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THE BOSTON CONSULTING GROUP

# Growing Positive Change

*The Copenhagen Pro Bono Effort*

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*The Copenhagen Pro Bono Effort*

**Julie Bekker, Andreas Madum, Joen Moth-Poulsen, and Stine-Marie Skov**

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## AT A GLANCE

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At The Boston Consulting Group, we are committed to making a long and lasting impact on the organizations we work with and on society at large.

This publication takes you through some of the pro bono journeys the Copenhagen office has embarked on within the past few years. We hope that it will serve various purposes. First, it highlights the extraordinary achievements of the non-profit organizations we have worked with and their relentless effort to improve society. Second, it will introduce you to BCG culture and give you a better understanding of the work we do and the way in which we work with our clients. Third, we hope it will inspire you to leave a lasting, positive impact on your community and perhaps even consider BCG as a potential partner in the future.

We would like to show our utmost gratitude to our partner organizations and BCG colleagues who have worked together on projects and in making this publication come to life. Our non-profit partners hold a very special place in our hearts and we are honored to work with people who express such a unique commitment to improving society.

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**A**T BCG, OUR MISSION is clear: We go deep to unlock insights and have the courage to act. We bring the right people together to challenge established thinking and drive transformation. We work with our clients to build the capabilities that enable organizations to achieve sustainable advantage. We are shaping the future...together.

This mission is apparent both through our work with commercial clients and our many pro bono efforts—work which is deeply ingrained in our company values.

Non-profit work has been in the DNA of BCG ever since the 1960's when our founding father, Bruce Henderson, expressed a desire to *make an impact beyond the business domain*. He believed in mutual responsibility and social effort to positively affect society at large – what we at BCG nowadays call *social impact*.

Today, virtually everyone from the BCG Copenhagen office is involved in social impact activity in some way or another during the year, from voluntary donations to long-term pro-bono consulting projects.

We wish to contribute to our partner organizations to the best of our ability, thus the core of our social impact effort is our greatest strength: management consulting. As such, our pro bono projects in many ways resemble projects for our commercial clients as we dedicate a fully staffed BCG team with the same professional commitment and rigor.

Our social impact at the Copenhagen office is exercised through three main channels, which are also reflected in the structure of this publication.

**Consulting projects with Danish-based NPOs.** Every year we dedicate a portion of our resources to pro-bono projects with Danish non-profit organizations (NPOs), helping them to set and achieve ambitious goals. We are both proud of and humbled by having the chance to work with these great organizations. We are delighted to share with you insights from some of our most recent projects. You will read about how we worked with SOS Children's Villages to improve their funding strategy, how we assisted DanChurchAid in lowering administrative costs and prioritizing projects to reach 700,000 more families in Africa, and how we helped the Danish Cancer Society to increase the resources availability for cancer research by millions of Danish kroner.

**Consulting projects abroad with BCG global partners.** Globally, BCG has ten long-term partners, which we support with consulting staff on a continuous basis. These

organizations include Save the Children, World Food Programme, World Economic Forum, TED (*Ideas Worth Spreading*), the Bill & Melinda Gates Foundation, Yunus Social Business, B20, Teach for All, MIT Media LAB, and the World Wildlife Fund. We send interested staff from Copenhagen to these projects together with BCG colleagues from all over the world.

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“BCG paved the way for constructive and ambitious changes. Through clear and high-quality analyses of our organization and concrete tools to manage identified pain-points.

With BCG, DanChurchAid has already implemented several changes and obtained tangible results. And we have yet to see the full impact. Clearly, BCG has helped DanChurchAid becoming a more agile and robust organization –fit for the future.”  
–Birgitte Qvist-Sørensen,  
General Secretary.

**Assisting partner NPOs in everyday operations.** As a third element in our social impact effort, we support organizations ad hoc in our free time. Most recently these initiatives include Mind Your Own Business—an initiative of the Danish Refugee Council which helps minority boys developing their own micro-businesses. Another Social Impact project is Matematikcenter—an organization dedicated to assisting students looking for help with math during their high school years. BCG Copenhagen is also involved with the INDEX Award, where we have assisted those nominated for their life-improving innovations by helping them develop their business plans and investor pitches to see their innovations carried out in real life.

As a fourth channel, BCG in the Nordics invests considerable resources in adding to the intellectual capital in the social sector through other publications. For instance, every year we publish the *Nordic Transformation Report*, which offers novel insight into the Nordic economies and their future possibilities –for politicians and business and organizational leaders as well as citizens to act upon.

## Consulting Projects with Danish-Based NPOs

Every year we dedicate a portion of our resources to pro bono projects with Danish non-profit organizations, helping them to set and achieve their goals. The following section takes you through the cooperation with our most recent partner organizations and their unique commitment to improving society.

### **DANCHURCHAID (FOLKEKIRKENS NØDHJÆLP)**

#### **Five facts: DanChurchAid (DCA)**

1. It is one of the largest humanitarian NGO’s in Denmark.
2. Its mission is to help the world’s poorest and most vulnerable people, guided by three core goals: i) Save Lives ii) Build resilient communities, ii) Fight extreme inequality
3. It has more than 350 projects and is present in 34 countries.
4. It has revenues of about DKK 600 million coming in roughly equal parts from the Danish government, private and company donations, and EU and international donors.
5. It focuses its work around four thematic areas: Active Citizenship, Right To Food, Humanitarian Action, and Humanitarian Mine Action.

**Introduction.** In 2013, DanChurchAid (DCA) improved the lives of more than 2.3 million people throughout the world. It saved refugees from floods in India and

Bangladesh, helped refugees from the civil war in Syria, cleared landmines in several countries, and made significant strides in improving HIV advocacy in Zambia—just to name a few projects.

However, as happens in many organizations with a reach of this magnitude, growth and expansion had created complexity, and operational and economic gains from increased scale were not fully exploited. DCA’s diverse project portfolio had become increasingly challenging to manage, with each project being unique in terms of size, partners involved, country level, and number of locations. As a consequence, the additional administration costs had started to outweigh revenue growth, making it an unsustainable position for DCA.

**The project with BCG.** DCA and a team from BCG embarked on a joint project with two main objectives. One was to make the impact in the areas of greatest need as powerful as possible, while another was to investigate how organizational effectiveness could bring administrative costs down, directing more resources and helping hands to distressed areas.

To investigate the challenge and potential solutions, the team traveled to DCA’s offices abroad, in Nepal and Malawi. They interviewed employees to understand their perspectives on the challenges faced in terms of defining an optimal portfolio of partners and projects, as well as the organizational pressures they experienced.

To strengthen DCA’s overall impact, the DCA-BCG team developed portfolio guidelines by country as well as an overall portfolio direction, including a framework for evaluating partners working with DCA. One of DCA’s core values—*making a difference as a team*—sparked the idea of grouping some of the existing projects within the same areas. By focusing efforts within selected areas and leveraging existing partner collaborations, it was predicted the work would have a stronger impact while benefitting from a larger scale and lower risk level.



Photo credit: Clockwise from top left: Mikkel Østergaard, Yilmaz Polat, Shikhar Bhattarai

To tackle organizational effectiveness, the BCG team conducted a number of benchmarking analyses comparing the size of DCA's organization with that of similar NGOs. This, along with diagnostics of the current organization and its activities, provided inspiration for a redesign of the organization, streamlining processes and freeing up more than DKK 15 million for new projects. This is sufficient funding to provide shelter for 400,000 refugees, food for 700,000 hungry families in Africa, or medical attention for 500,000 individuals throughout the world who are currently suffering from treatable illnesses.

### **DANISH CANCER SOCIETY (KRÆFTENS BEKÆMPELSE)**

#### **Five facts: Danish Cancer Society (DCS)**

1. Is the largest disease-fighting organization in Denmark.
2. It has more than 400,000 members.
3. Focuses on cancer research, prevention, and support of cancer patients.
4. Receives more than 13.000 hits on its website per day.
5. It was ranked number one Danish research institution in 2014 by the International Scimago Institutions Rankings.

**Introduction.** One out of three Danes will be diagnosed with cancer and only half of those will survive. This makes cancer the most frequent cause of death for Danes under the age of 65, as well as one of the main threats to public health overall. Preventing, treating, and improving life with cancer should be a top priority for society. DCS has made great strides in all these areas by funding research and prevention programs and helping patients and their families.



*Photo credit: Danish Cancer Society*

**The project with BCG.** DCS engaged BCG in a pro bono effort to help make its 2020 strategic vision more functional and rooted in the organization as well as to influence the future fundraising strategy.

By focusing on the main strategic goal: life without cancer, BCG co-developed several sub-goals with the employees in DCS. By assigning simple, concrete, and measurable targets to these goals, it became more evident throughout the organization what actions were needed to fulfill the 2020 ambition. Ultimately, activities to achieve the sub-goal were defined with specific timeframes and ownership in order to execute on the strategy every day.

In terms of funding strategy, the team worked to segment donors according to the dimensions of growth potential and the ability to and ease of capturing this growth. The analysis would lead to a separation of the donor landscape into different priority segments, for which resources could be prioritized accordingly in order to maximize the return on investment.

Furthermore, by leveraging BCG's international network and experience, the team came to understand some of the key drivers of high-value donors, which include personal relationship with the organization, public or peer recognition, and exact information on the use of donations and impact. This helped define the setup and structure for a high-value donor's program at Danish Cancer Society. Overall, the project was estimated to increase funding by more than 10 percent to further strengthen cancer research as well as help those affected by cancer.

Finally, the project was an opportunity to kick off a workout challenge within the BCG Copenhagen office. For a month, the different cohorts challenged each other at different physical activities, for which the losing party would donate a predefined amount to DCS. In total, the Copenhagen staff burned almost 150,000 calories during 300 hours of registered exercise, and donated close to DKK 20,000 (after taking advantage of BCG's policy of matching all donations by BCG employees to NPOs).

## **SOS CHILDREN'S VILLAGES**

### **Five facts: SOS Children's Villages**

- It is a private humanitarian organization that provides help for children all over the world.
- It is present in more than 130 countries worldwide.
- It provides orphans with SOS families and helps strengthen vulnerable families.
- It comprises more than 5,000 SOS families worldwide –all with special training in children's psychology, development, and nutrition.
- It is nominated for the Nobel Peace Prize on a consistent basis.

**Introduction.** A total of 153 million children worldwide have lost either one or both parents. Many of these children are left alone without adult care. They often are

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James Wilson, a former Cph consultant, said of the project, "It was great to work on a project that had such a true goal as to beat cancer, with the work really benefiting everyone around. I think everyone has felt the distress of cancer and therefore this project was very close to my heart."



Photo credit: Claire Ladavicius

exposed to abuse and have no access to food or medical attention. SOS Children's Villages has more than 500 villages in 130 countries which provide a safe environment for orphans and vulnerable children. Here, local SOS-mothers are spreading care and security, creating a warm and nurturing environment for the children.

**The project with BCG.** With a rapidly growing organization and scope of activities, SOS Children's Villages Denmark saw the need to be fully transparent about how their resources were deployed, in order to serve the world's children in the best possible way. Two consultants and a project leader from BCG took on the challenge and delved into a series of interviews with the management team and other employees, to better identify the real pain-points and potential solutions going forward.

"The BCG team was highly skilled; they quickly pinpointed and recommended the areas that could deliver the highest impact.

"The setting of strategic prioritization, the model of the annual planning process, and segments line of thinking has all provided tools and direction to reach our strategic goal of continuous economic growth—a growth that leads to helping more vulnerable children around the world."

— *Lisbeth Stausholm Zacho,*  
*Deputy managing director*

By carefully mapping ongoing fundraising projects, the team found that some efforts were in fact using extensive resources without adding commensurate value, while other projects were clear "breadwinners" with great results for the families in need. The overview created a strong starting point for discussing how SOS Children's Villages could prioritize future activities, allocate resources, and increase the effectiveness of their fundraising efforts. The project ended up delivering a long-term plan along these dimensions for various strategic fundraising segments.

Furthermore, the team built an interactive planning tool, summarizing the resource deployment by department within each of the segments. The tool informs project leaders how much wiggle room each segment had for developing new projects and which projects they should and could continue.

Finally, to increase motivation on the team and help employees reach their goals, a new annual planning process was created. This would allow management to better plan and share the initiatives going forward, increasing the internal communication between management and the people creating all the great work.

Getting a clearer view of the ongoing projects was of mutual advantage for the operations at SOS Children's Villages. The team behind its creation was recently invited to present the tool again, this time to the new CEO of SOS Children's Villages Denmark.

## Consulting Projects Abroad with BCG Global Partners

Globally BCG has ten long-term social impact partners, which are supported on a number of different topics across the organizations. These projects are staffed with BCG consultants from all over the world, including consultants from the Copenhagen office with a particular interest in the social impact sector. The following section features personal interviews with two local BCGers, who worked directly in the hotspots with World Food Programme and Save the Children.

### WORLD FOOD PROGRAMME: INTERVIEW WITH FILIP HANSEN

World Food Programme (WFP) is the world's largest humanitarian organization addressing hunger and promoting food security. Through more than 80 country offic-

es, it provides food assistance to people unable to produce or obtain enough food for themselves and their families, including those that are victims of conflicts and natural disasters. Filip Hansen worked with WFP in 2015 to improve impact measurement of food assistance programs.

**Q: Why did you choose to work on a social impact case?**

A: Social impact cases within BCG provide great opportunities to work with some very exciting organizations—the WFP, for example, operates one of the most extensive supply chain networks in the world, especially in rural areas in developing countries.

**Q: Take us through the background of the case.**

A: WFP has been moving from a model of in-kind distributions towards a model of cash distribution. That is, rather than distributing food, WFP would simply be distributing cash or food vouchers to beneficiaries. This has proved to be impactful due to its effect on development of local markets, and it also gives an element of empowerment to the beneficiary. The project was about building and implementing an analytical tool that could help WFP assess in which locations cash or voucher handouts would be more beneficial than in-kind food distribution.

**Q: How did the team approach this?**

A: Setting up the model was a fairly comprehensive task. We had to take food prices, food availability, transport costs, local externalities, consumption patterns, etc. into account for each location around the world! After having developed a user-friendly tool, we worked with local staff in three pilot countries (Niger, Burkina Faso, and Senegal) to refine the model and teach them how to use it.

**Q: What impact did the team have?**



Photo credit: World Food Programme

A: For the three pilot countries we estimated cost savings of around 15 to 20 percent from using the tool for optimization, while being able to supply beneficiaries with the same (or a higher) amount of nutrition. These cost savings would enable WFP to serve around half a million more beneficiaries in just these countries! With the potential of rolling out the tool and analytical approach to additional countries the potential impact only multiplies.

**Q: What did you learn from the case – both as a person and as a professional?**

A: I worked closely with people within the WFP organization, many of whom I remain in contact with today. Since I was largely in charge of driving the project from BCG's side, I definitely learned a lot about stakeholder management—especially around the importance of anchoring new initiatives within an organization effectively if they are to be implemented and have any impact. WFP is an organization composed of a headquarters in Rome and around 80 country offices. Creating a tool in HQ with the aim of having the local country offices use it for decision-making is a big challenge and requires a lot of buy-in across the organization.



#### **SAVE THE CHILDREN: INTERVIEW WITH JAKOB SCHIÖNNEMANN**

Jakob Schiønnemann worked with Save the Children in Africa on the development of country strategies for South Sudan, Ethiopia, Nigeria, and Kenya. Save the Children is an international non-governmental organization that promotes children's rights, provides relief, and helps support children in developing countries.

**Q: Jakob, you worked on a case for Save the Children in Africa. Tell us about the case.**

A: Save the Children set out to develop country strategies based on a global unified strategy framework. The aim of the work was to define and implement a three-year strategic plan for all its offices as part of a long-term effort to build on its position as one of the leading international NGOs. This would help countries focus on areas where they make the biggest impact, increase knowledge-sharing throughout the organization, and strengthen their fundraising opportunities.

**Q: What was your role in the project?**

A: I worked on the development of country strategies for South Sudan, Ethiopia, Nigeria, and Kenya; helping each country determine how to contribute most effectively to the overall objectives of Save the Children and align their efforts to reach the worst-off children. The work consisted of conducting analyses and helping to guide the strategy development in each country, including consensus building in the country stakeholder groups and facilitation of strategy workshops. It was a busy time with lots of traveling but very exciting and fun!

**Q: What was the impact of your work?**

A: It is probably a bit too early to evaluate fully, but I would point to two areas where we helped make an impact. First, the process enabled great discussions and knowledge sharing between Save the Children's core areas (such as Health, Educa-

tion, Child Rights Governance), leveraging internal best practices and expertise more than before. Second, the strategy development made the countries consider and prioritize their efforts to increase focus on what they each do best—collectively increasing impact and helping more children.

**Q: How did you, after about six months at BCG, end up with Save the Children in Africa?**

A: I've always been motivated by the social sector and have previously been working with the Danish Defence and as a UN Observer in Syria, Kosovo, and Iraq. One of the reasons I decided to join BCG was the opportunity to work with the BCG's global social impact partners. Then, one day I saw on our staffing portal that this exciting project with Save the Children in Africa was about to launch. I spoke to staffing and they made it happen.

**Q: Has BCG's social involvement lived up to your expectations?**

A: My initial impression that BCG tries to make a positive difference in the world has definitely been confirmed. I have even been a bit surprised as to just how many resources are spent on social impact. The Save the Children case, for example, was led by two very dedicated senior BCG partners. And the person I worked with most closely in Save the Children was actually a BCG consultant enrolled in one of BCG's secondment programs. It is really a great experience with many passionate people and big challenges

## Assisting Partner NPOs in Everyday Operations

Beyond our consulting project support, we also support Danish-based organizations. This support is more ad-hoc, less focused on strategy, and more focused on helping out with a group's everyday operations. Our most recent support has been directed to the three organizations you will read about in the following pages; Mind Your Own Business, Matematikcenter, and INDEX: Design to improve life

### MIND YOUR OWN BUSINESS

Mind Your Own Business (MYOB) is an organization that reaches out to young minority boys from troubled areas and presents them with an opportunity to create and develop their business ideas. With entrepreneurial mentorship from BCG and other external partners, the boys are given a chance to gain both practical tools and high-level theory in the hopes of creating the entrepreneurs of the next generation. The initiative is also an opportunity for them to discover new, exciting options going forward in life and to be inspired by peers and mentors linked to the project.

BCG has partnered with MYOB to assist with two annual events. Approximately 150 boys come to the BCG office and are taught basic business principles through presentations and workshops. The informal structure allows the participants to receive input and encouragement—as well as challenging questions—from professionals in the business community.

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“We learn a lot from them as well. Every time you work with someone who has both an idea and a lot of drive you can't help but be inspired.”  
— Esben Hegnsholt,  
BCG Copenhagen



The second event is the awards ceremony, also held on BCG premises. This is the time for the boys to present their business ideas. Last year featured impressive business models for establishing jewelry and clothing companies and major sports events for the local communities, among others. It is clear that the ideas as well as the boys themselves undergo a tremendous development during the process, and BCGers get to experience the contagious energy, drive, and out-of-the-box thinking that these boys bring to the table.

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“The partnership with BCG has tremendous value for the project – from the beginning, BCG has engaged in this with the outmost professionalism and enthusiasm, giving the boys a real glimpse into the working life.”  
– Maria Kavita, Chief of Programme/Founder



Photo credit: Tine Harden

### **MATEMATIKCENTER**

Matematikcenter is a non-profit organization that aims to improve math skills among Danish children and youth (ages 10 to 19) by offering free after-school assistance, both face to face and online. The assistance is provided exclusively by volunteers.

The focus of Matematikcenter is not only on helping those who fall behind their peers, but also on challenging and inspiring those who are doing well. BCG’s involvement with Matematikcenter has been both operational and strategic. Apart from volunteering as math tutors at the official events, BCG has helped determine which factors (such as population, public transportation options, distance from other schools, etc.) would make a location best suited for a new center. Furthermore, a more targeted approach to fundraising has been co-created as well as finding local sponsors for centers and volunteers for major events, like exam preparation. Overall, BCG is providing structure and focus to the daily activities carried out by Matematikcenter.

### **INDEX: DESIGN TO IMPROVE LIFE**

INDEX: Design to Improve Life® is a Danish nonprofit organization that operates at the global level. It hands out a highly prestigious design award (worth a total of €500,000) and highlights the contributions of the world’s best examples of designs to improve life, addressing issues such as clean water, education, energy production, overpopulation, and care of the elderly.

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“BCG’s partnership with Matematikcenter has shown me how an organization with a simple idea and setup can do a lot of good for a lot of people at relatively low cost.”  
– Erik Kofoed,  
BCG Consultant

INDEX also facilitates contact between designers and investors through an Investment Acceleration Programme (IAP)—with the aim of enabling design ideas to affect the world as much as possible.

BCG has partnered with INDEX since 2014 and is one of the primary partners of its IAP. BCGers from Chicago, San Francisco, Boston, Johannesburg, New York, New Jersey, Tel Aviv, Mexico City, and Copenhagen have volunteered to support selected entrepreneurs, helping them with commercial plans and competitive landscape analysis, as well as supporting their operating models ahead of their investor pitches.

Consultants from BCG Copenhagen supported two projects. Alexandra Kampmann and Asger Johansen helped the designers of an app that connects blind people with sighted people through video chat. Erin Anderson helped strengthen the sales and investor pitch for the designers of a portable hand sanitizer to reduce infection rates at hospitals. Both designs have the potential to significantly improve quality of life in the world, and we hope that our support has increased the chances for these great projects to become commercially viable.



Photo credit: INDEX: Design to Improve Life®

### SOCIAL IMPACT AUCTION

Every two years the BCG Copenhagen office puts on a social impact auction where BCGers donate goods or services which can then be purchased by coworkers. The winning bids are matched by the firm and then donated to a pre-selected NPO. The auction was introduced in 2012 and experienced tremendous growth in 2014, when total donations equaled almost DKK 150,000. This has raised expectations for the 2016 auctions. In previous editions of the BCG auction, a variety of services have been offered such as on-demand Excel modeling, sailing trips, DHL relay stand-in with guaranteed lap time, babysitting, waterskiing, shooting and squash lessons, and much more.

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“When reaching out to BCG’ers globally asking to support local entrepreneurs in their free time, the response was overwhelming, and we established ten support teams in a matter of days!”  
– Matias Pollmann Gomez,  
BCG Copenhagen

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“In terms of benefiting INDEX, working with BCGers globally was really critical. We needed to work with a global partner keen to work with early-stage companies and provide business development support and training which could be quickly deployed to work in all regions of the world.”  
– Liza Chong, INDEX

## Looking Ahead

At BCG Copenhagen, we are—and will continue to be—devoted to social sector work that has a lasting impact on the local communities and society at large. To that end, we do pro bono consulting projects with local non-profit organizations, give our consultants opportunities to work with some of the greatest international organizations in the social sector all over the world, and assist our local partners in their everyday struggles to achieve social impact.

We are proud of the work we do with these extraordinary organizations and even more so of the impact they achieve. However, the world is always changing and tremendous challenges lie ahead. Humanitarian and other social sector organizations continue to be squeezed on resources, as they face tougher demands from donors and struggle to define themselves and their choice of activities among a multitude of options.

At BCG Copenhagen, we continue to deliver support where we see the biggest need and greatest opportunity for creating value for our partners. In 2016, the Copenhagen Office is putting the spotlight on diversity—one of BCG's core values. It is a topic we are passionate about and have already explored through our 2016 report entitled *Creating Value with Diversity in Danish Companies*. And without revealing too much, we are truly excited about the future potential consulting projects within this field and beyond.

We hope that this report has given you insight into the work of our partner organizations and into the BCG way of working with them. We also hope that it will inspire you to make a difference in your community or organization in the future—with or without the support of BCG.



Photo credit: Karl Nordlund

## About the Authors

**Julie Bekker** is the Marketing Coordinator for BCG in Copenhagen and is responsible for all local marketing and PR activities.

**Andreas Madum** is an Associate in the firm's Copenhagen office. He holds a PhD in economics, focusing on human behavior when exposed to public pressure in the soccer industry.

**Joel Moth-Poulsen** is a consultant in Copenhagen, working primarily within healthcare. He is the Head of the Social Impact Committee.

**Stine-Marie Skov** is Chief of Operations for BCG in Copenhagen responsible for driving all operational activities and is the former Head of the Social Impact Committee.

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### For more information on BCG Social Impact, please visit:

- BCG worldwide  
<http://www.bcg.com/>
- BCG Global social impact partnerships  
<http://www.bcg.com/bcg-society/global-partnerships.aspx>

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