



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

### Executive Summary

*Beyond Price and Quality: The Business Case for Procuring with Young Impact-Driven Entrepreneurs*

This analysis reveals a critical disconnect in corporate procurement: while most procurement decisions are driven by price and quality, corporations are missing an opportunity for innovation and substantial revenue generation by sidelining young, impact-driven entrepreneurs.

The core challenge is a perceived risk, where 67% of entrepreneurs cite "Not knowing where to find the right connections" as a major hurdle, and corporate leaders' cited concern over scaling capabilities as the chief barrier preventing them from procuring from young, impact-driven entrepreneurs. This hesitation is costly: young, impact-driven entrepreneurs who failed to secure corporate deals estimated a lost revenue of between \$7,000 and \$300,000 per entrepreneur.

### The Untapped Business Value:

- Significant Revenue Gains: Despite barriers, 56% of surveyed entrepreneurs who succeeded in selling to corporations reported an average revenue increase of \$170,187.50 from these partnerships.
- Innovation and Brand Value: Corporations that have engaged successfully cited benefits including strengthened corporate social responsibility (CSR) profiles (43%) and enhanced brand reputation (29%), alongside increased innovation and market access.
- The Knowledge Gap: A striking 71% of corporate leaders reported that they do not fully understand the benefits of working with young, impact-driven entrepreneurs, indicating that the true value proposition is not being effectively communicated or measured internally.

### Key Report Insights

- The Corporate Intention vs. Procedural Reality: The Credibility Barrier and the Value of Youth: The greatest challenge lies with entrepreneurs, who face significant barriers to access and credibility. The single largest hurdle cited was "Not knowing where to find the right connections" (67%), which, along with the lack of capital (50%), traps them in a cycle



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

where they cannot build the necessary track record without first securing a major corporate deal. This challenge is rooted in a fundamental bias: procurement often defaults to viewing age as a liability that implies risk and unreliability. Overcoming this mindset and actively sharing examples of successful, long-term partnerships will be essential to demonstrating that investing in young, impact-driven entrepreneurs delivers significant social impact, brand-aligned innovation, and business growth.

### **Key Recommendations for Corporate Action:**

To bridge the gap between intent and implementation, corporations must focus on simplifying and clarifying procurement expectations for smaller enterprises. This requires:

1. **Clear Metrics:** Implementing established impact measurement frameworks alongside financial and quality standards to evaluate partnership success.
2. **Capacity Building:** Providing mentorship and resources to help these enterprises address perceived scale and capacity barriers.
3. **Internal Advocacy:** Developing internal champions who can educate leadership and disrupt legacy supplier relationships.

## **Forward**

### **1. Introduction**

In a workshop in Mexico, Karime holds a piece of vegan leather made from recycled denim, a product of her company's mission to transform organic waste into goods for sustainable tourism. Since launching in 2022, she has turned discarded materials into high-quality personal care items and textiles, offering hotels a tangible way to reduce their environmental footprint, while retaining the quality of their service to customers.

But getting her products into corporate hands has been far harder than making them. Some companies want to supply their own waste or demand prices that undercut sustainable production. Though rarely acknowledged, her experience is shaped by the quiet but persistent bias that comes with being a young female entrepreneur. This undercurrent often determines outcomes before a word is spoken.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Still, she is undeterred. With support from her community, guidance from seasoned mentors, and a multidisciplinary team, Karime continues to build. What she needs is not charity, it is a fair playing field. A buyer who is willing to look beyond her age and see the value in her work in terms of price, quality, and impact.

Because entrepreneurs like Karime are not just creating products, they are building the future. All they need is one open door to prove it.

Procurement is often driven by two things: price and quality. What happens when your age is synonymous with being inexperienced and unreliable? You don't get the chance to prove your value. Moe, a Spa Manager at the Four Seasons, fiercely advocates for young, exceptional impact-driven entrepreneurs – not because of their age or the fact that they are impact-driven but because of the caliber of their innovation, flexibility, and storytelling. She herself declines to share her age in business meetings because she wants to be judged by her value, instead of her age.

This report aims to bridge the knowledge gap among corporate leaders regarding the benefits of collaborating with young, impact-driven entrepreneurs and to clearly articulate the business case for doing so. This report will increase understanding around the opportunity for impact-led procurement and bring together the perspectives of corporations and young, impact-driven entrepreneurs offering quality, cost-competitive goods and services in the world of procurement. Through a blend of quantitative insights and anecdotes, we illuminate the **untapped business value these entrepreneurs offer**, delivering corporate growth and innovation, alongside economic, social, and environmental impact. This report uncovers the barriers and pain points that currently hinder meaningful partnerships between these two personas, with the goal of identifying pathways toward more inclusive and mutually beneficial procurement practices, in addition to creating more sustainable, resilient supply chains.

## The Current Moment

The world is at a breaking point. From rising economic inequality, poor healthcare systems and political instability to the escalating environmental crisis, the old systems are failing. The traditional model of business, which often prioritizes profit over people and the planet, has



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

contributed to this moment of profound global challenges. A 2023 report from Oxfam<sup>1</sup> revealed that the richest 1% have captured nearly two-thirds of all new wealth created since 2020, while the majority of the world's population struggles to keep up. This stark reality underscores a critical truth: more wealth has not translated into greater or shared prosperity. A new approach to doing business is desperately needed, one where problem-solvers optimize for shared prosperity and ecological well-being.

The question isn't whether change will happen, but who will lead it. History shows that young people are uniquely positioned to drive this shift. For the past 30-40 years, much of the world's most significant innovation has been fueled by young minds. Many of the world's most successful companies are launched by entrepreneurs in their thirties, who began shaping and developing their ideas during their twenties—or even earlier<sup>23</sup> This isn't a coincidence; it's the result of intentional investment and prioritization.

In addition to the statistical evidence available, numerous anecdotes illustrate that many of the world's most successful companies were founded by young entrepreneurs who benefited from intentional early investment. Steve Jobs (21) and Steve Wozniak (26) built Apple with angel backing from Mike Markkula<sup>4</sup>, while Larry Page (25) and Sergey Brin (24) launched Google thanks to a \$100,000 check from Sun Microsystems co-founder Andy Bechtolsheim<sup>5</sup>. Mark Zuckerberg (19) scaled Facebook after Peter Thiel's seed investment<sup>6</sup>, Drew Houston (24) and Arash Ferdowsi (22) grew Dropbox through Y Combinator<sup>7</sup>, and Airbnb's Brian Chesky, Joe Gebbia, and Nathan

---

<sup>1</sup> Oxfam. (2023). Survival of the richest: How we must tax the super-rich now to fight inequality. <https://www.oxfam.org/en/research/survival-richest>

<sup>2</sup> Shaw, K., & Sørensen, A. (2022). Coming of age: Watching young entrepreneurs become successful. Labour Economics, 77, Article 102033. <https://doi.org/10.1016/j.labeco.2021.102033>

<sup>3</sup> UNICEF USA. (2024, April 17). UNICEF backs young innovators to tackle the climate crisis. Forbes. Retrieved from <https://www.forbes.com/sites/unicefusa/2024/04/17/unicef-backs-young-innovators-to-tackle-the-climate-crisis/>

<sup>4</sup> Walter Isaacson, Steve Jobs (New York: Simon & Schuster, 2011); Richard Loth, "Mike Markkula: Apple's Unsung Hero," Investopedia, September 11, 2019, <https://www.investopedia.com/articles/financialcareers/08/apple-founder-markkula.asp>

<sup>5</sup> David A. Vise and Mark Malseed, The Google Story (New York: Delta Trade, 2006); Ari Levy, "Google Got Its Start with a \$100,000 Check from Andy Bechtolsheim," CNBC, September 7, 2017, <https://www.cnbc.com/2017/09/07/google-got-its-start-with-a-100000-check-from-andy-bechtolsheim.html>

<sup>6</sup> David Kirkpatrick, The Facebook Effect (New York: Simon & Schuster, 2010); Salvador Rodriguez, "Peter Thiel Was the First Big Investor in Facebook—Here's How That Bet Paid Off," CNBC, May 15, 2020, <https://www.cnbc.com/2020/05/15/peter-thiel-first-facebook-investor-made-billion.html>

<sup>7</sup> Robert McMillan, "How Dropbox Was Started, According to Its Founders," Wired, October 16, 2013, <https://www.wired.com/2013/10/what-i-learned-y-combinator/>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Blecharczyk—all in their mid-20s—turned to Y Combinator for their breakthrough<sup>8</sup>. In each case, deliberate support for young entrepreneurs helped spark innovations that went on to transform entire industries—from personal computing and search to social networking, cloud storage, and the Artificial Intelligence wave.

Silicon Valley and other innovation hubs didn't just stumble upon the next big thing, they actively incubated and funded young entrepreneurs. This strategic approach recognized that young people possess a unique blend of digital fluency, a willingness to challenge the status quo, and an inherent drive to build a better future. The world has seen the impact of this approach, but what if we could accelerate it in the world of social procurement?

To accelerate this paradigm shift, we must empower a new kind of problem-solver: the young, impact-driven entrepreneur. These individuals are not only building profitable businesses but are also embedding positive social and environmental outcomes into their core models. They are the Karimes of the world—who view business as a vehicle for systemic change. This is where the true competitive advantage lies.

The majority of corporations and individuals today are no longer solely focused on business growth; they also seek to create a positive impact in the communities where they operate. More than two-thirds of Americans (68%) are willing to pay more for environmentally sustainable products compared to competitors that are not sustainable, according to the third Business of Sustainability Index (“BOSI”) by PDI Technologies<sup>9</sup>.

A 2022 Deloitte survey found about three-quarters of Gen Zs and millennials agree that the world is at a tipping point when responding to the climate crisis.<sup>10</sup> This is not just a trend; it's a fundamental shift in consumer and employee values. By engaging with young entrepreneurs, companies can align their procurement with their values, showing a tangible commitment to a better future and fostering a greater ability to meet consumer demands and access new markets.

---

<sup>8</sup> Leigh Gallagher, *The Airbnb Story* (Boston: Houghton Mifflin Harcourt, 2017); Y Combinator, “Airbnb,” Y Combinator, accessed September 18, 2025, <https://www.ycombinator.com/companies/airbnb>

<sup>9</sup> PDI Technologies. (2023, April 26). Report finds consumers willing to pay more for sustainability. PDI Technologies. <https://pditechnologies.com/news/consumers-willing-pay-more-sustainability/>

<sup>10</sup> Deloitte Global, “The Deloitte Global 2022 Gen Z and Millennial Survey,” Deloitte Global, May 18, 2022, <https://www.deloitte.com/global/en/issues/work/genzmillennialsurvey-2022.html>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Engaging in procurement with young, impact-driven entrepreneurs gives individuals and corporations a unique opportunity to vote for the kind of world they want to live in with every purchase. This kind of partnership drives business growth and provides a powerful, authentic story of impact that resonates with customers, employees, and stakeholders.

Procurement decisions are typically guided by price and quality. Yet, a subtle but enduring bias against young, impact-driven entrepreneurs can unfairly shape outcomes before they even have a chance to present their business case. How can we shift the narrative and systems to help create a fair playing field where a person's age is not a barrier to proving their worth and changing the world? For entrepreneurs like Karime, youth is often unfairly equated with inexperience or unreliability, denying them the opportunity to demonstrate their true value.

This report seeks to bridge this gap, illuminating the immense, untapped business value these entrepreneurs offer. Through a blend of data and real-world anecdotes, we will demonstrate how meaningful partnerships with young, impact-driven entrepreneurs can not only create more sustainable and resilient supply chains but also deliver corporate growth, innovation, and powerful economic, social, and environmental impact.

### **Key Definitions: Impact, Social Procurement, Entrepreneurs, and Procurement Leaders**

For the purposes of this report, we will use the following definitions:

**Impact:** As the Stanford Graduate School of Business Social Entrepreneurship Hub<sup>11</sup> notes, social impact refers to “the change (either positive or negative) for people and communities which happens as a result of a deliberate activity or service.” For the purposes of this report, we define social impact as the intentional actions, policies, or systems that contribute to positive outcomes for people and the planet. While related to business growth and profit, social impact is distinct in its focus on societal and environmental outcomes.

Buy Social Canada<sup>12</sup> succinctly defines **social procurement** as follows: “Every purchase has a social, economic, cultural, and environmental impact. Social procurement is about using your existing purchasing power to capture those impacts to achieve overarching institutional,

---

<sup>11</sup> Stanford University, An Impact Lexicon, “Social impact,” Social Entrepreneurship Hub, Stanford Graduate School of Business, accessed September 9, 2025. <https://sehub.stanford.edu/impact-lexicon#S>

<sup>12</sup> Buy Social Canada, “What is Social Procurement?” (accessed September 26, 2025), <https://www.buysocialcanada.com/learn/what-is-social-procurement/>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

governmental, or individual goals that help shape inclusive, vibrant, and healthy communities.” Social Enterprise World Forum<sup>13</sup> has identified five globally adopted standards through its People and Planet First verification that define a social enterprise. The verification standards include an organization's purpose, operations, revenue, use of surplus, and the legal structure all committed to prioritizing people and planet over profit. Alternative terms for social procurement include: impact-led procurement, responsible procurement, sustainable procurement, and more.

**Procurement leaders** are key decision-makers within corporations, responsible for sourcing goods and services that align with their organization’s strategic objectives. Operating across departments and teams, they play a central role in shaping how institutional goals, such as efficiency, innovation, sustainability, and cost-effectiveness, are met. All lines of business across an organization (e.g. marketing, sales, finance, real estate and facilities) have an opportunity to purchase goods and services on behalf of their organization. All buyers at an organization have the potential to create impact through engaging in social procurement practices.

**Young, impact-driven entrepreneurs**, often referred to as social entrepreneurs, are ambitious, purpose-led innovators under the age of 35 who develop products, services, and business models designed to create positive outcomes for both people and the planet.

They operate at the intersection of profit and purpose, tackling complex social and environmental challenges through market-based solutions. These entrepreneurs often emerge from lived experiences and work closely with underserved communities, bringing fresh perspectives, deep local knowledge, and bold ideas that traditional business models may overlook. What sets these entrepreneurs apart is their commitment to embed impact at the core of their enterprise, rather than treating it as an add-on. They measure success not only in terms of financial growth, but also in how well they advance equity, sustainability, and systemic change.

### Why Social Procurement with Young Entrepreneurs Matters Now

Social procurement offers a powerful, underleveraged tool for systemic change. Unlike traditional CSR, which often operates at the margins of core business functions, social procurement embeds impact directly into supply chains. Globally, corporate and government

---

<sup>13</sup> Social Enterprise World Forum. People and Planet First, “People and Planet First verification standards,” accessed September 9, 2025, <https://peopleandplanetfirst.org/verification-overview/#standards>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

procurement accounts for over \$13 trillion annually (OECD, 2021), presenting a massive opportunity to redirect spending toward enterprises that create measurable public good. Young, impact-driven entrepreneurs are uniquely positioned to meet this moment.

According to the World Economic Forum and the Schwab Foundation for Social Entrepreneurship<sup>14</sup>, social entrepreneurs often create jobs faster than other businesses, create more jobs for women than businesses more widely, and are frequently led by young people. Research from the Global Impact Investing Network (GIIN) shows that mission-driven businesses enjoy a competitive advantage that translates into tangible financial benefits, in fact, purpose-driven companies "grow three times faster than their competitors" and "financially outperform the market by 42%"<sup>15</sup>. For SMEs in particular, a study on community engagement highlights that fostering trust, goodwill, and social capital leads to "increased customer loyalty, a positive reputation, and improved financial performance"<sup>16</sup>. This directly challenges the outdated view that prioritizing social or environmental goals comes at the expense of profit; instead, the evidence shows that "profit and purpose are not mutually exclusive; they can, and should, coexist for sustainable success."<sup>17</sup>

Research from Common Good Marketplace corroborates this, stating that "companies that embed social and environmental value into procurement strategies are better positioned to strengthen brand equity and customer loyalty, while meeting rising stakeholder expectations around transparency, equity, and long-term responsibility."<sup>18</sup> Tapping into this demand through procurement channels accelerates innovation and ensures that corporate spending drives value creation for both shareholders and society.

---

<sup>14</sup> World Economic Forum. The State of Social Enterprise: A Review of Global Data 2013–2023. 2024. World Economic Forum, Schwab Foundation for Social Entrepreneurship.

<https://www.weforum.org/publications/the-state-of-social-enterprise-a-review-of-global-data-2013-2023/>

<sup>15</sup> Pro Purpose, "The Power of Purpose: 11 Compelling Benefits of Being a Purpose-Driven Business," Pro Purpose, September 27, 2023, <https://www.propurpose.org/blog/the-power-of-purpose>

<sup>16</sup> Mohammad Ridwan Rumasukun & Muhammad Yamin Noch, "The Role of Community Engagement in SME Management: A Qualitative Synthesis," Golden Ratio of Community Services and Dedication 3, no. 1 (April 2023): 40–48, <https://doi.org/10.52970/grcsd.v3i1.605>

<sup>17</sup> Pro Purpose, "The Power of Purpose: 11 Compelling Benefits of Being a Purpose-Driven Business," Pro Purpose, September 27, 2023, <https://www.propurpose.org/blog/the-power-of-purpose>

<sup>18</sup> Common Good Marketplace. (2025, August 27). Elevating social procurement: New strategic report in partnership with SAP. Retrieved from <https://www.commongoodmarketplace.com/post/elevating-social-procurement-new-strategic-report-in-partnership-with-sap>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

### 2. Methodology

This report draws on a mixed-methods approach that integrates quantitative data, qualitative insights, 1-1 and 1-to few interviews, and secondary research to explore the current landscape of social procurement between corporations and young, impact-driven entrepreneurs. The methodology was designed to capture a diversity of experiences, perspectives, and practices from both buyers and suppliers, with particular attention to barriers, opportunities, and untapped value in procurement systems. Below is a detailed overview of each method of data collection:

#### 1. Survey Data Collection and Analysis

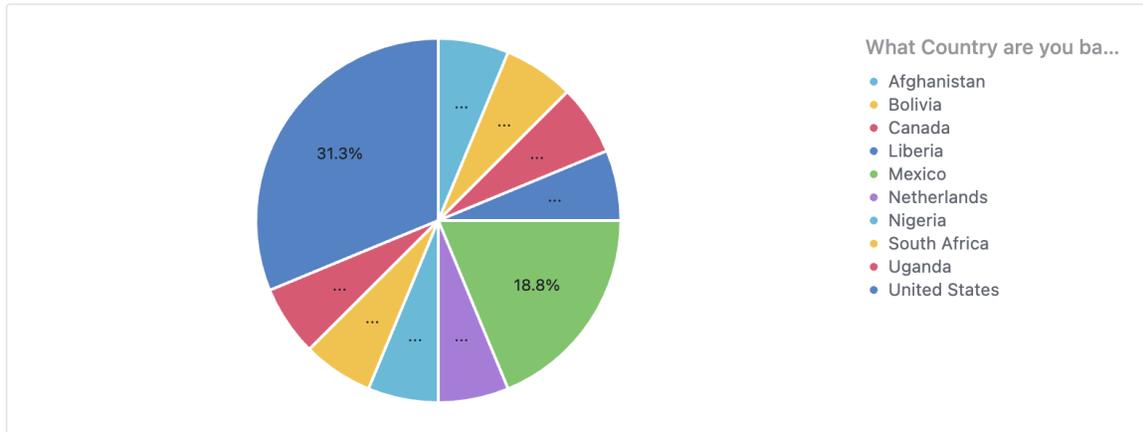
We administered surveys to two primary stakeholder groups:

- Young, impact-driven entrepreneurs
- Procurement leaders

The survey was designed to capture key themes such as procurement readiness, perceived value, challenges in accessing corporate supply chains, and current procurement priorities from the corporate side. Responses were collected across a range of industries and geographic regions to ensure broad representation. Below is a visual representation of all the countries represented in the survey responses. The data was then analyzed to identify patterns, gaps, and emerging trends.

## Geographical Distribution of Business Base

Displays the distribution of business base by country



### 2. Interviews:

We conducted eight 1-1 and 1-to few interviews with young, impact-driven entrepreneurs. These sessions provided space for deeper dialogue and reflection on procurement experiences, barriers to corporate engagement, and ideas for improving access and inclusion. The interviews also surfaced emotional and social dynamics, such as power imbalances, gender biases, and trust gaps, that are not always captured through surveys alone.

### 3. Think Tank Sessions with SAP Spend Management Practitioners:

To facilitate direct engagement between young entrepreneurs and corporate procurement stakeholders, we organized two structured Think Tank sessions in collaboration with SAP. These sessions brought together selected entrepreneurs and SAP Spend Management Practitioners in a facilitated format, allowing entrepreneurs to present their business models and receive real-time feedback from corporate buyers. This setting offered unique insight into how procurement leaders interpret value, risk, and readiness—and gave entrepreneurs a rare opportunity to navigate procurement language and expectations.

SAP's Think Tank Lead also contributed significantly to the data collection process by distributing the survey for procurement professionals we had designed with SPP to all 46 of SAP's Think Tank Members. The majority of the insights they shared are captured in the findings of this report.



Price, Quality, and Impact: Procurement with Young Entrepreneurs

---



**Price, Quality, and Impact: Procurement with Young Entrepreneurs**

---



*Above: Watson Institute Alumni, Nishchal (Nish) Banskota, Founder of Nepal Tea Collective, Presents at the SAP Global Supply Chain Convening in New York City alongside Spend Management Practitioners*



Price, Quality, and Impact: Procurement with Young Entrepreneurs

---





## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

*Above: Founders of Nepal Tea Collective visit Nepal, connecting with team and partners on the ground.*

### 4. Collaboration with Intermediary Organizations

We collaborated extensively with key social enterprise intermediary organizations including ChangemakerXchange, Purchasing with Purchase, People and Planet First, the Sustainable Procurement Pledge, and Social Enterprise World Forum throughout the process of collecting quantitative data and qualitative insights as well as organizing interviews but particularly in the process of conducting secondary research and creating the landscape analysis elaborated upon below. Below is an overview of each intermediary organizations and the support they gave to the report:

- **The Possibilists**: The Possibilists is a global alliance of the world’s largest youth social innovation communities and a growing network of nearly 50 youth organizations operating regionally (i.e. community or country-specific programming). Collectively, they reach hundreds of thousands of young changemakers, activists and social entrepreneurs whose solutions are reaching nearly one billion people worldwide. Through a bi-annual [study](#)<sup>19</sup>, they deliver scientific insight into their lives, work, and needs. Building on the data, they co-create systemic solutions to ultimately improve the conditions for young people driving positive change everywhere.
  - We referenced the Possibilists 2023 and 2025 Global Reports extensively throughout our data collection process and met several times with Matthias Scheffelmeier, Co-Founder and Managing Director, to ask for his insight as we designed our data collection process. We also contributed several questions to the Possibilists 2025 Global Report and some of those insights are reflected in this report.
- **Purchasing with Purpose (PwP)**: PwP unites disparate networks, enterprises, and supporters across the United States that are helping create the next economy. It stewards shared resources and infrastructure and helps build strong local economies that put people and the planet first. By working together, they are able to increase the visibility of the broader movement and open opportunities that no single network or organization

---

<sup>19</sup> The Possibilists. Global Report 2025: Data-driven insights into the lives, work, and needs of young changemakers around the world. Initiated by ChangemakerXchange. Accessed September 9, 2025. <https://thepossibilists.org/2025report/>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

could open on its own. They engage enterprises, buyers, and supporters across the country, share information and resources, and develop local place-based purchasing initiatives.

- We began joining PwP's monthly US Partners Networks Meetings in August 2024, during which we learned that PwP was collecting data on the range of enterprises in the United States putting people and planet first to inform a "Mapping the Movement" report. We have been meeting routinely with their team to compare findings and share best practices from each of our data collection processes. The landscape analysis section of our learning report captures many of the insights of the Mapping the Movement 2025 Research Report.
- **People and Planet First:** People and Planet First is a global verification that includes social enterprises, cooperatives, fair trade enterprises, mutualist organisations, post-growth enterprises, nonprofit businesses, social businesses, regenerative businesses, steward-owned companies, benefit corporations, and any other enterprise that meets the 5 standards.
  - Alongside leaders from People and Planet First, we have guided young, impact-driven entrepreneurs in our network through the process of verification. The insights of these entrepreneurs are reflected throughout this report.
- **Social Enterprise World Forum (SEWF):** SEWF is the leading global organisation dedicated to strengthening the social enterprise movement and the transition to the new economy. Through events, initiatives, and partnerships, they connect and empower social enterprises, policymakers, and purpose-driven organisations to build an inclusive, sustainable economy that puts people and planet first.
  - We applied in January 2025 to present findings from the Learning Report at SEWF25. Since January we have connected with several SEWF team members to confirm speaking engagements which will allow us to present findings from this report and to facilitate a panel discussion focused on how to engage and equip young changemakers to drive and participate in social procurement.
- **Sustainable Procurement Pledge (SPP):** SPP is a global, inclusive grassroots community of procurement professionals from across different industries, academia and governments. They are a community built on learning and collaboration, guided by the principles of The Sustainable Procurement Pledge.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

- We connected with the chairs of SPP USA over the course of the data collection and analysis process. The chairs contributed significant insights, based on their multi-decade career in procurement, which informed the design and distribution of the survey for procurement professionals which directly informed this report.

### 5. Secondary Research

In addition to primary data collection, we conducted desk research to contextualize findings and support our analysis with broader trends and statistics. This included reviewing reports, articles, and datasets from sources such as the OECD, World Economic Forum, Acumen, and the Global Impact Investing Network (GIIN), Ashoka, UNDP, Global Entrepreneurship Monitor and the British Council.

By combining these methods, the report captures both the systemic factors influencing procurement decisions and the lived experiences of entrepreneurs working to gain entry into corporate buying cycles. This triangulation of data sources strengthens the validity of our findings and helps surface actionable insights for more inclusive and impactful procurement practices.

### 3. Landscape Analysis

According to the *State of the Sector* report carried out by Purchasing with Purpose, supported by SAP, and conducted by Just Results (2025), there are over 1.1 million enterprises in the United States that prioritize social and environmental impact<sup>20</sup>. This estimate is based on 2023 IRS data for nonprofits, corporations, LLCs, and partnerships. The *State of the Sector* report highlights that these enterprises are predominantly concentrated in California, Florida, New York, and Texas.

Reflecting broader national trends, the majority of these organizations are small businesses, with 57% earning less than \$500,000 annually and 35% earning between \$500,000 and \$5 million. Most employ fewer than 10 people, while only 3% have more than 250 employees. These enterprises operate under diverse legal structures: while nonprofits remain prevalent, mission-driven for-profit models such as benefit corporations (approximately 10,000), cooperatives (around 30,000), low-profit limited liability companies (L3Cs, about 1,700), social purpose corporations (SPCs, over 1,200), benefit limited liability companies (BLLCs, more than 530), and statutory public benefit limited partnerships (exclusive to Delaware) collectively exceed

---

<sup>20</sup> Purchasing With Purpose, Mapping (accessed September 29, 2025), <https://purchasingwithpurpose.org/mapping/>

## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

43,000 entities. The report notes that although these legal forms facilitate impact-driven goals, designation alone does not guarantee adherence to the People and Planet First standards, which are as follows<sup>21</sup>:

1. **Purpose:** Exists to solve a social or environmental problem
2. **Operations:** Prioritises purpose, people, and planet over profit in operational decisions
3. **Revenue:** Has a self-sustaining revenue model
4. **Use of Surplus:** Reinvests the majority of any surplus towards its purpose
5. **Structure:** Chooses legal structures and financing that protect and lock-in purpose long terms

Nevertheless, emerging policy initiatives, such as proposed tax incentives in Massachusetts, signal increasing institutional support for this sector. Enterprises adhering to the People and Planet First criteria operate across more than 90 sectors, predominantly within services, followed by manufacturing, agriculture and fisheries, and energy and natural resources. Their social and environmental objectives are expressed through both their products and services, for example, support for homeless populations, and their business models, including cooperatives. Survey data from 256 respondents<sup>22</sup> illustrates substantial representation in sectors like education, consulting, health, apparel, food and beverage, and renewable energy. Despite their mission-driven focus, these enterprises compete within conventional markets, underscoring the necessity of balancing business viability with impact goals. The report emphasizes social enterprises' broad cross-industry presence, reflecting the growing integration of social and environmental values throughout the economy.<sup>23</sup>

### Global Landscape of Young Impact Driven Entrepreneurs

A number of global organizations and research initiatives play a critical role in supporting young impact-driven entrepreneurs, helping them scale their innovations and amplify their social and environmental impact across regions and sectors. The Schwab Foundation for Social Entrepreneurship, part of the World Economic Forum, has recognized around 10 million social enterprises globally and over 350 leading social entrepreneurs across 70+ countries which have

---

<sup>21</sup> People and Planet First, Get Verified (accessed September 29, 2025), <https://peopleandplanetfirst.org/get-verified/>

<sup>22</sup> Ibid.

<sup>23</sup> Ibid.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

contributed to 200 million jobs worldwide.<sup>24</sup> Social enterprises generate approximately \$2 trillion annually in revenue and contribute to approximately 2% of global GDP, a contribution nearly twice the size of the \$1.01 trillion advertising industry. As of 2020, these entrepreneurs, many of whom are youth-led, have improved the lives of more than 622 million people by expanding access to healthcare, education, inclusive finance, and environmental solutions.<sup>25</sup>

Similarly, the Global Entrepreneurship Monitor (GEM) tracks entrepreneurial activity in more than 100 countries and notes that early-stage social entrepreneurial activity (SEA) typically ranges from 4% to 10% of the adult population<sup>26</sup>. This trend is even more prominent in developing regions, where a higher concentration of young entrepreneurs are motivated by urgent, need-based innovation<sup>27</sup>.

The Ashoka network, the world's largest platform for system-changing social entrepreneurs according to Skoll<sup>28</sup> and Oliver and Wyman<sup>29</sup>, has supported over 3,800 Ashoka Fellows in 90+ countries. Many of these Fellows begin their work at a young age, and 76% have gone on to influence national policy within just five years of becoming an Ashoka fellow, demonstrating the catalytic potential of youth-led social enterprise<sup>30</sup>.

Between 2017 and 2020, the British Council conducted social enterprise mapping in countries like India, Pakistan, South Africa, Kenya, and Brazil. Their findings highlighted that **a significant proportion of social enterprises are youth- and women-led**, with a strong emphasis on employment generation. In India alone, over 2 million social enterprises were identified under a

---

<sup>24</sup> World Economic Forum, Global Data on Social Entrepreneurship: State of the Sector (accessed September 29, 2025), <https://initiatives.weforum.org/global-alliance-for-social-entrepreneurship/state-of-the-sector>

<sup>25</sup> World Economic Forum, Two Decades of Impact: Schwab Foundation for Social Entrepreneurship (Geneva: World Economic Forum, 2020), <https://www.weforum.org/publications/two-decades-of-impact/>

<sup>26</sup> Global Entrepreneurship Monitor. Special Report on Social Entrepreneurship. 2015. <https://www.gem-spain.com/wp-content/uploads/2015/03/gem-2015-special-report-on-social-entrepreneurship.pdf>

<sup>27</sup> Ibid.

<sup>28</sup> Skoll Foundation. "Ashoka." Skoll.org. Accessed September 9, 2025. <https://skoll.org/organization/ashoka-2/>

<sup>29</sup> Oliver Wyman. "Ashoka." Oliver Wyman – Social Impact. Accessed September 9, 2025. <https://www.oliverwyman.com/our-culture/society/social-impact/ashoka.html>

<sup>30</sup> Ashoka. Unlonely Planet Impact Study 2022. Ashoka, 2022. <https://www.ashoka.org/sites/default/files/2022-02/Unlonely%20Planet%20Report%202022%20%E2%80%93%20Ashoka%20Impact%20Study.pdf>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

broad definition, while 76% of those surveyed in South Africa reported having a positive social impact (British Council, 2020). These statistics point to the outsized role young, impact-driven entrepreneurs play in local economic development and inclusion.

Data from 35 countries and the survey conducted by the Schwab Foundation’s Global Alliance for Social Entrepreneurship<sup>31</sup> highlight that two of the key barriers social enterprises face are limited access to finance and procurement processes. The survey also establishes that “private entities can play a pivotal role by implementing inclusive procurement policies that prioritize the social and environmental impact alongside economic considerations,” demonstrating the need and ability for collaboration between procurement leaders and young, impact-driven entrepreneurs to overcome these barriers.

Finally, a joint report by the United Nations Development Programme (UNDP) and Acumen focused on social enterprises in the Global South underscored the importance of enabling environments for youth-led innovation. Their 2020 study calls for better policy support, blended finance, and capacity-building mechanisms tailored to the specific needs of young social entrepreneurs navigating complex, underserved markets<sup>32</sup>.

Together, these initiatives paint a picture of a robust and growing global ecosystem that increasingly recognizes, supports, and scales the efforts of young, impact-driven entrepreneurs as agents of inclusive and sustainable change.

### 4. Current Realities

As part of our data collection process, we measured the number of young, impact-driven entrepreneurs who had successfully sold into corporations, who had tried but not succeeded, and who had never tried. In addition, we measured the range and average number of corporate partnerships each had engaged in, the range and average revenue gains, and the range in revenue loss. You can find the visual data in its entirety [here](#) and relevant excerpts of it below.

---

<sup>31</sup> World Economic Forum. 2024. *The State of Social Enterprise: A Review of Global Data 2013–2023*. April 18. <https://www.weforum.org/publications/the-state-of-social-enterprise-a-review-of-global-data-2013-2023/>.

<sup>32</sup> United Nations Development Programme and Acumen, Youth Solutions Report 2020 (New York: UNDP, 2020), <https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP-RBAP-SDSN-joint-report-Youth-Solutions-Report-2020.pdf>

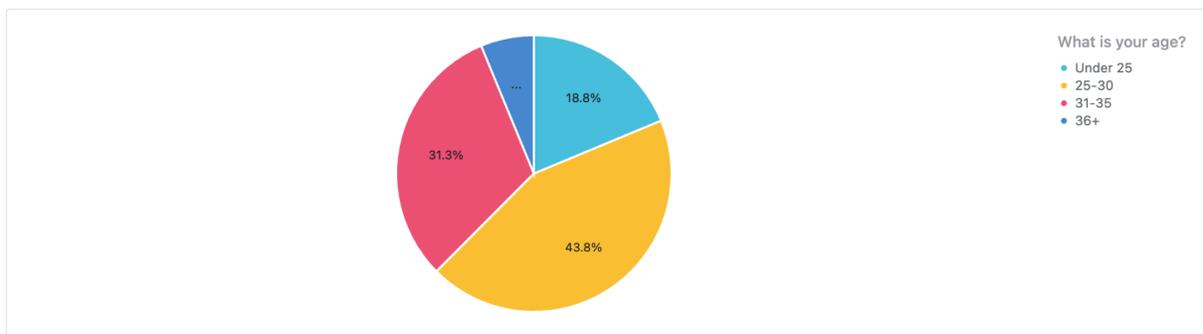
## Price, Quality, and Impact: Procurement with Young Entrepreneurs

Below is the demographic information about the young, impact-driven entrepreneurs and procurement leaders we spoke to and each accompanying visual data breakdown:

The demographic profile of young social entrepreneurs reveals **a concentration in the 25–30 age group (41%)**, followed by those **aged 31–35 (29%)**, **under 25 (24%)**, and a smaller portion **aged 36 and above (6%)**. See the visual data breakdown below.

### Age Distribution of Participants

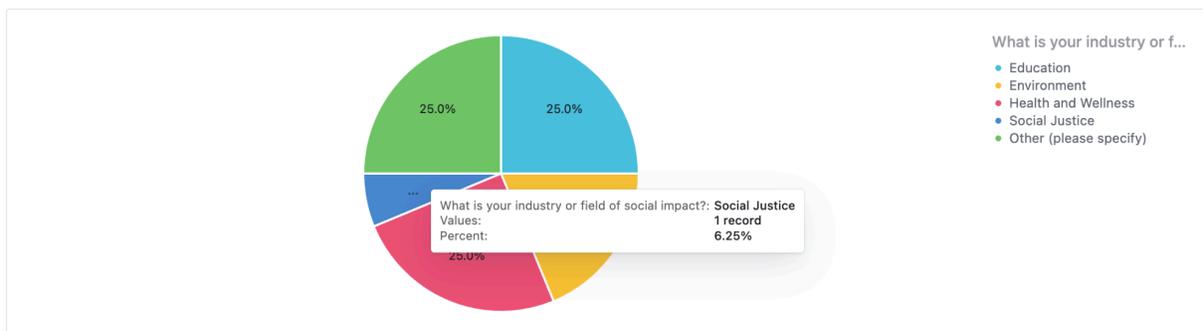
Distribution of participants based on age



These entrepreneurs operate across a range of sectors, with **Education, Health and Wellness, and Other industries each accounting for 24%**, followed by **Environment (18%)**, and **Technology and Social Justice (6% each)**.

### Industry Distribution of Social Impact

Distribution of fields of social impact from the industry or field of social impact question.

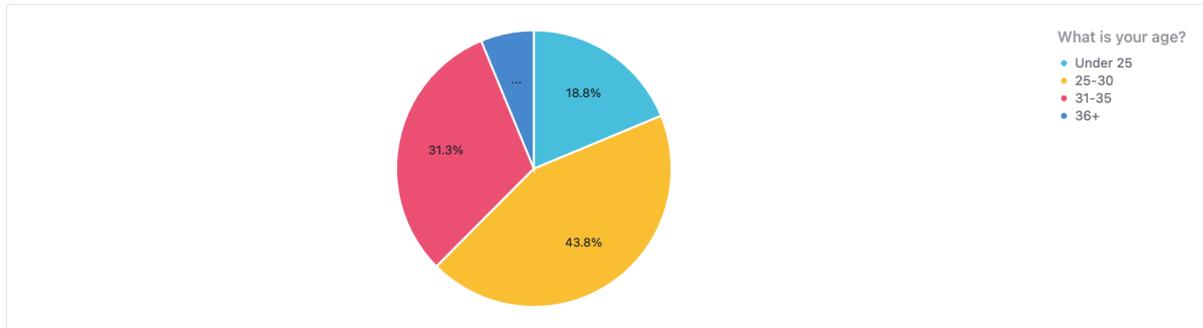


## Price, Quality, and Impact: Procurement with Young Entrepreneurs

In terms of enterprise maturity, **nearly half (47%) have been operating for more than five years, 35% for one to three years, 6% for four to five years, and 12% are in their first year.**

### Age Distribution of Participants

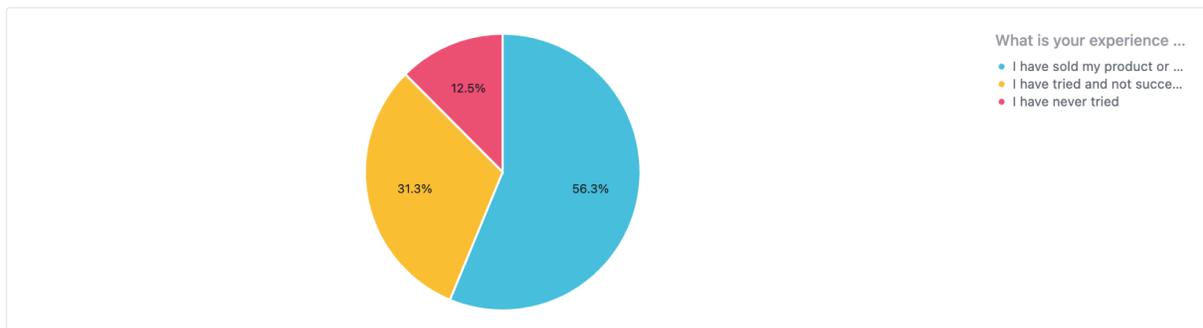
Distribution of participants based on age



Amongst the young, impact-driven entrepreneurs that we spoke with, **56% had successfully sold to corporations, 31% have tried but not succeeded, and 12% have never tried.** For those who had succeeded, the number of corporate partnerships they had engaged in ranged from 2 to 15, with **the average young, impact-driven entrepreneur having successfully engaged in 7 corporate partnerships.**

### Participant Corporate Experience

Distribution of participant experiences with corporations



The revenue gains that young, impact-driven entrepreneurs reported from selling into corporations **ranged from \$1,500 to \$600,000** with the average young, impact-driven



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

entrepreneur reporting **an average of \$170,187.50 in increased revenue as a result of selling into corporations.** On the flip side, the young, impact-driven entrepreneurs who had tried but not succeeded to sell into corporations **estimated a loss in revenue of between about \$7,000 and \$300,000.**

We also attempted to measure the social impact that resulted from young, impact-driven entrepreneurs successfully selling into corporations while acknowledging the difficulties of measuring social impact generally. As detailed in the *Elevating Social Procurement: From Fragmented Initiatives to Scalable Impact* report developed by Common Good Marketplace in partnership with SAP<sup>33</sup>, “Unlike financial performance — measured through established revenue and profit metrics — impact performance still lacks a universal methodology and valuation models” and “the absence of consistent guidance for impact measurement and reporting standards makes it difficult for social enterprises to both quantify and communicate their true impact.” With this in mind, we asked each entrepreneur to self-report on their impact and share their primary form of impact measurement.

Their scale of impact and reporting standard ranged significantly. One enterprise reported **over 1.5 million plastic products were reduced as a result of selling to corporations.** Another reported that **50,000 people were positively impacted as a result of selling to corporations.**

In terms of impact, social enterprises contribute to employment generation, environmental sustainability, educational access, healthcare improvements, and social justice initiatives, and their geographic reach spans globally. Entrepreneurs recommend simplifying procurement processes, enhancing mentorship programs, improving access to corporate decision-makers, increasing transparency in communication, and strengthening capacity-building support. Success stories include partnerships with major corporations like the Royal Dutch Airlines(KLM), engagement with international development organizations, multi-country operational scaling, and revenue achievements exceeding \$600,000 in some cases.

---

<sup>33</sup> Common Good Marketplace, *Elevating Social Procurement: From Fragmented Initiatives to Scalable Impact* (September 3, 2025), <https://www.commongoodmarketplace.com/post/elevating-social-procurement-new-strategic-report-in-partnership-with-sap>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

As part of our data collection process, we also documented the key challenges and barriers young, impact-driven entrepreneurs face when it comes to gaining access to and standing out in a crowded procurement market. We contributed questions to the Possibilists 2025 Global Report and drew insights from the resulting data on the barriers that young, impact-driven entrepreneurs face generally and their willingness and ability to sell into corporations.

When asked in the Possibilists survey to identify their single greatest hurdle they face, changemakers most frequently cited a lack of financial stability<sup>34</sup>. Notably, 53% reported having products or services ready to offer corporate partners and expressed interest in doing so, highlighting a clear opportunity for procurement leaders to engage with them. As the report emphasizes, “Integrating social enterprises and impact-driven businesses into existing value chains can help young changemakers scale their solutions more quickly and sustainably, thus advancing social and environmental impact at a greater pace.”

When we asked the young, impact-driven entrepreneurs we surveyed about their biggest challenges in selling to corporations, they most frequently cited limited access and lack of credibility: 67% cited "Not knowing where to find the right connections", 50% cited a "Lack of access to capital or resources," and 42% cited "Limited awareness or interest from corporations" as a significant challenge. When coupled with the insight from the Possibilists study that a lack of financial stability is the single greatest hurdle to changemakers' success, the data clearly illustrates a "chicken-and-egg" dilemma where entrepreneurs struggle to build a track record or accrue the capital or resources necessary to grow without a first major corporate partnership.

### Case Studies

To better illustrate the success factors, challenges, and benefits that young, impact-driven entrepreneurs have experienced when they have attempted to do business with corporations, we present three case studies.

Tessa is a Founder and CEO of UpStream Education, a US-based non-profit which provides professional development and instructional coaching on tier 1 mental health and social-emotional learning tools. Several corporations, including Morgan Stanley, have purchased

---

<sup>34</sup> The Possibilists, 2025 Global Report: The Impact and Challenges of Young Changemakers, 2025, <https://thepossibilists.org/2025report/>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

UpStream’s coaching model. Tessa largely attributes their success in this manner to the fact Upstream has strong impact data from a third party evaluator. One of the key challenges Tessa cited when it comes to continuing to work with corporations is **structural**: most of the corporations she has worked with give awards which only last for a year which means that she and her team must be searching often for continued sources of funding. Additionally, when asked what benefits she perceived from doing business with corporations, Tessa shared that UpStream Education has seen increased brand recognition as a result of their corporate partnership which has opened up new funding opportunities. From Tessa’s perspective, the benefits of securing a corporate partnership far outweighed the challenges.

Jesca is the Founder and CEO of Farmplus, an East Africa-based social enterprise which trains farmers on sustainable agricultural practices and promotes global food security. Jesca has tried to sell Farmplus’ products to corporations but has not yet succeeded. Similar to Tessa, Jesca also cited that **structural** and **capacity** barriers prevent her success, specifically sharing her team does not have the legal structure or team capacity to fulfill a corporation’s demands. The primary challenges Jesca faced were **cultural**, though. Jesca and her team found that, when they approached corporations regarding potential business deals, the margins were so low that they would limit Farmplus’s ability to do business with smallholder farmers – the very reason they started the business. In Jesca’s own words “If we were to focus on them, we would leave out the reason that we started the business.”

Karime Guillen is the CEO and Founder of Rearvora, a Mexican Company which transforms organic waste into personal care products to promote sustainable tourism. Similar to Jesca, Karime has tried to sell Rearvora products to corporations but has not yet succeeded. Karime cited **age** as one of the primary barriers which prevented her from successfully selling to corporations, and offered an example of when she walked into a business meeting with a procurement leader to discuss a partnership with Reavora and was asked where the real CEO of Reavora was. She also cited **structural** and **informational** barriers and stated that, if she could better understand procurement language and the expectations of procurement leaders, she would be more likely to succeed in selling to them.

## 5. The Corporate Perspective



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

We sought out to better understand the complexities of procurement as well as the expectations of procurement leaders and corporate buyers. We also collected data to further understand the factors that influence procurement decisions, as well as the benefits of buying goods and services from young, impact driven entrepreneurs, specifically. You can find the visual data [here](#).

According to SAP's Procurement Guide,<sup>35</sup> procurement controls somewhere between 40% and 80% of a company's budget. Effective procurement practices enhance risk assessment, supplier oversight, and the potential for value creation within the supply chain. The primary factors considered in procurement decisions are whether a good or service meets an organization's need for the right **price** and **quality**. Procurement is often the first line of defense for reducing cost, and competitive procurement can deliver a company significant cost savings, while quality is key to mitigating risks related to reputation, production, and legal concerns.

In the last decade, corporations have begun aligning procurement purchases with a company's social and environmental goals in a practice which is known as social procurement. Legislative milestones, such as the United Kingdom's Public Services (Social Value) Act 2012<sup>36</sup>, which came into force in January 2013, required public authorities to consider social, economic, and environmental well-being in procurement decisions. Over time, governments and corporations increasingly embedded social value into procurement policies, driven by ESG pressures, stakeholder expectations, and formal guidance such as Procurement Policy Note 06/20<sup>37</sup>. Building on this trend, corporations have started using procurement not just as a business function, but as a strategic lever to advance their social and environmental objectives.

By aligning purchasing decisions with sustainability and human rights standards, companies can meet regulatory obligations—such as Europe's Corporate Sustainability Due Diligence Directive (CSDDD) or California's climate disclosure laws—while capturing the social, economic, cultural, and environmental impacts of every purchase. Social procurement thus enables organizations to achieve both their ESG and broader business goals.

---

<sup>35</sup> SAP. (n.d.). What is procurement? A comprehensive guide. SAP. Retrieved September 29, 2025, from <https://www.sap.com/products/spend-management/what-is-procurement.html>

<sup>36</sup> Public Services (Social Value) Act 2012, c. 3, § 1 (Eng.), available at <https://www.legislation.gov.uk/ukpga/2012/3>

<sup>37</sup> Clinks, Social Value Act (2012), 1 February 2013, available at <https://www.clinks.org/publication/social-value-act-2012>

<sup>38</sup> Stuart Cairns, Embedding Social Value in Procurements, Bird & Bird, October 6, 2022, available at <https://www.twobirds.com/en/insights/2022/uk/embedding-social-value-in-procurements>

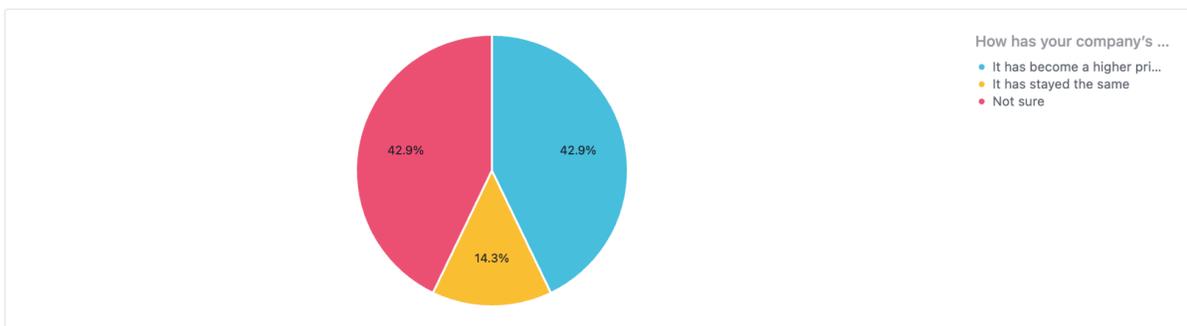
## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

The corporate landscape reveals a growing interest in purchasing goods and services from young, impact-driven entrepreneurs, yet significant implementation challenges persist. Corporations surveyed in our research represent a diverse range of industries: 14% each from technology, manufacturing, and healthcare; 43% from other sectors; and 15% from mixed categories. All participating companies (100%) reported having more than five years of procurement experience, indicating established, mature systems. However, engagement with young impact-driven entrepreneurs remains uneven: while 57% of corporations reported having worked with young impact-driven entrepreneurs, 43% have not. When asked about the evolving importance of social procurement, 43% said it had become a higher priority, another 43% were unsure, and 14% reported no change; none indicated a decrease.

### Evolution of Company's Social Procurement Approach

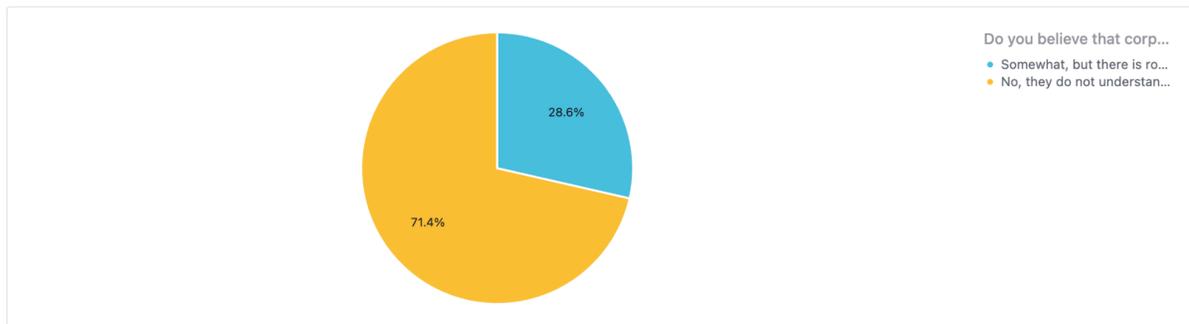
Distribution of responses about the evolution of social procurement approach



Despite this growing interest, many corporations still lack a deep understanding of the value of these partnerships. A striking 71% of corporate leaders reported they do not fully understand the benefits of working with young, impact-driven entrepreneurs, while only 29% said they somewhat understand, indicating an awareness of the benefits of working with young innovators and/or social enterprises but not young, impact-driven entrepreneurs, specifically. Most notably, none of the procurement leaders survey claimed full understanding of the benefits of working with young, impact-driven entrepreneurs, specifically.

### Corporations' Understanding of Benefits

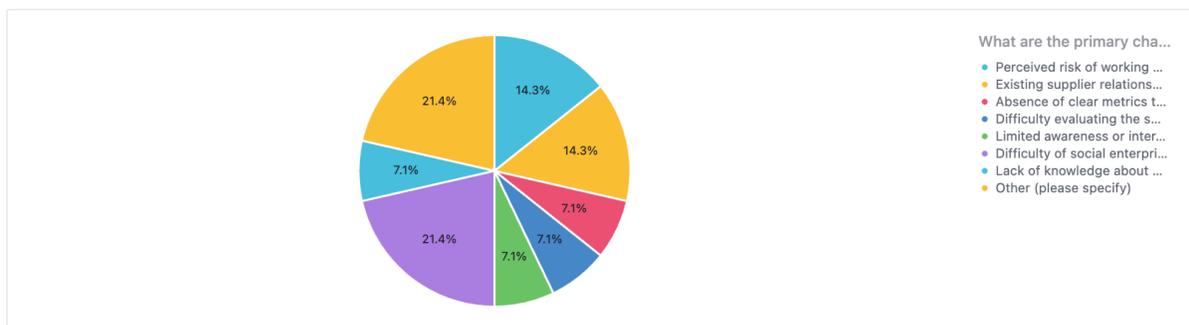
Distribution of responses regarding corporations' understanding of benefits from working with young social enterprises



This knowledge gap is reflected in the challenges that corporate leaders face. The most frequently cited challenge, mentioned by 21.4% of corporate leaders, is concern over the scaling capabilities of young, impact-driven entrepreneurs. Another 14.3% were hesitant to disrupt existing supplier relationships, while an equal proportion pointed to the perceived risk of working with less-established partners. Additional concerns, each cited by 7.1% of respondents, included the absence of clear metrics to evaluate partnership success, limited leadership awareness of social procurement benefits, lack of knowledge about how to engage with social enterprises, and difficulty assessing their social impact.

### Primary Challenges for Young Social Entrepreneurs as Suppliers

Distribution of responses on challenges faced when considering young social entrepreneurs as suppliers



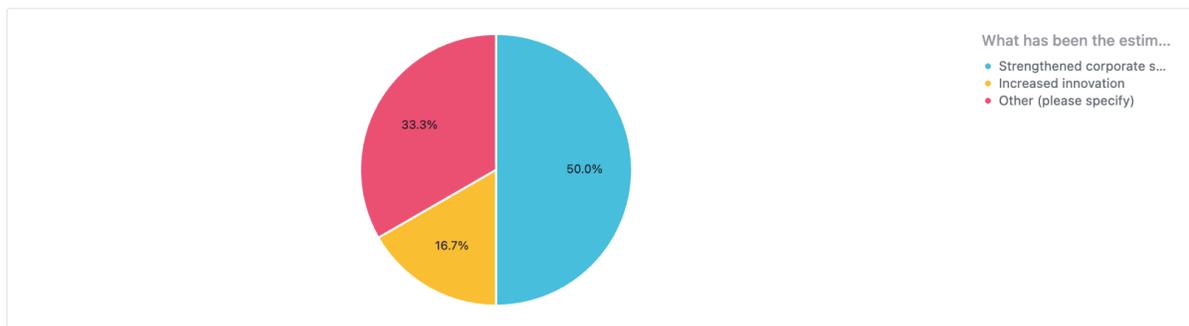
## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Nevertheless, corporations did report a range of benefits from successful engagement. These included strengthened CSR profiles (43%), enhanced brand reputation (29%), and, to a lesser extent, increased innovation, revenue growth, and improved market access (each cited by 14%). Still, there is a disconnect between readiness and execution: although 57% of corporations claimed they were ready to integrate social enterprises into their supply chain, 29% were unsure, and 14% reported they were not ready. Successful partnerships, according to respondents, rely on several key factors: clear alignment with corporate objectives, strong leadership support, effective communication, scalable solutions, and established impact measurement frameworks.

### Estimated Impact on Company from Young Social Entrepreneurs

Distribution of estimated impacts from working with young social entrepreneurs



To address existing gaps, corporations identified several resource and support needs, including training on social procurement, better impact measurement tools, case studies, access to social enterprise networks, and leadership engagement strategies. Looking ahead, emerging trends point to a rising priority for social procurement, an increased focus on measurement and standardization, and greater interest in structured, scalable partnerships. Decision-making remains driven by traditional procurement criteria, price, quality, and supplier reliability, but is increasingly influenced by social and environmental impact and innovation potential, as well.

Anecdotal insights further reinforce these findings. While some partnerships have delivered meaningful financial and social returns, challenges such as system integration, scale-up barriers, internal buy-in, and risk management continue to impede progress. Overall, this data paints a picture of a corporate sector that is cautiously optimistic but still struggling to move from intention to implementation.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

The contrast between the 57% of corporations reporting readiness to integrate young, impact-driven entrepreneurs into their supply chain and the 71% admitting they don't fully understand the benefits of doing so underscores a critical gap, one that must be bridged through better communication, clearer metrics, improved support structures, and more structured engagement processes to fully realize the potential of social procurement.

### Comparison Data of How Young Impact-Driven Entrepreneurs & Corporations View the Opportunity for Social Procurement

Category	Impact-Driven Entrepreneurs (Under -35)	Corporations
<b>Overall Perspective on Social Procurement</b>	<ul style="list-style-type: none"> <li>View social procurement as a path to <b>growth, funding, and impact</b></li> <li>Seek <b>mentorship and market access</b></li> <li>Emphasize <b>value alignment</b> in partnerships</li> </ul>	<ul style="list-style-type: none"> <li>View it as part of <b>CSR, innovation, and market strategy</b></li> <li>Focus on <b>brand value, revenue, and reputation</b></li> <li>Emphasize <b>alignment with corporate goals</b></li> </ul>
<b>Procurement Priority</b>	<ul style="list-style-type: none"> <li>Believe engagement will become <b>easier</b></li> <li>Want to better understand corporate processes</li> </ul>	<ul style="list-style-type: none"> <li>43% say it's a growing <b>priority</b></li> <li>43% are <b>unsure</b>, 14% see no change</li> <li>0% report <b>decreased priority</b></li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>53% have successfully sold to corporations</li> <li>47% have been operating for over 5 years</li> <li>12% in their first year</li> </ul>	<ul style="list-style-type: none"> <li>100% of procurement leaders have been procuring or more than 5 years</li> <li>57% have engaged with social enterprises</li> <li>43% have not</li> </ul>

## Price, Quality, and Impact: Procurement with Young Entrepreneurs

<b>Top Benefits Identified</b>	<ul style="list-style-type: none"> <li>• Access to capital</li> <li>• Increased visibility</li> <li>• Capacity-building through mentorship and networks</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation, brand value, and CSR gains</li> <li>• New market access</li> <li>• Revenue growth</li> </ul>
<b>Key Challenges</b>	<ul style="list-style-type: none"> <li>• Limited access to the right connections</li> <li>• Scaling operations</li> <li>• Procurement language/process barriers</li> <li>• Limited capital</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived risks with young suppliers</li> <li>• Entrenched supplier relationships</li> <li>• Leadership buy-in</li> <li>• Impact measurement difficulties</li> </ul>
<b>Readiness Level</b>	<ul style="list-style-type: none"> <li>• Eager but often lack procurement know-how and networks</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed readiness</li> <li>• Need better engagement processes and evaluation metrics</li> </ul>
<b>Success Factors</b>	<ul style="list-style-type: none"> <li>• Alignment with corporate values</li> <li>• Support from intermediaries</li> <li>• Past success stories</li> <li>• ROI clarity</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership support</li> <li>• Structured communication</li> <li>• Scalable solutions</li> <li>• Measurable impact</li> </ul>
<b>Resource Needs</b>	<ul style="list-style-type: none"> <li>• Mentorship &amp; networking</li> <li>• Training on procurement</li> <li>• Access to capital and market data</li> </ul>	<ul style="list-style-type: none"> <li>• Training on social procurement</li> <li>• Impact tools</li> <li>• Access to SE networks</li> <li>• Leadership engagement tools</li> </ul>
<b>Future Outlook</b>	<ul style="list-style-type: none"> <li>• Optimistic about greater engagement opportunities</li> <li>• Focused on scaling and</li> </ul>	<ul style="list-style-type: none"> <li>• Planning enhanced programs, better metrics, and more engagement with</li> </ul>

## Price, Quality, and Impact: Procurement with Young Entrepreneurs

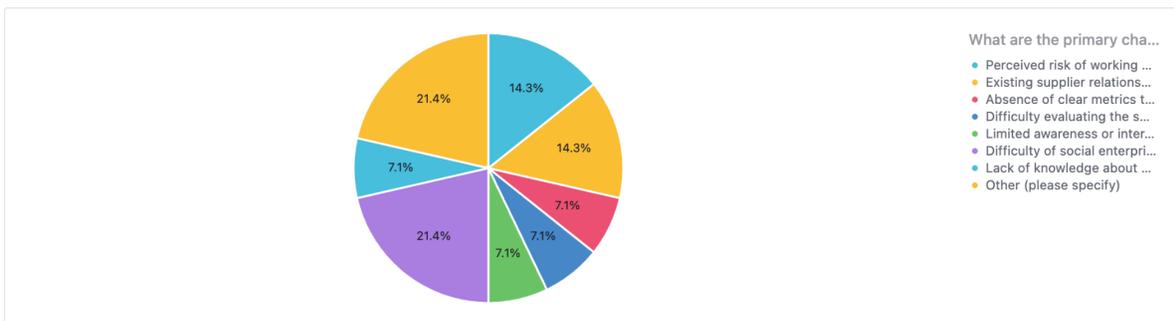
	sustainability	young entrepreneurs
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>Revenue generation (avg. \$170,187.50)</li> <li>Social impact (jobs, education, environment)</li> </ul>	<ul style="list-style-type: none"> <li>Financial, social, and brand impact</li> <li>Innovation outcomes and market expansion.</li> </ul>

This comparative analysis reveals a complementary but misaligned ecosystem. Corporations possess well-established procurement systems and experience (with 100% having procured for 5+ years), yet often lack internal structures to support engagement with young, impact driven entrepreneurs. Meanwhile, young, impact-driven entrepreneurs, while ambitious and innovative (53% have engaged with corporations and generate average revenues of \$170,187.50), still face foundational barriers like difficulties scaling as well as accessing capital and decision-makers.

Despite these differences, both parties agree on the value of social procurement, the need for better measurement, simplified processes, and clearer communication. Addressing these shared barriers will unlock shared value, financial benefits and drive inclusive economic impact. You can find the visual data comparing the challenges faced by both parties [here](#) and below.

### Challenges in Social Procurement

Distribution of challenges faced by companies in social procurement



## 6. Key Insights



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Through the data collection process, several key insights emerged regarding what is and what is not working in the relationships between young, impact-driven entrepreneurs and corporations. Each of these insights are detailed below.

### **Corporations Value Innovation and Social Impact, but Struggle with the Process**

Procurement leaders express a clear desire to partner with young, impact-driven entrepreneurs, viewing them as a source of innovation and a means to strengthen their CSR profile. Procurement leaders describe young, impact-driven entrepreneurs as "ideal partners" due to their "innovative products/services." At the same time, 43% of procurement leaders surveyed reported challenges in working with young, impact-driven partners, citing concerns about their ability to scale and meet rigorous supply chain requirements. Thus, while corporations desire to work with and perceive the value of working with young, impact-driven entrepreneurs, they also perceive barriers to working with them, specifically around their abilities to meet rigorous supply chain requirements and to scale.

### **Access and Credibility are the Biggest Hurdles for Young Entrepreneurs**

From the perspective of young, impact-driven entrepreneurs, the biggest barriers to entry are not about their ability to scale or meet such requirements, but rather about access and credibility. When asked to identify their biggest challenge in working with corporations, 67% cited "Not knowing where to find the right connections", 50% reported a "Lack of access to capital or resources," and 42% noted "Limited awareness or interest from corporations. When combined with the Possibilists' 2025 Global Study—which found that a lack of financial stability is the single greatest hurdle to changemakers' success—the data highlights a classic 'chicken-and-egg' dilemma: entrepreneurs cannot build a track record or secure the capital and resources needed to grow without first landing a major corporate partnership."

### **When It Comes to Impact, Age is Viewed as a Liability Rather than an Asset**

A core finding is that procurement, a historically risk-averse field, often views young age as a liability rather than an asset. Young, impact-driven entrepreneurs frequently face hurdles related to perceived inexperience, unreliability, and a lack of capacity to meet corporate demands. Steve Jobs, Steve Wozniak, Larry Page, Sergey Brin, Mark Zuckerberg (see page 2), and other young entrepreneurs from Silicon Valley who founded and scaled some of the largest companies in the world are examples of when the benefits of investing in young entrepreneurs far exceed the risks.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Though there are examples of impact-driven entrepreneurs who have scaled partnerships with some of the largest companies in the world, they have not yet become household names in the way that Steve Jobs, Mark Zuckerberg, and others have. This report aims to fill that gap and foster greater awareness of the benefits of doing business with young, impact-driven entrepreneurs by sharing examples of long-term, successful partnerships between corporations and young-impact-driven entrepreneurs. These examples demonstrate that when companies are willing to take a chance on emerging young entrepreneurial talent, **they can unlock meaningful, brand-aligned social impact and innovation, as well as business growth.**

### 7. Case Study

To highlight an example of when the benefits of procuring from a young, impact-driven entrepreneur outweighed the risks, and to identify the factors behind a successful corporate partnership, we spoke with Moe Raghnhild, Manager of Spa, Fitness & Wellness at the Four Seasons Hotel and Resorts flagship location in Toronto, and Joshua Van Den Hurk, Founder of Bamboovement. Bamboovement produces everyday disposable plastic items (like toothbrushes, cotton buds, razors, and oral-care kits) with innovative, plastic-free alternatives made primarily from bamboo or biomass-based materials to reduce plastic pollution. Moe and Joshua have built a partnership where the rewards have surpassed the risks.

When we spoke with Moe, we came to learn that working at the Four Seasons Flagship location meant that she and her team bear responsibility for representing the brand and the company and “steer the ship in terms of innovation.” As a result, enhanced product innovation and brand enhancement were cited by Moe as key factors influencing all of the procurement decisions made at the Four Seasons’ Flagship Property.

When Moe began working at the Flagship Four Seasons, she learned they were giving out between 50 and 100 plastic razors complimentary each day and she was motivated to adopt a procurement practice which better reflected the Four Seasons’ commitment to sustainability as well as current market trends. After a decade of experience in the hospitality industry, Moe knew that the company would not accept a pricier option, as they must be rational about the bottom line of the business. Therefore, alongside sustainability, brand enhancement, and innovation, Moe also weighed price and quality when seeking a replacement for the razors currently in use.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Moe did some research online and discovered Bamboovement: a company which produces everyday disposable plastic items (like toothbrushes, cotton buds, razors, and oral-care kits) with innovative, nearly plastic-free alternatives made primarily from bamboo or biomass-based materials to reduce plastic pollution. When she reached out to Bamboovement to inquire about their wholesale pricing, she discovered it was founded and led by a young, impact-driven entrepreneur named Joshua Van Den Hurk. Moe was immediately impressed by Joshua's flexibility. She found him and his team super accommodating throughout the procurement process and especially around the price negotiation. Their partnership with Bamboovement has helped the Four Seasons to eliminate thousands of plastic razors and a portion of the proceeds have gone to support Indigenous Youth Roots - IYR (Formerly CRE), a Canadian organization supporting Indigenous youth through cultural preservation and leadership programs.

Moe attributes a large part of the overall success, impact, and longevity of the Four Seasons's partnership with Bamboovement to the company's **innovation**, **flexibility**, and **storytelling**.

On the topic of **innovation**, Moe shared that:

“As the Four Seasons, our job is to think so the guests don't have to think but Joshua and Bamboovement really did that part for us – they are always 5 steps ahead, asking what new amenities they can provide for us.”

On the topic of **flexibility**, Moe shared that:

“Joshua and his team at Bamboovement were super transparent through their entire procurement process. It was clear to see that they were passionate so I knew that they would perform and accommodate.”

On the topic of **storytelling**, Moe shared that:

“In today's market, storytelling and brand recognition is everything – corporations are increasingly looking for purpose driven partnerships to drive both. This does that.”

We also spoke with Joshua to understand from his perspective the factors that have made Bamboovement's multi-year partnership with the Four Seasons and its other corporate partners, including KLM, so successful. Joshua started Bamboovement with his brother AINU van den Hurk when he was only 23. Their mission remains to inspire people around the world to live more



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

sustainable lives. In addition to producing and selling unique and eco-friendly personal care products as an alternative to daily use of plastic items, Bamboovement also plants trees to offset carbon emissions and supports various non-profit projects to move to a plastic-free world.

Joshua shared that Bamboovement currently sells their products to large hotel chains including the Four Seasons, large airlines including KLM, and large retailers. According to Joshua, two of the factors that have made its partnerships with these corporations successful are **each corporation having young leaders on the procurement team** and a **non-hierarchical organizational structure**. For instance, Joshua and his team tried for many years to secure a partnership with KLM, but it was not until KLM made several structural changes so that it had a younger purchasing team and less of a hierarchical structure that they signed on a partnership with Bamboovement. Joshua and his team noticed that the younger purchasing team was focused more on innovation, sustainability, and impact than the previous team had been, and attributes those factors to be a large part of what has made Bamboovement's multi-year partnership with KLM so successful. Similarly, Joshua attributes a great degree of the success of Bamboovement's multi-year partnership with Four Seasons to Moe's age and values of innovation, sustainability, and impact.

Joshua offered candid recommendations to other young, impact-driven entrepreneurs looking to do business with leading corporations. From his perspective, most procurement decisions continue to be driven primarily by price, but young, impact-driven entrepreneurs have a unique opportunity to pitch their products as more valuable because they contain what he describes as **"a social story."** He recommends to young, impact-driven entrepreneurs that, in addition to offering great quality products at a great price point, they also do diligent research into the values of the specific company they are looking to work with and then tailor their social story to meet those values. From Joshua's perspective, a **compelling story is the most effective business pitch an entrepreneur can make** and it often falls along the lines of "By switching from product A to product B, [in addition to saving money and retaining quality], you can create this much impact on a local level."

Joshua also recommended bringing along an older, informal advisor to key business meetings with potential corporate partners, as their presence can help a corporate partner take a young, impact-driven entrepreneur more seriously.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Looking back at his own experience, Joshua has empathy for corporate procurement leaders who have hesitation around doing business with young, impact-driven entrepreneurs. He admitted candidly that, when he began Bamboovement, he had just finished university and knew little about setting up a business so there was a chance that things wouldn't work out. However, Bamboovement's enormous growth over the past eight years and their long-term partnerships with airline and hotel giants like KLM and Four Seasons, illustrates the high return on investment for those procurement leaders who are willing to procure from a young, impact-driven entrepreneur.

When we asked Moe about her outlook on the future of Bamboovement's partnership with the Four Seasons and procuring from young, impact-driven entrepreneurs in general, she shared that she feels confident that the Four Seasons's partnership with Bamboovement has established a foundation for sustainable, long-term growth. It has inspired in her and her team a commitment to continue procuring from young, impact-driven entrepreneurs. Additionally, when she was asked if there was any advice she would offer to her peers in corporate procurement, she shared:

*“A lot of corporations can find it scary to trust younger entrepreneurs, but they need to remember themselves at that age and they need to remember that **younger entrepreneurs can build faster and accomplish more earlier on.**”*

In summary, procurement leaders cited business growth, brand enhancement, innovation, and measurable social impact as key benefits of doing business with young, impact-driven entrepreneurs and flexibility, innovation, and compelling storytelling as key factors driving successful partnerships. From the entrepreneur's perspective, aligning social stories with a company's values, pricing competitively, and bringing in experienced advisors to build credibility are key factors driving successful partnerships with corporations. In addition, younger, less hierarchical corporate procurement teams are often more open to innovation and social value creation. The long-term success of partnerships like Bamboovement's with the Four Seasons demonstrates that when companies are willing to take a chance on emerging young entrepreneurial talent, they can unlock meaningful, brand-aligned social impact, innovation, as well as business growth.

## 8. Future Outlook



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Through our data collection process, we gathered insights from young, impact-driven entrepreneurs and procurement leaders on the value of doing business with each other.

### **Collaborating with Young Entrepreneurs Deliver Social and Business Value**

The data challenges the perception that corporate social responsibility is a cost, providing evidence that a clear business case can deliver both financial and social benefits. The Four Seasons Spa Toronto, for instance, found their partnership with the young entrepreneurs behind Bamboovement to be "both practical and valuable" from a financial perspective, as their pricing was "flexible and competitive - comparable to conventional suppliers". This partnership also delivered significant social impact benefits, such as enhancing guest satisfaction and aligning with the company's commitment to the community. This case demonstrates a compelling model where business value and social impact are integrated, not separate.

### **Partnerships Can Help Mitigate Supply Chain Risk and Enhance Brand Reputation**

While corporations expressed concerns about scalability, the data shows that successful partnerships with young, impact-driven entrepreneurs can ultimately help them build more resilient and trustworthy supply chains and enhance brand reputation. A recent report from Common Good Marketplace<sup>39</sup> corroborates this, stating that "companies that embed social and environmental value into procurement strategies are better positioned to strengthen brand equity and customer loyalty, while meeting rising stakeholder expectations around transparency, equity, and long-term responsibility" This confirms that a powerful, authentic story of impact is a valuable asset that can be gained by partnering with young, impact-driven entrepreneurs.

### **Corporations Need to Simplify and Be More Flexible to Bridge the Gap**

There is a strong consensus from both sides on the need for systemic changes to improve collaboration and reap its benefits. Young entrepreneurs consistently requested resources such as "Networking opportunities with decision-makers" and "Case studies of successful collaborations" to help overcome their challenges. On the other hand, corporations acknowledged that adjustments were needed in their procurement processes. One respondent

---

<sup>39</sup> Common Good Marketplace. (2025, August 27). Elevating social procurement: New strategic report in partnership with SAP. Retrieved from <https://www.commongoodmarketplace.com/post/elevating-social-procurement-new-strategic-report-in-partnership-with-sap>



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

from Moeve summarized this by stating, "It's important to build a strong partnership to reduce the distance between big corporations and start ups". Both sides agree that simplifying complex processes and increasing flexibility are essential to fostering mutually beneficial partnerships.

### 9. Recommendations

To foster mutually beneficial partnerships between corporations and young, impact-driven entrepreneurs, we offer a series of recommendations aimed at simplifying and clarifying procurement expectations for smaller enterprises and increasing flexibility. Our recommendations fall into three broad categories, each of which is detailed further below.

#### Clear Metrics

Procurement leaders expressed a clear desire for the implementation of established impact measurement frameworks and financial and quality to make it easier for young, impact-driven entrepreneurs to be included in purchasing decisions and integrated within their supply chains. Over 70% of the procurement leaders surveyed cited the need for increased awareness of the benefits of working with young, impact-driven entrepreneurs. 57% cited more data is needed on the return on investment from engaging in business with young, impact-driven entrepreneurs.

In regards to clear metrics, we recommend to corporate procurement leaders these resources:

- [The Guide by SPP](#): Launched by SPP in 2023, The Guide is a practical tool which contains best practices, case studies, and hands-on, actionable solutions, real-world examples and success stories for procurement professionals who are committed to impact.
- [Mapping the Movement Dashboard](#) Data collected through the Mapping the Movement research initiative and future initiatives on the size, scale, and impact data social enterprises in the United States are currently hosted in a publicly available dashboard maintained by Good Market, a digital commons for purpose-driven enterprises.
- [Good Market Directory](#): Good Market is a curated community of social enterprises, cooperatives, responsible businesses, civic organizations, networks, and changemakers. Their directory contains the listings of over 4,800 registered enterprises across 122 countries globally and significant data on the impact of each enterprise.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

- [Power of Partnership: Corporate-Youth Innovation in Action The Social Shift Study Series](#): a five part in-depth exploration of how corporations can effectively engage with young changemakers and create sustainable value exchange that benefits both parties, as well as the benefits reaped by working in partnership with young changemakers.

### Capacity Building

Young, impact-driven entrepreneurs expressed an overwhelming desire for training, mentorship, and capacity building resources to increase their ability to understand corporate procurement processes and to successfully sell into corporations: 71% of the young, impact-driven entrepreneurs we spoke to indicated a need for training on procurement processes, 64% requested access to mentors and advisors, and 57% highlighted the importance of understanding corporate procurement language.

We recommend these trainings and mentorship networks to young-impact driven entrepreneurs:

- [The Possiblits' Directory](#): A global database of grant-making, capacity building and support programs for young changemakers which include mentorship opportunities.
- [Watson Institute's Impact Fellowships](#): A wide array of corporate-sponsored venture and leadership development programs designed to deepen the impact of entrepreneurs by equipping them with the training, mentorships, and capacity building resources to scale.
- [SEWF's Resource Library](#): A curated library of policies, strategies, and studies for social enterprise capture national, regional and local action on social enterprise development. This extensive collection of global social enterprise resources is always expanding.
- [SPP's Video Library](#): A series of videos curated by SPP in which sustainable procurement professionals discuss and share knowledge, best practice and experiences.

### Internal Advocacy

For both procurement leaders and young, impact-driven entrepreneurs, we recommend developing internal champions who can educate leadership, disrupt legacy supplier relationships, and advocate for impact-driven partnerships as essential for sustained success.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

### Integrated Social Procurement Capacity Building Resource

In addition to the recommendations outlined above, we also recommend the creation of a centralized, digital platform designed to equip young, impact-driven entrepreneurs with the tools, knowledge, and access they need to become procurement-ready—while also enabling corporate partners to identify and engage high-potential suppliers and access case studies proving the ROI of these partnerships. Grounded in the insights from this report, this resource will serve both the supply and demand sides of the social procurement ecosystem.

Key components of this integrated social procurement capacity building resource include:

- **Industry-Specific Training Modules:** Interactive content tailored to demystify corporate procurement processes, including sector-specific terminology, compliance expectations, and procurement cycles.
- **Hands-On Practical Workshops:** Support for developing compelling corporate proposals, pricing models, and negotiation strategies, guided by experts from SAP and across sectors.
- **Open Impact Series & SAP-Sponsored Speaker Events:** A curated library of recorded videos and publicly accessible sessions featuring procurement officers, corporate partners, experienced social entrepreneurs, educators, and SAP Think Tank members. These sessions address common challenges and share pathways to success, responding directly to the top insights from this report. All content will be available asynchronously on the platform for flexible access.
- **Connecting Young Entrepreneurs to the SAP Business Network:** Procurement-ready alumni and other top impact-driven entrepreneurs from Watson Institute and partner organizations (e.g., SPP, PwP) will be showcased through the SAP Business Network when they register and self-identify their People and Planet First social enterprise verification, among other certifications and verifications. This approach leverages the existing SAP ecosystem representing \$6.1T in annual commerce transactions across 190 countries, and enhances entrepreneurs' discoverability to corporate buyers. reinforces our connection to SAP's broader business connectivity tools—avoiding duplication while maximizing impact.
- **Connecting Young Entrepreneurs to Intermediaries:** Intermediaries and ecosystem builders like The Possiblists, PwP, SPP, and SEWF play a crucial role in bridging the gap



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

between young entrepreneurs and procurement leaders by activating their networks for more intentional connections. By connecting young entrepreneurs to these organizations, we can offer them more resources including templates, training, and case studies to demystify procurement and further reduce barriers to procurement.

- **Entrepreneur Profiles, Stories & Data Insights:** Entrepreneurs will build standardized, easy-to-navigate profiles showcasing their offerings, outcomes, and operational capacity—designed to meet corporate buyer expectations. This will be complemented by a dynamic repository of case studies and ROI data highlighting successful social procurement partnerships to illustrate the business benefits and social value of engaging in procurement with young, impact-driven entrepreneurs. Embedded within the platform, an interactive version of the Report will provide users with access to trends, insights, and engagement metrics to strengthen the business case for social procurement.

## 10. Conclusion

The evidence is clear: when corporations choose to procure from young, impact-driven entrepreneurs, they don't just diversify their supply chains—they unlock innovation, resilience, and authentic impact that strengthens both business performance and society. The time has come to move beyond good intentions and procedural inertia.

We call on procurement leaders to take bold steps: simplify processes, adopt clear impact metrics, and champion partnerships that prioritize price, quality, and impact. Likewise, we urge young entrepreneurs to lean into storytelling, credibility-building, and alignment with corporate values to demonstrate their unique value.

By opening doors on both sides, we can accelerate a new procurement paradigm—one where corporations meet their strategic goals while investing in the next generation of changemakers. The choice is in front of us: remain bound by legacy systems, or seize this moment to build supply chains that deliver prosperity and purpose in equal measure.

Now is the time—let's act together to embed impact into procurement and shape a future where business growth and social good are inseparable.

## Bibliography

Ashoka. *Unlonely Planet Impact Study* 2022. Ashoka, 2022. <https://www.ashoka.org/sites/default/files/2022-02/Unlonely%20Planet%20Report%202022%20%E2%80%93%20Ashoka%20Impact%20Study.pdf>.

Buy Social Canada. “What is Social Procurement?” Accessed September 26, 2025. <https://www.buysocialcanada.com/learn/what-is-social-procurement/>.

Cairns, Stuart. “Embedding Social Value in Procurements.” Bird & Bird, October 6, 2022. <https://www.twobirds.com/en/insights/2022/uk/embedding-social-value-in-procurements>.

Clinks. *Social Value Act (2012)*. February 1, 2013. <https://www.clinks.org/publication/social-value-act-2012>.

Common Good Marketplace. *Elevating Social Procurement: From Fragmented Initiatives to Scalable Impact*. September 3, 2025. <https://www.commongoodmarketplace.com/post/elevating-social-procurement-new-strategic-report-in-partnership-with-sap>.

Common Good Marketplace. “Elevating Social Procurement: New Strategic Report in Partnership with SAP.” August 27, 2025. <https://www.commongoodmarketplace.com/post/elevating-social-procurement-new-strategic-report-in-partnership-with-sap>.

Deloitte Global. “The Deloitte Global 2022 Gen Z and Millennial Survey.” May 18, 2022. <https://www.deloitte.com/global/en/issues/work/genzmillennialsurvey-2022.html>.

Gallagher, Leigh. *The Airbnb Story*. Boston: Houghton Mifflin Harcourt, 2017.

Global Entrepreneurship Monitor. *Special Report on Social Entrepreneurship*. 2015. <https://www.gem-spain.com/wp-content/uploads/2015/03/gem-2015-special-report-on-social-entrepreneurship.pdf>.

Isaacson, Walter. *Steve Jobs*. New York: Simon & Schuster, 2011.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Kirkpatrick, David. *The Facebook Effect*. New York: Simon & Schuster, 2010.

Levy, Ari. “Google Got Its Start with a \$100,000 Check from Andy Bechtolsheim.” *CNBC*, September 7, 2017. <https://www.cnbc.com/2017/09/07/google-got-its-start-with-a-100000-check-from-andy-bechtolsheim.html>.

Loth, Richard. “Mike Markkula: Apple’s Unsung Hero.” *Investopedia*, September 11, 2019. <https://www.investopedia.com/articles/financialcareers/08/apple-founder-markkula.asp>.

McMillan, Robert. “How Dropbox Was Started, According to Its Founders.” *Wired*, October 16, 2013. <https://www.wired.com/2013/10/what-i-learned-y-combinator/>.

Oxfam. *Survival of the Richest: How We Must Tax the Super-Rich Now to Fight Inequality*. 2023. <https://www.oxfam.org/en/research/survival-richest>.

People and Planet First. “Get Verified.” Accessed September 29, 2025. <https://peopleandplanetfirst.org/get-verified/>.

PDI Technologies. “Report Finds Consumers Willing to Pay More for Sustainability.” PDI Technologies, April 26, 2023. <https://pditechnologies.com/news/consumers-willing-pay-more-sustainability/>.

Pro Purpose. “The Power of Purpose: 11 Compelling Benefits of Being a Purpose-Driven Business.” Pro Purpose, September 27, 2023. <https://www.propurpose.org/blog/the-power-of-purpose>.

Purchasing With Purpose. “Mapping.” Accessed September 29, 2025. <https://purchasingwithpurpose.org/mapping/>.

Public Services (Social Value) Act 2012, c. 3, § 1 (Eng.). <https://www.legislation.gov.uk/ukpga/2012/3>.

Rodriguez, Salvador. “Peter Thiel Was the First Big Investor in Facebook—Here’s How That Bet Paid Off.” *CNBC*, May 15, 2020. <https://www.cnbc.com/2020/05/15/peter-thiel-first-facebook-investor-made-billion.html>.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Rumasukun, Mohammad Ridwan, and Muhammad Yamin Noch. “The Role of Community Engagement in SME Management: A Qualitative Synthesis.” *Golden Ratio of Community Services and Dedication* 3, no. 1 (April 2023): 40–48. <https://doi.org/10.52970/grcsd.v3i1.605>.

SAP. “What is Procurement? A Comprehensive Guide.” SAP. Accessed September 29, 2025. <https://www.sap.com/products/spend-management/what-is-procurement.html>.

Shaw, K., and A. Sørensen. “Coming of Age: Watching Young Entrepreneurs Become Successful.” *Labour Economics* 77 (2022): Article 102033. <https://doi.org/10.1016/j.labeco.2021.102033>.

Skoll Foundation. “Ashoka.” Skoll.org. Accessed September 9, 2025. <https://skoll.org/organization/ashoka-2/>.

Social Enterprise World Forum. People and Planet First. “People and Planet First Verification Standards.” Accessed September 9, 2025. <https://peopleandplanetfirst.org/verification-overview/#standards>.

Stanford University, An Impact Lexicon. “Social Impact.” Social Entrepreneurship Hub, Stanford Graduate School of Business. Accessed September 9, 2025. <https://sehub.stanford.edu/impact-lexicon#S>.

The Possibilists. *2025 Global Report: The Impact and Challenges of Young Changemakers*. 2025. <https://thepossibilists.org/2025report/>.

The Possibilists. *Global Report 2025: Data-Driven Insights into the Lives, Work, and Needs of Young Changemakers Around the World*. Initiated by ChangemakerXchange. Accessed September 9, 2025. <https://thepossibilists.org/2025report/>.

UNICEF USA. “UNICEF Backs Young Innovators to Tackle the Climate Crisis.” *Forbes*, April 17, 2024. <https://www.forbes.com/sites/unicefusa/2024/04/17/unicef-backs-young-innovators-to-tackle-the-climate-crisis/>.

United Nations Development Programme and Acumen. *Youth Solutions Report 2020*. New York: UNDP, 2020. <https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP-RBAP-SDSN-joint-report-Youth-Solutions-Report-2020.pdf>.



## Price, Quality, and Impact: Procurement with Young Entrepreneurs

---

Vise, David A., and Mark Malseed. *The Google Story*. New York: Delta Trade, 2006.

World Economic Forum. *Global Data on Social Entrepreneurship: State of the Sector*. Accessed September 29, 2025. <https://initiatives.weforum.org/global-alliance-for-social-entrepreneurship/state-of-the-sector>.

World Economic Forum. *The State of Social Enterprise: A Review of Global Data 2013–2023*. 2024. April 18. <https://www.weforum.org/publications/the-state-of-social-enterprise-a-review-of-global-data-2013-2023/>.

World Economic Forum. *The State of Social Enterprise: A Review of Global Data 2013–2023*. 2024. World Economic Forum, Schwab Foundation for Social Entrepreneurship. <https://www.weforum.org/publications/the-state-of-social-enterprise-a-review-of-global-data-2013-2023/>.

World Economic Forum. *Two Decades of Impact: Schwab Foundation for Social Entrepreneurship*. Geneva: World Economic Forum, 2020. <https://www.weforum.org/publications/two-decades-of-impact/>.

Y Combinator. “Airbnb.” Y Combinator. Accessed September 18, 2025. <https://www.ycombinator.com/companies/airbnb>.

Oliver Wyman. “Ashoka.” Oliver Wyman – Social Impact. Accessed September 9, 2025. <https://www.oliverwyman.com/our-culture/society/social-impact/ashoka.html>