

# Client Impact

In [Our Mission](#) we talk about people working towards a shared purpose. All organizations have some form of purpose, explicit or implicit. Some organizations exist simply to make the shareholders richer. We believe in working with customers that are serving a more broad and pro-social purpose than simply profit. There are 4 types of organizations that we particularly like to work with.

1. Pro-Social Purposeful Organizations
2. Pro-Social Research
3. Pro-Social Non Profits
4. Under-represented Owners

Pro-social means that the focus is on the larger good that extends beyond the company or the industry. Pro-social also means that the positive impact of the organization must outweigh the negative impact. Sometimes these things are more difficult to measure. In general, Let's define each of these areas a bit more clearly

**Pro-Social Purpose** - The explicit and written purpose of the organization brings benefit to the wider world. Many nonprofit organizations will also fit into this category. Examples have included

- Be a trusted platform built for public health that helps communities respond to emergencies with agility and scale
- Furthering transformation change through learning
- Furthering the ideas and ideals of distributed leadership across organizations
- Creating a better quality of life for those that have had fewer advantages and can be understood as underserved by the community in which they live.

The purpose should be written down in incorporation documents or shared publicly, or should be obvious to interpret from those publicly available documents. Public statements are important to drive accountability within the organization.

**Pro-Social Research** - Similarly to pro-social purpose-driven organizations, pro-social research is research, typically conducted by professors at universities, that furthers a positive social good such as increasing life expectancy or quality of life without causing undue harm. Examples have included

- Cancer research
- Research on the impact of wildfires on human lungs
- Research on building team emotional intelligence

**Pro-Social Non Profits** – Pro-social non profits are furthering a social good without causing undue harm. Examples include

- Non Profits focused on incubating clean-tech
- Non Profits summer camp program for youth, especially financially challenged youth
- Non Profits that increase the sustainability for all living animals
- Non Profits focused on creating more healthy ways of working by sharing cutting edge practices

**Under-represented Owners** – As part of our dedication to fostering [Justice, Equity, Diversity & Inclusion](#) in the world of the business, we firmly believe that everyone, regardless of their background, deserves equal opportunities to thrive and succeed as business owners. We are particularly committed to supporting under-represented owners, including women, BIPOC, people with disability, persons recovering from trauma of any type, veterans, immigrants and refugees in achieving their organizational goals.

We seek to work primarily and eventually with only pro-social organizations. As a check and balance on our assumption of good, we allow anyone on our team to question whether a particular client is pro-social. If there is some concern that a client may be neutral or possibly even negative we will have an internal conversation. If at the end of this conversation everyone is not convinced that they are pro-social, they will be removed from our list of pro-social clients. If we are concerned about our larger impact in the world, we also reserve the right to have a discussion with the client and to potentially wind down our engagement.

The founders consider this essential, and our employees agree. We believe our time is limited to make substantial change, so it is our goal to partner with like-minded persons who seek to make the world a better place for all individuals and living things. It may be an audacious goal for a company like ours, yet this quote inspires us.

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***“Never underestimate the power of a small group of committed people to change the world. In fact, it is the only thing that ever has.” ~ Margaret Mead.***

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# Measuring Client Impact

We measure the impact in each of these dimensions over time. Here is our most recent data updated on 8/1/23.

	% of Clients	% of Paid Revenue	% of All Revenue
<b>2022</b>			
<b>Purpose Driven</b>	52.6%	16.6%	23.0%
<b>Furthering Research</b>	21.1%	5.2%	4.8%
<b>Non-Profit</b>	5.3%	0.0%	3.5%
<b>Under-represented Owners</b>	26.3%	7.9%	10.8%
<b>Any of the Previous</b>	57.9%	17.6%	23.9%
<b>Total Companies</b>	100.0%	100.0%	100.0%
<b>2023</b>			
<b>Purpose Driven</b>	50.0%	29.9%	33.0%
<b>Furthering Research</b>	25.0%	7.8%	7.5%
<b>Non-Profit</b>	15.0%	6.2%	9.0%
<b>Under-represented Owners</b>	45.0%	53.4%	55.5%
<b>Any of the Previous</b>	70.0%	41.7%	44.2%
<b>Total Companies</b>	100.0%	100.0%	100.0%