figures**

- **1,320** Number of IMPACT EVENTS organized worldwide in 2018
- **+23,000** Number of PARTICIPANTS to our events worldwide in 2018
- **+12,000** ACTIVE MEMBERS in the community worldwide in 2018
- **+500** Number of Partners worldwide in 2018
- **1,000** Number of SOCIAL ENTREPRENEURS supported worldwide in 2018
Repartition of events and participants by area

- Paris: 75% events, 67% participants
- Beirut: 8% events, 5% participants
- Dakar: 6% events, 13% participants
- Abidjan: 2% events, 3% participants
- Manila: 4% events, 3% participants
- Mexico: 9% events, 5% participants
- Lima: 2% events, 3% participants
Memorable moments

January
Sensecamp
Lebanon

March
New identity
Global

April
Sensecademy
Peru

April
makesense festival
France

June
CoLab’ launch
West Africa

September
Fairwear night
France

September
Academy
Philippinas

November
sense reporters
Mexico

December
Watt if documentary
Global

December
100 aperos
France
make sense for citizens
Our promise for citizens

We inspire citizens as they discover and articulate their own unique point of view and their own approach to solving problems in intensely stimulating environments and events; show them they have the potential to be expert solution finders, if only they get involved. We enable citizens as they plug their know-how and their passion into impactful entrepreneurial projects. We accelerate citizens’ journeys to making a difference by connecting them with other determined people and with experts, and giving them a glimpse of the changes that their actions can make.

Inspire

Our methodologies, programs and campaigns aimed at making people aware of global issues such as waste, energy, health, social link, sustainable tourism and cities… makesense unlocks potential to build more inclusive and resilient societies!

Connect

Our co-creation programs targeted wider audiences in 2018: youth willing to take action, students, but also workers in life transition, old people… We make them work together and we connect them to other actors willing to have a positive impact.

Number of participants to our events worldwide in 2018

+23k
Awareness Campaigns

Waste
Future of Waste

Energy
Energies for Climate
energies for climate

Water
Sustainable Cities

Food Security
COxLAB
In partnership with

Cancer
Kicking Cancer w/ than 40 partners

Women Empowerment
Women x business
In partnership with

Refugees
Migrant Entrepreneurs
with 20 partners

Dependance
Décoll’âges
In partnership with
make sense for citizens
How to reach our goal of engaging 10% of a generation using makesense by 2030?

In the past 7 years, the makesense platform and communities have already enabled 35,000 citizens to support 2,800 social entrepreneurs in 45 countries, to collectively build impactful solutions thanks to collective intelligence and entrepreneurship.

At makesense we are proud of our accomplishments and confident in our proven approach, but it is just a start... **We believe in the power of real life engagement to transform people and society.** We train community leaders across the world to host in-person impact events that enable participants to:

- increase their awareness on social issues and solutions
- learn how they can act concretely to solve those issues
- meet and connect with other citizens and entrepreneurs who share the same dream

Research shows that systemic change requires the transformation of at least 10% of a generation. In this time makesense aims at to **train 3 million community leaders in 400 cities by 2030 to host 15 million events to spark first-time citizen engagement on the UN Sustainable Development Goals.**

In our ambitious journey toward 2030, the first step is to streamline our process and transform our volunteer path into a simple, automated, trackable and impact driven journey. To make this a reality we realized successful tests in France in 2018 to redesign the volunteer pathway and scale from 3 events per month to 3 events per day organized by volunteers in Paris by the end of 2018.
Since 2014, makesense has been blending culture and social business through intimate events (makesense room). In 2018, we did it bigger through a one-day festival in two famous cultural venues in Paris!

Four topics: Sustainable Food, Refugees, Climate Change and Digital inclusion
One goal: help participants to commit on topics that matters to them
Many brilliant speakers from UNHCR, Eloquentia, Partagez C’est Sympa, La Sauge, ...  
Many partners: Animafac, AFEV, Créa Quartier, La ZEP, ...

From the waiting line to the conferences through the workshops, everything was made to connect to each other and talk about topics you care about.

150 volunteers managed to set up talks, makesense rooms and debates all day long for 1500 participants to learn and discover how to get engaged on new topics. 
54 NGOs facilitated workshops to have a concrete impact on the festival themes, and from 2:30 pm to 6am, hip-hop and electronic concerts were available for all!
We are deeply convinced that to change the world, you need to be aligned with yourself."

The Paumé.e.s team

A community for those who search for their path

We created an attractive program to support people being in transition within their life and recruit new volunteers for makesense formats. Here some results:

- **20,000 people listened** to the podcast Paumé.e.s, a podcast with a monthly episode giving inspiration and concretes advice on “how to cope your fear?” or “how to find a job with more meaning?”

- **1,000 people participated to 15 events in Paris** organized by the “superpaumé.e.s” volunteers

- **2,000 people interacted daily** in the facebook makesense community

- **1-day paumé.e.s event** gathering 50 “paumé.e.s”

"We are deeply convinced that to change the world, you need to be aligned with yourself."

The Paumé.e.s team

Key figures

- **1,000** Participants
- **20,000** Listeners
- **15** Events
- **2,000** Online community members
In 2014, Suez and makesense started a partnership to launch an innovative program to mobilize citizens on waste management, that would **accelerate the transition towards a more circular, united and ecological economy**. In 2018, we delivered a one year campaign called “Wasteless Journeys” to find, support and promote circular solutions in order to reduce the impact of waste in the tourism and event making sectors.

**Key figures**

- +600 Entrepreneurs helped by our community
- +6,000 Citizens taking action on circular economy
- +50 SUEZ employees involved in the program
- 9 Collaboration projects

**Multi-stakeholders engagement around waste**

**Raising awareness**

Training and events to create a multi-stakeholders community to raise awareness around circular economy in the tourism and events industry.

**Toolkit**

A collaborative and open-source toolkit and database for anyone in the tourism and event sector who wants to learn how to better manage their waste.

**Collaboration workshops**

Collaboration workshops to connect entrepreneurs, SUEZ and various stakeholders to co-create concrete solutions to local challenges, e.g collecting organic waste by bike.

**Discover the partnership**
Energy transition is everyone’s responsibility. Worldwide, individuals and entrepreneurs invent solutions for low-carbon energy access, production, and consumption. That’s why, we started a one year campaign on Energy transition in partnership with EDF, a French electricity company. The campaign’s mission was allowing citizens, entrepreneurs, and organizations to commit for energy transition. We acted on three pillars:

**Raising awareness**

A web-documentary illustrating comprehensive and innovative projects for accessible and low-carbon energy, live broadcasted in +50 cities in the world.

**Action**

Events and workshops organized worldwide by our ambassadors to allow everyone to learn and commit with social entrepreneurs.

**Transformation**

Professional workshops and acceleration support programs so that multi-actors collaboration emerge to foster the projects impact.

"With makesense, we explore emerging trends and we connect with active citizens committed for energy transition"  
Julien Villeret, Director of Communication for the Group, EDF
Speak up about cancer

End of 2017, the idea of the Cancer Pride emerged in the Kicking Cancer community as an answer to break the taboos of cancer, to support local projects and to implement more collaboration between the stakeholders fighting against cancer: institutions, associations, patients, companies, entrepreneurs, etc.

For several months, partners have been working together to build the activities and solutions they will present to the public during the event. The Cancer Pride took place in Paris on April 13th, 2019.

The first open, optimistic and collaborative event dedicated to the fight against cancer, to free the speech and improve prevention, especially towards young adults!

- A large citizen parade bringing together patients and all those feeling concerned by the disease, in the streets of Paris with music, dance and banners
- An opportunity for all those who wish to, whether they are patients, relatives, carers... to express themselves, together and in public, and to share their story without taboos.
- A village with thematic stands: 40+ partner organizations will propose activities and interventions to resolve their challenges together: prevention, support, chronicisation, role of carers...
- An artistic scene (concerts, dance, testimonies...) to attract more people and impact more lives, to animate and energize the event.

Key figures

- +40 Partners
- +40 Volunteers mobilized
- +15 Stands created by partners
- 10k Participants expected
Support program for better-ageing entrepreneurs

In partnership with the CNAV Île-de-France, this program aims to
support the creation and the launch of social enterprises that face the challenges of better-ageing and
stimulate the sharing of good practices between social entrepreneurs.

The program is taking place in three parts:
A community of project holders and beneficiaries
A toolbox that serves the entrepreneurs with canvas, tips and a mapping of actors
Workshops: focus groups, a bootcamp, a day of collective intelligence and mentoring with experts.

Key figures:

+130 Members in our community
+70 Entrepreneurs and mentors engaged
15 Projects supported
8 Events organized
Engaging and training students towards Global Goals

Design for Social Impact @Paris College of Art
_Support engaged designers to develop practical skills (design thinking methods, collaborative leadership, entrepreneurship skills) to implement social & environmental design-driven projects._

Reinventing the school @IUT Paris Descartes
_Support the university to organize and facilitate a creathon in less than 3 weeks! Prepare manuals & forms and coach facilitators & teams, challenges owners, mentors._

Awareness Program @Institut Mines Télécom Business School
_Raise students awareness to social innovation by experiencing Innovation Process in groups. Create/reinforce students and local stakeholders relationships (entreprises, startups, institutions, associations) Help students discover collaborative work methodologies and develop soft skills_

Innovation Seminar @ENSE3
_Train first year students to run a design thinking project to solve local organizations issues in 2 weeks, learning collaborative and creative problem solving skills such as field study and facilitation._

Key figures

600 Participants

+30 Teachers and admin staff

Mobilized & trained as facilitators

+35 Challenges solved
Engaging and training students towards global goals

Innovation Game TEM
Venez résoudre les défis sociaux et environnementaux d'aujourd'hui pour augmenter leur impact!
Du mardi 10 avril 09h au mercredi 11 avril 17h15
Amphi Etoile
(Evénement obligatoire pour les étudiants en Bachelor et ESI)

[Image of students and educators in a workshop setting]
House of solidarity crafts

In order to relate crafts and social and environmental impact, we launched a new space called l’Arche, based in the 12th arrondissement of Paris, in partnership with the startup of our incubator WeCanDoo.

WeCanDoo promotes crafts and manual skills and provides user-friendly and engaging experiences to revive manual know-how through collective workshops. WeCanDoo makes unique items with passionate craftmen.

With makesense, we succeeded to create a place of convergence between local handcraft and social or environmental impact!

Edouard, CEO & Co-Founder - Wecando
L’Arche
The Lebanon sensecamp was organized in January 2018. Its objectives were to inspire people to social entrepreneurship, to tackle the core topic of resilience in Lebanon and to find solutions and accelerate projects working on one of those 5 key dimensions: people, planet, policy, partnerships and sustainable tourism.

The sensecamp brought together 35 speakers and 22 outreach partners around design-thinking workshops, collaborative debates, masterclasses and holdups.
make sense for citizens
Student coaching program

Thanks to our partners, the TechForGrowth Foundation and Gawad Kalinga, we trained IoT student to create projects that could bring innovative support to low-income farmers of the Philippines. The program also enabled us to successfully adapt to the local context our social startup creation methodologies.

The program was delivered through a 48-hours hackathon, followed by monthly coaching and training sessions over 6 months.

“It was very informative! You can see that the people behind the event really want to help the community and each and every one of us.”

Juan Carlos David A. Paglinawan

Key figures

80
Students gathered

8
Projects supported

5
Universities involved

10
Farmers involved
The objectives of this sensecamp were to:

- **Advocate citizens and makesense volunteers** regarding the topic of sustainable tourism, encourage them to take action through the progressive adoption of new travel habits
- **Equip more citizens with makesense innovation tools** to support projects acting for a more responsible tourism
- **Support the creation of tourism projects** that promote sustainable communities, and that could be further supported by makesense and its partners

The sensecamp was organized around 3 formats of events: **holdup**, **senseFiction** and **MKS room** gathering citizens and volunteers, as well as partners such as Mount Purro Nature Reserve, WWF Philippines, Primer Group of Companies, and OffCrowd Media Company.

Congratulations and thank you for organizing such a wonderful event! It's nice to have met you and the rest of the makesense gang. Great opportunity to learn and network. Will definitely keep in touch with the community!

Jojee Paril, Participant
Plastic Waste Collection Innovations

The objectives of the Hackapack programme were to:

- Equip the youth with innovative social entrepreneurship methodologies
- Support the creation of innovative ideas collecting, converting, and recycling plastics
- Select the best ideas that the youth leaders from the Sangguniang Kabataan can easily implement

Organized with the International Coastal Cleanup and AntSavvy, Hackapack consisted in:

- One day design-thinking workshop with Sangguniang Kabataan in order to come up with an innovative solution to plastic waste
- Participation in the biggest environment-related event in the Philippines - the International Coastal Cleanup

Thank you (makesense) for the excellent facilitation of the hackathon!

Surot Matias, Logistics Head
Tech innovation on the SDGs

The objectives of this hackathon, organized with the United Nations Development Programme, were to:

_Create awareness_ about the SDGs & social entrepreneurship
_Support the creation of local disruptive technologies for social progress_
_Identify the most innovative social-for-good ideas of the country_
_Highlight the potential_ of the Filipino youth nationally

HackSociety happened last October at the Rappler HQ, with two days of talks, workshops and mentorship in order to allow the participants to “hack” and improve their social enterprises. _makesense designed the overall methodologies and toolkits_ to be used and _facilitated the hack_.

Makesense facilitated the hackathon perfectly! Despite the hectic nature of the event we were able to follow along with ease due to the calm and collected guidance of the Makesense facilitators!

_TJ Tomenes, Participant_
make sense for citizens
2nd Edition of “La fête des débats”

Fostering dialogue and civic engagement

“La fête des débats” gathered 900 citizens, the city of Dakar with its 18 City Halls and volunteer facilitators in order to share on topics that affect them through dozens of simultaneous debates in all types of places. The objective was also to foster dialogue and civic engagement while capitalizing on oral traditions, and to create links between citizens.

It’s always a pleasure to work with and be supported by makesense, to benefit from their expertise.

_Pape Mesta Anne from Dakar City Hall_
I have already begun to organize some of the youth around Diamniadio to better promote youth advocacy, in the implementation of my new skills.*

Ousmane Ndiaye, Volunteer

Supporting social entrepreneurs

The objective of this program was to support 10 social entrepreneurs to solve their challenges while focusing on our tools using to professionalize 10 young volunteers and train them to develop their professional skills and connect to the professional world. The program lasted for 6 months with Holdup workshops, public speaking and project management trainings. makesense accompanied the youngsters to be more confident, take on leadership and develop their soft skills.

### Key figures

- 10 Youngsters trained and initiated to citizen engagement and entrepreneurship
- 30% Found un internship
- 10 Solutions for entrepreneurs
- +100 Stakeholders sensitized
New Engagement Path in Mexico

We launched a call for applications to select 3 sense_reporters for a volunteering program to be trained by our communication mentor Elizabeth Palacios and create content (articles, portraits and videos) about social entrepreneurs’ solutions tackling the social and environmental issues of Mexico. They’ve been gathering every 2 weeks for 6 months. The team was mentored by content-creation professionals. This program offered a new engagement path to our community of citizens based on their content-creation skills, with the creation of a taskforce of communication professionals to strengthen our content strategy.

Iván, sense_reporter from Mexico City

Key figures

- 3 Sense reporters
- 2 Content mentors
- 22 Contents created
- 10 Social entrepreneurs mentioned
Boosting Hult Prize in Tec de Monterrey

makesense designed and facilitated an emergence workshop in each one of the 3 campuses of the University to help students develop ideas of social businesses to apply to the Hult Prize.

makesense trained the 3 members of the Entrepreneurship Section on three aspects: theoretical training on the methodology, observation phase and feedback/Q&A session.

The methodology used in the workshops was very useful to develop ideas of social businesses but will also be useful for future personal or academic projects.

Student from Tec de Monterrey

Key figures

- 50 Students supported
- 14 Projects developed
- 3 Referents trained
- 1 Local winner for Hult Prize
make sense for citizens
Sense Academy - Emergence @San Martin de Porres University
The challenge: How to let students discover the reality of social entrepreneurship and develop entrepreneurial skills?
#SenseAcademy USMP: Learning by doing, designing and developing the Minimum Viable Products of social startups in 3 months

Support - Community Building @San Ignacio de Loyola University
The challenge: How to make students create their learning spaces and take action to promote a sustainable university?
#Support in Community Building: we supported the Vice-Presidency of Sustainability USIL Staff and we offered coaching and mentoring to their volunteers so that they optimize their impact and learning from the experience

Support to student entrepreneurship @Peruvian University of Applied Sciences
The challenge: How to get more knowledge of innovation and entrepreneurship by learning by doing?
#Support to student entrepreneurship: learning-doing sessions to strengthen the proposals of their ventures considering the impact, innovation, business model and team building

Engaging & training students towards global goals

Key figures:
- +100 Students involved
- +100 Teachers & admin staff trained
- 15 MVPs
- +7 Trainings, workshops and coachings
make sense for entrepreneurs
Our promise for entrepreneurs

We inspire entrepreneurs with great ideas and feedback from the community, from the first steps of their project to its execution and evolution. We enable entrepreneurs by providing an environment where they can continuously learn and get feedback, but also where they can test and prototype ideas. We accelerate growth through collective thinking, and provide a network to scale up their project whether it is to talk about it or to find ways to finance it.

Connect

We provide social entrepreneurs with the support they need from citizens, local communities, experts, organizations. They are the key instigators of a global positive change: makesense acts as a catalyst by connecting them to the relevant people.

Create

We have developed several programs to address the specific needs of social entrepreneurs at each step of their journey. We help them find inspiration, motivation and tools to create and grow impactful and sustainable solutions.

Executive summary

make_sense _for entrepreneurs

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La Social Cup is a program co-created 5 years ago by makesense, KissKissBankBank, La Banque Postale, and in partnership with GRDF since 2018. Dozens of local partners participate in the Social Cup operations locally. The program aims to raise awareness about social entrepreneurship among youth from 18 to 30, to support new impact driven project creation and development by multidisciplinary teams, and to spot and reward the most promising projects.

This 6-month program took place in 3 phases in 12 cities:
- Workshops to discover social entrepreneurship in schools, associations, etc.
- Créathons to develop impact-driven projects all over France
- A competition phase to reward the most promising projects

Thanks for the organization of La Social Cup. It is a special moment when we can create and improve our projects, and meet new people and talents.

A Créathon’s participant
La Social Cup
Thanks to makesense, I prototyped my solution right away, without losing time on unnecessary functionalities. 
Marguerite Dorangeon, Clothparency

Test&Learn program supports young impact entrepreneurs in prototyping their solution. At the end of the program, they have validated their value proposition, tested their business model and engaged first investors for their project development.

Our program relies on a thorough and comprehensive ecosystem towards entrepreneurs: financial support (Biocoop, AG2R-La Mondiale, BNP Paribas, Mairie de Paris), mentor volunteers network and skills sponsorship actors (Google, Deloitte, SAP, Rakuten, E-Cube), and impact investors network (business angels, investment funds).

Test&Learn program offers cycles of collective weekly formations on several topics such as creating an organization, time to share with public and private investors (demoday, MardiMoney), individual weekly coaching, resources provision (formation, perks, mentors) and promotion meetings with other supported start-ups.

Key figures

- Projects incubated: 15
- Applicants: 370
- Hours of formation: 88
- Hours of coaching: 336
Go To Market program supports social entrepreneurs in a phase of commercial growth to structure their teams and adopt the right recruitment reflexes, build their commercial strategy and implement the right commercial tools and processes, and finally finance their development.

The program brings together social entrepreneurs, program coaches, a network of volunteers and freelance mentors, as well as a network of impact-sensitive funders (business angels and impact funds).

Go To Market program offers group trainings (4 half-days), monthly individual coaching, attractive company offers (couponing), dedicated external mentors on internal structuring, marketing, and growth strategy topics.

It has really been a key trigger in the growth of our business.

*Florent Guignard, CEO Le Drenche*
Migrant Entrepreneurs (Ment)

Migrant entrepreneurs team up with mentors!

MEnt is an European project that involved 6 organizations in 5 countries to experiment an incubation program for refugees and migrant entrepreneurs. The objectives of the program is to bring support to refugees who want to develop a social/environmental project in France from the idea to the launching, as well as to accelerate their social and professional insertion and connect them to specific networks and communities based on their interests. MEnt program gathered many partners (European Commission, Mairie de Paris, Elan Interculturel, Singa, Wintegreat, Simplon, France Terre d’Asile and many more) to provide extra-support to the entrepreneurs and play the ambassadors role for MEnt. Besides, a dozen mentors followed the entrepreneurs during 6 months.

The 6-month program includes collective trainings and workshops, matching with mentors, individual coaching, team-building sessions, a public event to pitch their projects, access to makesense community and the incubator resources, a grant (500€ per month), access to the co-working space, communication on our channels, and more.

Yasin Abdijama, founder of Réseau des Exilés en France

MEnt helped me to transform my idea into a concrete project and most of all, it helped me to create a french community which is very important to me because so far, I was kind of isolated.

Key figures

- 7 Refugees and migrants social entrepreneurs
- 15 Mentors
- 24 Hours of collective trainings
- 63 Hours of individual coaching
The Odisea platform aims at:

_ Make our incubator **resources accessible to all social entrepreneurs**: trainings, set objectives, mentors, peer to peer
_ Act as a **stepping stone** ("tremplin") for young entrepreneurs who are not ready/mature yet to access existing and selective acceleration programs
_ Be the **catalyst of makesense social entrepreneurs community** and make it easier to create a feeling of belonging

Odisea is:

_ An **online and gamified platform** with 8 thematics and 110 resources including training, canvas, videos, articles etc.
_ A **5-weeks non-selective acceleration program** focused on 1 thematic of the platform with online and offline interactions and a motivational functioning based on weekly release of content and objectives to reach.
_ A **diagnosis and follow-up tool** for corporate collaborators involved in a mentorship program (mentor account on Odisea, recap emails, diagnosis and follow-up questionnaire)
_ A **supporting community** for entrepreneurs to help and challenge each other

Odisea is my toolbox to develop my idea. I have just started and I am not sure yet what my major challenges are. On Odisea, everything is gathered in the same place. It allows me not to go all over the place. Plus, it’s fun, and it’s ergonomic.

Fatoumata Dabo, founder @Unleash
User of Odisea and participant of the 1st Odisea Sprint
**_Talents 2024 @Ville de Paris_**
Talents 2024 is a 3-month support program run with the City of Paris, that aims to assist early-stage projects carried by youth (from 16 to 25 years-old people) that have a positive social or environmental impact on the Parisian territory. makesense provides the City with an expertise in project development to validate the value proposition of the teams and encourage them to test their projet on the field.

**_Call for projects @Fondation Cognacq-Jay_**
makesense supported the Fondation Cognacq-Jay to run calls for social projects, help with the selection, as well as provide 6 months of strategic and operational coaching for the laureates.

**_International call for projects & Acceleration Program @Kering Foundation_**
In 2017, the Kering Foundation in partnership with makesense launched an international call for projects : the Kering Foundation award that rewards and supports social entrepreneurs developing innovative solutions toward violence against women. After a selection process coordinated by makesense, in 2017, 5 projects were awarded with a financial support (up to €10,000) and a coaching program operated by makesense network of incubators during 6 months in 2018.

**_Call for projects & Acceleration Program @Carrefour_**
Through its challenge “Lance-Toi, Crée ton truc”, Carrefour rewards every year for 4 years now young entrepreneurs aged from 18 to 25 who develop innovative projects engaged in the “good-eating” sector. After a selection process led by Carrefour, 3 projects are awarded with a financial support (up to €20,000) and, for the first time in 2018, a coaching program operated by makesense incubator during 6 months.
The challenges were to build long-term relationships with the youth of Arab countries in order to anticipate political changes in these fast-changing societies, and to deploy a support program for activists under 28: a call for multi-country projects, and support in France and locally.

#DIFFUSION
makesen.e strengthened the influence of the SafirLab program in the Maghreb and the Levant, thanks to a massive diffusion in its community.

#SUPPORT
Makesen.e capitalized on its acceleration expertises to provide
  _intensive training-acting within 2 bootcamps_
  _6 months of strategic and operational support for each winner on a priority challenge:_
    - **Fabric Aid**: team structuring and fundraising support.
    - **Safar The Story**: prototyping of new offers to ensure the financial sustainability of the project.
  _Support from local makesen.e communities, with the organization of co-construction workshops and volunteer recruitment_.

"The expertise as well as the international presence of the volunteer community and makesen.e teams are decisive for the rapid development of projects."

Marianne-Vidal Marin, program manager
make sense
for entrepreneurs
Incubation Program for early-stage startups

The objective of this program is to train and support early stage social entrepreneurs in the Philippines acting for sustainable communities in the country.

makesense offers free customized mentorship and tailor-made workshops with the right experts, tools, and resources based on the needs of the local entrepreneurs. We adapted the initial makesense methodologies to local specificities and we created new formats and approach to fit the filipino’s entrepreneur needs.

Decathlon and Sanofi sponsored 4 projects of the program about health and sports.

“A big thank to Lea and the makesense team, wishing long life to the makesense Academy!”

Pierre Frezal, Head of CSR Sanofi
make sense for entrepreneurs

- Paris
- Beirut
- Dakar
- Abidjan
- Manila
- Lima
- Mexico
For 3 years, makesense will incubate 6 startups projects in inclusive and digital business thanks to the Afidba Programme - a programme funded by the French Development Cooperation (Afd) in 6 countries.

Makesense is in charge of:
- designing the program,
- mobilizing new stakeholders
- starting a preincubation phase:

**Preincubation phase**
- First *sensemeetup in partnership with BNP Senegal* brought together 20 entrepreneurs and 3 experts to speak about the challenges of financing social businesses in Senegal
- 1st *bootcamp* enabled us to coach 10 young projects to structure their social businesses thanks to a pitch deck training and a lean canvas exercise
In 2017, makesense started a partnership with Incub’Ivoir in order to help this newly born incubator to get its programme and its ecosystem off the ground. Thanks to a makesense community developer, we’ve developed the makesense community in Ivory Coast and we helped incub’Ivoir with:

- The design of the program for the bootcamp and preincubation of start-ups applying to the incubator
- The facilitation of the preincubation phase: design thinking, personal development, coaching, collaborative learning and project management
- The animation of a community of engaged citizens and young entrepreneurs around the incubator
- The mobilisation of the ecosystem and its connexion with the entrepreneurs in the incubator

Building an ecosystem of entrepreneurs and citizens with Incub’Ivoir in Abidjan

Key figures

500 Participants
48 People trained in design thinking
10 Ambassadors in 3 regions
9 Projects accompanied
CoLAB was created in partnership with the Institut de Recherche pour le Développement (French International Research Institute), the incubator Bond’Innov and the French Foreign Ministry. The objective was to connect different stakeholders in the agriculture and food sector, increase understanding and trust while identifying concrete common challenges and develop multi-actor projects for food security. The best projects were supported in their development thanks to an incubation program. The community organizers were trained to become the drivers of the CoLAB community in their country.

“Congratulations for this, it will certainly contribute to de-compartmentalize innovations and favour open collaborations.”

Mark SEKPON, Burkina Faso Director, Action Contre la Faim
“6 months to prototype your project for Sustainable Cities!”

Our Programa de Impulso is a 6 months acceleration program that aims to boost 6 new social and/or environmental projects tackling Sustainable Cities issues (water, mobility, clean energies, urban design, social inclusion, sustainable food and responsible consumption). We offer them: personalized coaching, support from our community of mentors and citizens, offices in Impact Hub, and seed capital to prototype their service or product.

In 2018 we have redesigned the program for a better positioning in the market and a more relevant journey for the entrepreneurs. Its main phases are: onboarding, diagnosis, immersion of our team in the project, masterplan, sense_morning, access to seed capital, 3 bootcamps to work on the key issues of their respective masterplans, boardrooms, demo_day and light monthly follow-up for 6 months.

Our main partners for the program in 2018 were Citibanamex and Veolia (on water projects).

"makesense wasn’t just an acceleration program for our startup. It was a once-in-a-lifetime experience that convinced me that change doesn’t come from one person alone and that there are equally crazy people out there who are ready to make the change happen."

María from Recrear
Decentralizing social entrepreneurship

In partnership with the British Council and UTM (University in Merida), the objectives of this program were: _develop abilities and skills_ in the community of experts and participants _emergence of projects_ with the potential to generate positive impact in the region. _provide a diagnosis_ on the social and environmental challenges of the region and regional mapping of the social entrepreneurship ecosystem.

This program allowed to train attendees (teachers and students) on social value methodology, theory of change, stakeholder management, collective impact, social entrepreneurship ecosystem, and on stages of a social business.

We had the participation of international mentors and partners from LSE - London School of Economics, EIDOS global social enterprise and Coventry University, and the British Council.

“Being able to immerse myself in the shoes of other people in need and to understand how a small project can greatly benefit a community, we can create the change ourselves.”

Student from UTM
make sense for organizations
Our promise for organizations

We inspire organizations so they can find a way to make a better impact on their customers, employees, citizens, partners and on all the publics that they interact with. We inspire them to find a purpose in all they do for all their publics. We enable them to better engage and collaborate with people, partners and organizations outside of their own networks. We accelerate their transformation by supporting and designing programs tailored to better give meaning to their organization, brand or business.

Connect

We help organizations to get in touch with citizens and social entrepreneurs. We co-create innovative impact programs with our partner organizations thanks to our expertise of local communities building, social impact and social entrepreneurship.

Transform

We work with organizations that have already realized and stated the necessity for them to be makers of a positive impact. They need to be guided and accompanied on their path to change: the society of the future should leave no one behind!
November 2018
CLC enters its third cohort, reaching a milestone of 100 participants trained, supported, and active in this global community.

Training, supporting & connecting community leaders
makesense partnered up with Facebook to help train admins of huge Facebook groups to start local chapters of this global admin support community. Now in its third iteration, we’re delighted to be bringing our community developer training support to others!

Our mission: train and support community leaders to better grow their communities, take care of themselves (loneliness is a huge challenge!) and to largely learn from each other in this global community of peer-to-peer support.

April 2018
The first cohort of the CLC Leadership Training Program starts, gathering 35 participants from around the world!

February 2018
makesense facilitates part of the Facebook communities summit Europe to connect with leaders, understand their needs, and launch a positive dynamic.

November 2018
CLC enters its third cohort, reaching a milestone of 100 participants trained, supported, and active in this global community.

Key figures
100 Leaders trained and supported
3 Cohorts in progress
+50 Cities participating
Business collaborations with social entrepreneurs

makesense partnered with Axa to help the group launch new offers related to AXA’s core activities, in collaboration with social entrepreneurs. The objective is to align business strategy and AXA’s social impact by better serving existing clients and conquering new markets.

#CALL FOR PROJECTS and DIFFUSION : through an international call for projects around “Women in Businesses for Good” we identified 280 projects in 8 countries, lead by women social entrepreneurs developing services complementary to AXA’s activities, on 5 identified topics.

#SELECTION. Axa’s local teams selected 6 projects were selected in 6 countries based on 3 criteria: business collaboration potential, growth potential, desire to collaborate. makesense led the selection process with AXA Group and AXA Pays teams.

#SUPPORT provided by makesense on the collaborations :

- 6 workshops to co-design an offer between AXA Pays and social entrepreneurs
- selection of the 3 most promising joint offers
- 4-month support program to implement the collaboration: alignment of objectives, commitment of the hierarchy, commitment of operational teams, action plan, experimentation support

Thanks to makesense teams’ commitment, we were able to ensure that we were focusing on projects that were aligned with AXA’s strategic objectives, and defined some great win-win collaborations.
Liza Garay, Global Head of Women’s market chez AXA Groupe
make sense for organizations
Collaboration for more inclusive healthcare

The challenge: support the emergence and development of collective innovations that places Humans at the center of healthcare issues & foster Lilly’s societal commitment linking its activities with its ecosystem.

Our plan: creating a multi-stakeholders community open to everyone (citizens, patients, social entrepreneurs and health actors) who collaborates to support and create innovations for healthcare “for and focused on humans”.

5 creativity workshops suggested to the community to exchange ideas and suggest solutions to solve an issue or to contribute to an existing project. Objective: capitalize on what has already been done to increase the impact.

1 dedicated week-end for common projects emergence: 3 pre-identified challenges, 2 days to bring out collaboration projects gathering citizens, social entrepreneurs, health actors and collaborators of Lilly.
Internal innovation community

The challenge: Make eco-design everyone’s challenge within VINCI through a community of employees, researchers and internal startups. 3 objectives: sensitize, create, and develop everyone’s capacity to collaborate for a more sustainable city.

#INSPIRE. Democratize and diffuse inspiring content about eco-conception, facilitate their appropriation and integration into the operational environment through training cycles: design thinking, lean, facilitation of collaborative workshops...

#ENGAGE. active members coaching by the community developer to switch from willing to act to innovative services or approaches: demonstrations, internal start-ups, new meeting formats... the sustainable city is built at all levels.

#SPREAD. Engage more and more employees and break silos. We want to mix circles and make our community grow to reach all VINCI employees. The ambassador program called “Ambassador of sustainable city” is sponsored by HR and sustainable development team.

“Ecowork? This community must be developed in all of our branches. Everyone should know about eco-design at VINCI.”
Christian Caye, Sustainable Development Delegate, VINCI
Set up of an intrapreneurship program

The challenge: make breakthrough innovation everyone’s challenge at Société Générale thanks to an internal startup call. 2 objectives: innovative projects to invent the future of the Group AND a collective adventure in which everyone feels embarked.

#DESIGN. Identify the Group's innovation themes and set up an online call for projects related to these themes, using inspirational contents (video tutorials, communication material) and an ideation and collaboration platform.

#COMMUNICATION & EMERGENCE. Democratize the process and allow everyone to feel empowered to participate through the launch of a community of boosters. Organization of events (Q&A sessions, mentoring and personalized coaching, speed dating, etc.) to mobilize widely on the ideation period of the call to startups.

#COACHING. Help 150 project leaders develop their idea: formalization with a canvas and pitch preparation. We facilitated the selection of laureates (from 150 projects to 70 laureates).

#ACCELERATION. 6 impact projects were supported during 6 months with weekly follow-ups, workshops, and prepared for 2 GO/NO GO and sponsor lobby.

“The internal Startup Call is a great opportunity for us to review our management methods at a time when we are working to develop new, more agile, collegial and horizontal ways of working with the Group.”
Frédéric Oudea, CEO Société Générale

Key figures

- Boosters trained in 15 countries: 100
- Projects ideas proposed on the platform: 650
- Projects prepared for the pitch of the final selection: 150
- Laureates selected representing 210 intrapreneurs: 70
Internal program for positive impact intrapreneurs

The Challenge: Create a community of employees to generate and launch intrapreneurship projects either to develop a business project or a well-being project for employees.

#CREATHON. Employees with a will to get involved or with an idea were supported to build a first concept of solution and pitch it to a selection of managers that shortlisted projects to be further supported.

#WORKSHOPS. Projects shortlisted were helped through 5 sessions of trainings, including How to understand your users, How to build a MVP and various individual and collective coaching sessions.

#COACHING. To complete the group session, projects were given online support and we organized a session to encourage co-development between projects.

“Thanks to the program, employees gain entrepreneurial skills like taking calculated risks, pitching and lean project management.”
Clémentine Lévêque, Corporate responsibility and Intrapreneurship Program Responsible
Mentorship program for social entrepreneurs

The Challenge: Foster collaboration between La Poste employees and projects around energetic transition and circular economy, territorial cohesion, ethical and responsible digital technologies.

#COMMUNITY BUILDING. Create an Elanceurs community between entrepreneurs and La Poste employees to foster collaboration and peer-to-peer support.

#BOOTCAMP. 2 bootcamps to launch the community, take a step back on each other’s project, challenge their business model and learn new skills for growth (sales techniques, community building, focus group).

#COACHING. 4 individual acceleration programs for the 4 laureates (strategic consolidation and scale-up framing).

“makesense took Les Élanceurs to the next level, it now is a strategic challenge for La Poste, with a will to create business collaborations with projects aligned with our CSR objectives.”

Pascale Wihelm Director of Les Élanceurs
Partner of an open innovation program

The Challenge: Support the emergence of projects that have a positive impact on the themes of finance, health, education & environment.

#DESIGN. This program was created and organized by Bred Banque Populaire and brings together a lot of different actors such as institutions and professionals of the themes: Derichebourg, Hacking Health and IAE Paris.

#SPRINT. 4 days of design sprints with an opening and ending ceremonies. Paris, Papeete and Rouen was the french town which welcomed participants.

#COACHING. Participants were coached by makesense team members and makesense mentors during the sprints.

#REPLICATE. Thanks to makesense worldwide community, social entrepreneurs from Tahiti and Normandie met to do the Sprint in Paris.

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Key figures

- Projects: 25
- Participants: 120
- Cities: 3
- Hours: 70
Corporate engagement for social entrepreneurs

The Challenge: Build communities of corporate mentors through skills sponsorship programs for French social entrepreneurs, and find the right engagement model for corporate mentors according to the internal HR policy.

#TRAININGS Mentors trainings by makesense (coaching a social entrepreneur in the long term, developing a community of mentors in an organization to get more commitment and more people involved).

#MENTORING SESSIONS with incubees and other social entrepreneurs on specific topics (Google, Deloitte, SAP).

#DIAGNOSIS A diagnosis and follow-up digital tool to support mentors involved in long-term mentorship program.

“makesense changed my life”
Capucine, mentor for makesense incubees, employee @SAP

Key figures

- Programs held: 5
- Corporate partners: 10
- Corporate mentors engaged: 90+
- Entrepreneurs supported: 50+
Intrapreneurship program within a NGO

The Challenge: As part of the EMMAÜS Innovation strategy, support 15 internal project leaders in the launch and development of innovative projects with a strong social and economic impact.

#DESIGNING THE PROGRAM. Continuous support of the Emmaus Innovation team in the design of their internal innovation system through intrapreneurship.

Individual diagnosis of the needs, strengths and weaknesses of each project in order to define a support adapted to their challenges and the culture of the network.

#BOOTCAMP. Organization of 2 days of action-training, coaching and co-development to transmit the basics of the entrepreneurial approach, train them on key themes (economic model, innovative financing methods, agile approach, market exploration, etc.) and accelerate the implementation of projects.

#COACHING. 6-months of Individual support to diversify the target audience of an Emmaüs store and explore new business models for urban agriculture, through collective workshops and regular coaching.

Advice and recommendations from makesense are valuable in refining our innovation strategy, opening up Emmaüs' spirit on the subject and increasing our skills.”

Médéric Jacottin, Innovation and Partnerships Manager, Emmaüs France

Key figures

15 Projects selected through an internal call

100% Satisfaction after bootcamp

2 Projects accelerated by makesense for 6 months
Working on social link with citizens, firemen & entrepreneurs

The Challenge: Support the emergence of projects linking the work of the Paris Fire Brigade, social entrepreneurs and the City of Paris so as to better live together and avoid social emergency issues.

#DESIGN. This initiative comes from Paris Fire Brigade, with the support of the Mairie de Paris.

#EXPLORE. We explored the ecosystem for 6 months through meetings with social entrepreneurs, fire brigade and experts

#CREATE. 8 hours workshop of collaboration and creativity, 4 projects were awarded at the end of the day to be supported by makesense Acceleration team

#ACCELERATE. makesense Acceleration team provided a 6 months support for the 4 selected projects.

“The program with makesense allowed us to understand how we can contribute to finding solutions of better living together and activate 4 concrete projects with social entrepreneurs.”
Patricia Maunier, Officer BSPP, Bureau Prospective
Créathon vivre ensemble
The Challenge: Open internal spaces for collaborators to exchange knowledge and best practices and to acquire creative thinking tools while communicating at all levels to strengthen CSR strategy. The challenge was also to connect with social entrepreneurs to foster collaboration.

#DESIGN. This program was created connecting different levels of the company, from managers to directors. Social entrepreneurs were selected from the program G1-G5.

#EXPLORE. Two workshops were facilitated with social entrepreneurs to explore collaborations with Veolia.

#CREATE. Two internal dynamics were created to strengthen CSR strategy and creative thinking.

#SHARE. Two external events were organized to link with other organizations and share Veolia’s vision.

“These workshops help to think that the objectives of the company go beyond waste management and shows that Veolia is committed to adding value to society.”
Regional manager, Veolia
The Challenge: create a community of employees engaged on sustainability issues and give them the tools to develop internal sustainability projects

#DESIGN. Sense_fiction format designed on the following steps: inspiration with existing projects tackling sustainability issues, exploration of the issues related to PwC they wanted to tackle in groups, design of the first ideas and action plans to prototype them internally. We then did follow-up sessions to help them implement them in the company.

#CREATE. By making them work on sustainability issues directly related to their daily life in PwC, the results were very concrete and focused on their place of work: energy, waste management, water management, mobility and personal and professional balance.

#SHARE. After the action plans follow-up sessions, we gave tips to the local Sustainability Officer to animate this new community of sustainability employees.

"My experience of the makesense workshop was so impactful for me that I decided to join makesense as a volunteer and mentor for social businesses through my financial expertise even when I left."

Christian, former employee at PwC Mexico
Inside our internal structuration
Our main development axis in 2018

01 INTERNATIONAL DEVELOPMENT

02 GOVERNANCE MODEL

03 NEW IDENTITY

04 IMPACT MEASUREMENT

05 NEW TOOLS & DATA
Structuring our global model

We had strong objectives this year. The first one was to build a strong team to lead makesense international development: mentors, pilot team from Paris, focal points in each region. Then we wanted to define a charter describing the rules between makesense global and makesense in each country concerning communication, financing, legal issues, reporting, etc. Finally, we wanted to raise funds to strengthen the current hubs and their development.

We end 2018 with:
- **rules** and **visibility** for each hub: difference between makesense France and makesense global, a gangster cannot launch makesense without strong conditions, same visual identity for all hubs, etc
- a clear **path to recruit country referents**
- a **legal contract** to legally link all the hubs together
- an **international development manager** has been recruited

Key figures

- **4**
  Mentors help us in our development

- **6**
  Hours starting 2019 with fulltimes

- **150k€**
  Financing to support our development
At makesense we care about **why we work** (what change we want to see in the world) but also about **how we work**. We want to build an organization where people can thrive, where trust is at the core of everything we do. To do so, we have decided to work on our governance model in 2018 to answer those questions:

- How can we **ease the decision process** for complex decisions?
- How can we nurture the **feeling of inherent equality** between the fulltimers?
- How can we consolidate a **collective leadership and distributed power**?

During 3 months, an elected group of people worked on a new model of governance (how do we make decision?). This new model was **100% validated** by the voting fulltimers. The key pillars of this new model are:

- Our organization is based on our **values**, jurisprudence and believes and driven by **makesense purpose**
- The **advice process** is the core of our governance
- The **waterline** (an elected body) ensures that no decision endangers our organization
- The **community** is getting closer to the team to give advice
- 2 bodies exist to ensure the success of the model and provide improvements: the pool of coaches and the process committee
This successful growth of makesense added layers of complexity to the way we communicate, both internally and externally. Indeed, as we were addressing new audiences and expanding our areas of expertise, new brands were created. Useful at first, they have become a source of confusion as we have expanded further. Such confusion prevents us from increasing our impact. A revamping of makesense’s brand identity has been identified as a strategic workstream in order to better define what the organization stands for, today and tomorrow. To do so, makesense fulltimers and community were involved at every step of the process, and we partnered with an agency.

makesense will now be the single global brand addressing all audiences, all over the world. With this single brand, we, as makesense, reinforce our belief that everything is interconnected: to solve today’s social and environmental issues, everyone in society has a role to play. A “cool bean” connects “make” and “sense”. This enthusiastic cool bean links people to initiatives, actions to positive impact. This cool bean is the start of a chain, of a network and of a community. This colorful visual identity reflects our endless enthusiasm and the diversity of people, locations and causes. It is even more playful and hackable that the previous one, while being more inclusive.
Demonstrating the change theory

We decided in 2018 to start a new impact measurement process to demonstrate makesense Theory of Change.

We launched to process in parrale:
- One in France to measure our impact on citizens only
- One in Mexico to measure our impact at a hub level

makesense has selected KiMSO in France, a French specialist of impact assessment to help establishing:
- A definition of engagement and of the forms it can take
- A referential of qualitative and quantitative indicators to measure the impact of engagement according to the forms it takes and the problems it aims at solving
- A transposition of this referential into a digital tool that will enable to collect and analyse data in order to measure and monitor makesense impact
As all European organizations, we had to reinforce makesense digital security and compliance to GDPR in 2018, and to equip fulltimers with the good, harmonized and ready to use digital tools to insure their efficiency.

We benchmarked good practices and implement new processes for _Data management_: sensitization around data collection & the importance of well knowing our beneficiaries

_Database configuration and structuration_: automation cross tools and set up

_Tools management_: technology and opportunity watch, contracts & budgets follow up, trainings, management tools configuration, tools maintenance

How to be more efficient using digital tools and insure data security
hubs & teams
We have full time staff in 6 areas worldwide.

Hubs and teams:
- hub_west_africa
- hub_mexico
- hub_peru
- hub_philippines
- hub_lebanon

HUB FRANCE:
- emergence
- acceleration
- spaces
- community_building
- studio
- admin
finance
# Global makesense

**Ecosystem budget 2018**

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<th>REVENUES</th>
<th>3,800 000 €</th>
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<tr>
<td>Foundations/Philanthropy</td>
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<td>(16%)</td>
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<tr>
<td>Public subsidies</td>
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<td>Corporate sponsoring</td>
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<td>(26%)</td>
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<td>Services to corporates</td>
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<td>(55%)</td>
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<table>
<thead>
<tr>
<th>COSTS</th>
<th>3,800 000 €</th>
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</thead>
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<td>Staff direct costs</td>
<td>2,000,000 €</td>
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<tr>
<td></td>
<td>(52%)</td>
</tr>
<tr>
<td>Other staff indirect costs (travel, desks, seminars, etc)</td>
<td>300,000 €</td>
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<tr>
<td>Others costs</td>
<td>1,500,000 €</td>
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</table>
2018 budget by area

- Mexico: 4.2%
- Lima: 0.5%
- Dakar: 2.6%
- Abidjan: 2.3%
- Beirut: 87%
- Paris: 2.3%
- Manila: 3.4%
Thanks to our dear partners for their trust in 2018
Engage

180 millions citizens by 2030 to positively transform society
In France

Engage 60,000 citizens by 2020

Help the community support 3,000 social entrepreneurs

Launch a fair-wear mobilization campaign

Create the 1st pre-seed investment fund in social business
#PHILIPPINES - Be recognized as the main actor facilitating the start of social entrepreneurship journeys in Manila thanks to our 100% free social innovation hub.

#LEBANON - Foster social innovation and youth leadership through the first social entrepreneurship MOOC in spoken Arabic in the MENA region.

#WESTAFRICA - Launch the 1st pan-african 100% online training programme to get young leaders to start citizen mobilizations for social innovation (act4africa).
#PERU - Decentralize the social entrepreneurship peruvian ecosystem strengthening local communities driven by citizens in 10 national cities.

#MEXICO - Initiate concrete projects and collaborations on Sustainable Cities involving our community of citizens Ambassadors, batches of Social Entrepreneurs and our private and public partners.
Want to know more?

HUB France - website
HUB Lebanon - website
HUB Mexico - website
HUB Peru - website
HUB Philippines - website
HUB West Africa - website
See you next year

makesense

makesense.org