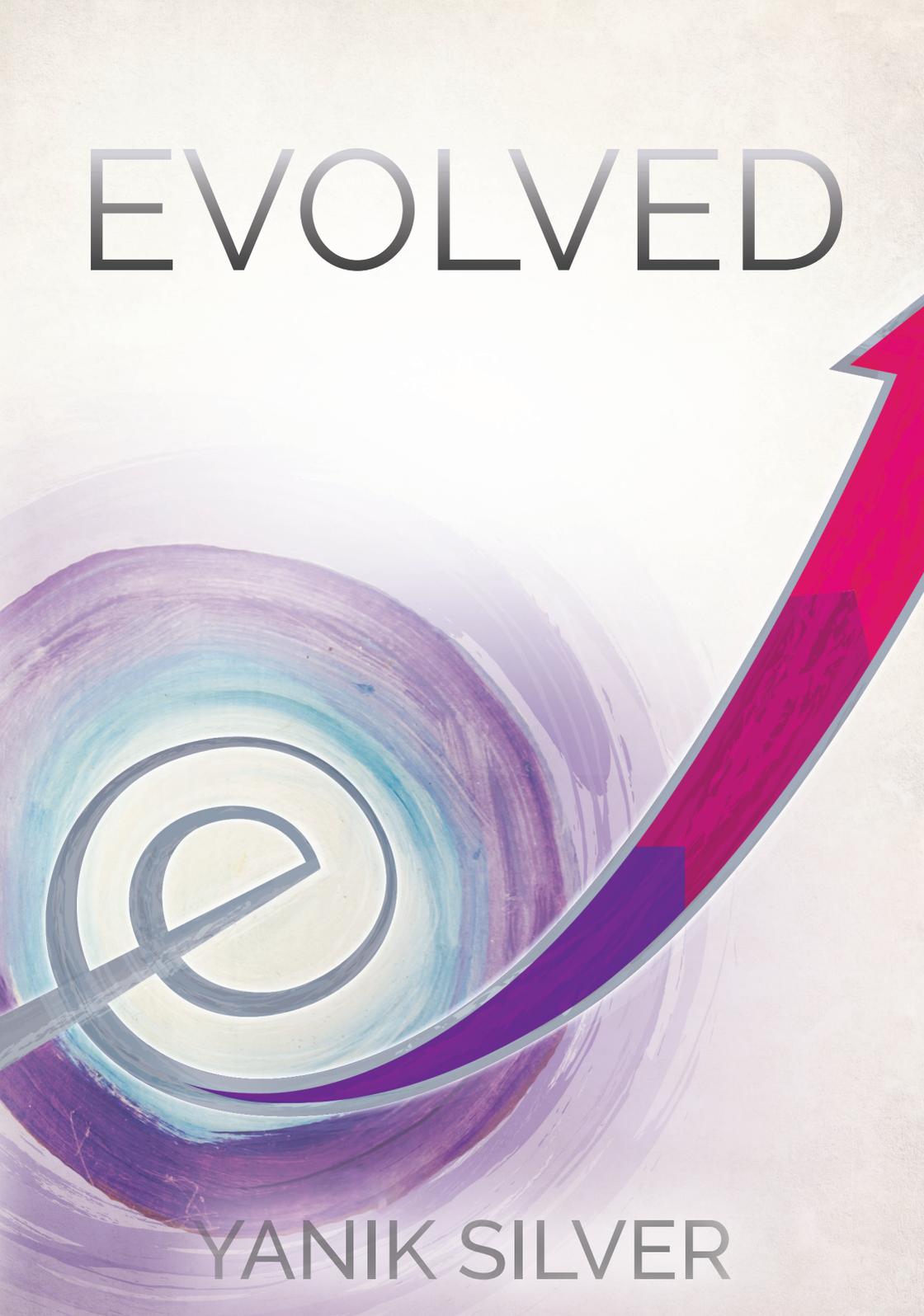


EVOLVED

The background features a large, hand-painted spiral on the left side, transitioning from a light yellow center to blue, then purple, and finally dark purple. On the right side, a thick, red arrow with a grey outline curves upwards and to the right, pointing towards the top right corner. The overall aesthetic is modern and artistic, with a textured, painterly quality.

YANIK SILVER

Early Endorsements

“Yanik Silver is a new breed of Super Hero, one who hasn’t lost touch with the little boy inside. He’s one of the rare few who is capable of launching between creativity, acumen, execution, and, ultimately, philanthro-capitalistic enlightenment. Right brain? Left brain? No—Yanik has right, left, front, and back firing at one time! Who does that? *Evolved Enterprise* offers the answer to that question and many more in riveting fashion!”

- **Frank McKinney, 5x bestselling author, including *The Tap***

“I had Yanik Silver on my SiriusXM Show, and afterwards the phones were ringing off the hook. People were inspired by his insights and his compassion to do good while he does well. He is one of the most enlightened and conscious entrepreneurs I have ever met. He is someone who really gets the idea that it is important to not only make a profit but also make a difference in the lives of others! This book will help you become a better business person and a better human being!”

- **Dr. Willie Jolley, host of *The Willie Jolley Wealthy Ways Radio Show* and bestselling author of *A Setback Is a Setup for a Comeback & an Attitude of Excellence*.**

“Jeff Bezos said, ‘The only danger is not to evolve.’ Yanik Silver agrees, and in his new book, he shares his message, mission, and movement about how to turn transactional business into transformative, even transcendent, business. He uses compelling examples and step-by-step instructions to show how you can create an evolved enterprise that serves all involved. Brilliant.”

- **Sam Horn, author *POP! Tongue Fu***

“Yanik Silver has focused his thinking and efforts for years on helping CEOs grow companies that care about people, causes, and others as much as they do revenue and profits. His book is a must read for anyone who cares about creating a company that ‘matters’.”

Cameron Herold, CEO Coach & Author of *Double Double*

“Yanik Silver is a truly conscious entrepreneur who understands that creating meaning for yourself—and everyone connected to your business—is absolutely vital in the 21st century.”

- Chip Conley, former CEO of Joie de Vivre hotel group and author of *PEAK and Emotional Equations*

“This book takes theory into practice and gives you a rare glimpse into the mind of a modern-day maverick.”

– Andrew Hewitt, founder, GameChangers500

“Yanik Silver’s Evolved Enterprise is the perfect blend of cutting-edge case studies and his own hard-fought business wisdom.”

– Dorie Clark, author of *Stand Out and Reinventing You*

“Through free enterprise, one can benefit people all over the world...by contributing to a better way of life for all. Peace, love & happiness.”

– John Paul DeJoria, co-founder, Paul Mitchell Hair Care

“There’s a transformative shift in business, and what worked before is no longer an option. It’s time for evolved entrepreneurs, visionary creators, and change makers to rewrite the rules of business for the 21st century.”

– **Tony Hsieh, NY Times bestselling author of *Delivering Happiness* and CEO of Zappos.com, Inc.**

“Yanik Silver is a trailblazing visionary who is paving the way for conscious business-minded entrepreneurs. Yanik’s creative genius is his remarkable ability to articulate the process to creating an ‘Evolved Enterprise,’ one focused on delivering exceptional value while solving meaningful issues in the world. This book is a total game changer.”

– **Wendi Blum, CEO of Success Blueprint**

“...You’ll get techniques, tools, and motivation to deliver meaningful impact and greater profits, and Yanik has bundled it up in a sincere, smart, and thoughtful approach. I can confidentially say that if you want to make your mark as an extraordinary entrepreneur, absorb the words of this book and act on them.”

– **Adam Toren, co-founder at Small business BIG Vision**

“GET THIS BOOK! I read the original draft and it forever changed the way I look at building businesses. The future of business has changed; this book explains how.”

– **Dan Martell, Angel investor and founder of Clarity.FM**

“Yanik doesn’t just say you can do well by doing good. Use his thinking to make a positive difference on hunger, poverty, climate change—and your own bottom line.”

– **Shel Horowitz, green/social change business consultant and award-winning author of *Guerrilla Marketing to Heal the World* and nine other books**

“Jump aboard Yanik’s evolutionary train and onto the express track for learning how to be more innovative and creative with your team while having fun in the process.”

– **Bill Donius, author of *Thought Revolution***

“The Evolved Enterprise provides a road map for personal entrepreneurship as a way of life. This book is for people who want to create ripples that matter in their business and to live a fulfilled, adventurous life. Spending time with Yanik, whether through this book or in person, will show you how to make a positive impact on the world with lasting effects for everyone you touch...”

– **Chris Koomey, The Business Godfather**

“The rules of business have changed. In Evolved Enterprise, Yanik Silver lays out the new formula for entrepreneurial success—combining purpose with profit and having fun in the process. This book is a must-read if you’re looking to build an enterprise that makes a meaningful, measurable, global impact.”

– **Roger James Hamilton, founder of Entrepreneurs Institute and NY Times bestselling author *The Millionaire Master Plan***

“Step-by-step guidance to conceptualize and build an Evolved Enterprise and create a win, win, win, win for employees, customers, entrepreneurs, and the world. Yanik’s unbridled passion and authenticity shine throughout the book. His accessible and evocative language left me feeling like creating an Evolved Enterprise was something I wanted and could do.”

– **Alison Whitmire, President of Learning In Action Technologies, Inc. & TEDx organizer**

Let's co-create these ideas, share more examples and make the concepts stronger for everyone. We're organizing a private discussion group here - www.EvolvedEnterprise.org/cocreate

Copyright © 2015 by Yanik Silver

All rights reserved. No portion of this may be reproduced or stored in a retrieval system, or transmitted in any form by any means—mechanical, electronic, photocopying, recording or otherwise—without the express written permission of the author, except for use of brief quotations and reviews.

The author has made every effort to ensure the accuracy of the information within this book was correct at the time of publication. The author does not assume and hereby disclaims any liability to any party for any loss, damage, or disruption caused by errors or omissions, whether such errors or omissions result from accident, negligence, or any other cause.

Printed and bound in the United States.

ISBN: 978-1-61961-348-5

This book is available for bulk purchases at www.EvolvedEnterprise.com/bulk

Acknowledgments

For my wife, Missy...thank you for being the voice of reason during the times when I needed it and also giving me enough rope to figure things out and pursue the Evolved Ecoverse.

For my children, Zack and Zoe...I've only left guideposts. My deepest wish for you is to simply follow your heart to see where it takes you and to never live your life to please anyone else.

About the Cover

The cover art was inspired by a painting I bought from Wilken Fenelus or “Wilky”. He is a fifteen year-old boy from an extremely poor family in Haiti. He currently attends the Work of Art Orphanage and a local school during the week. On the weekends he goes back home to help and be with his family. The Work of Art Orphanage provides Wilky with three meals a day, a place to live, as well as traditional Haitian schooling and specialized artistic training. Wilky has been receiving artistic trade training from the orphanage director Xavier, since he was only eleven years old.

The Work of Art Orphanage is a five-bedroom cinderblock home, without electricity and plumbing and is supported by Giving Saves, a Non-Profit Organization. Giving Saves and the orphanage support over twenty children living in Montrouis, Haiti through personalized art classes, providing education at local schools, and by providing food and housing for those children in need.

To help support Wilken Fenelus or others, please visit GivingSaves.org or “The Work of Art Orphanage” Facebook page. You can provide education, food, and shelter to others like Wilken for only \$30/month or by simply buying some of their paintings.

Table of Contents

Prelude	13
Chapter One: From Transaction to Transformational to Transcending Business Forever	35
Chapter Two: The 3 Evolved Enterprise™ Impact Levels.....	47
Level I: Transactional.....	48
Level II: Transformational	49
Level III: Transcending.....	52
Chapter Three: 11 Evolved Enterprise™ Impact Business Models	57
Evolved Enterprise™ Impact Model #1: Buy One Give One (B1G1).....	58
Evolved Enterprise™ Impact Model #2: Direct Impact	63
Evolved Enterprise™ Impact Model #3: Percentage or Dollar Amount.....	66
Evolved Enterprise™ Impact Model #4a: Donate What You Want	69
Evolved Enterprise™ Impact Model #4b: Donate Where You Want	69
Evolved Enterprise™ Impact Model #5: “All In”	70

Evolved Enterprise™ Impact Model #6:	
Source Matters	73
Evolved Enterprise™ Impact Model #7:	
Experience the Good.....	76
Evolved Enterprise™ Impact Model #8:	
Empowered Employment.....	77
Evolved Enterprise™ Impact Model #9:	
Co-Development	82
Evolved Enterprise™ Impact Model #10:	
Ethical Opportunity.....	84
Evolved Enterprise™ Impact Model #11:	
Ecosystem	86

Prelude

*“Don’t regurgitate rainbows”
– Yanik Silver*



re you ready to surrender your former smallness to your destiny of greatness? To fully step forward into the total transformation of your business, your life, and your legacy, knowing you won't be the same again?

It's a scary thought because our identities are so closely aligned to WHO we think we are with our existing business or previous accomplishments.

But all of that is just 'R&D' for what lies ahead.

It's not about "starting over"—it's about taking everything you've developed, built, researched, succeeded with, "failed" at, intuited, struggled through, and overcome.

Every relationship you've nurtured, every network connection, goodwill cultivated, reputation built, skills developed—it's all brought you right here and right now to this moment.

And like a phoenix rising, your emergence into joyful abundance as an Evolved Enterprise is inevitable.



I was in trouble...

I needed to make payroll and pay several vendors, but we were short \$70,000.00.

Not good!

Normally I'm a pretty laidback guy, but I was really pissed. Mostly I was just angry at myself for letting this happen. I don't usually have a temper, but I heaved a cereal bowl at the wall.

Damn it!

I mean, how the hell could I not fix this? I pretty much had the Midas touch with all my business ventures before. But now, something I cared so deeply and passionately about was going south...and dragging my other businesses down along with it.

By way of background, I've had eight different products and services that hit the cumulative seven-figure mark in the online space—so I knew a thing or two about what works—but the playbook had changed for me.

How did I get here?

Let's rewind a little....

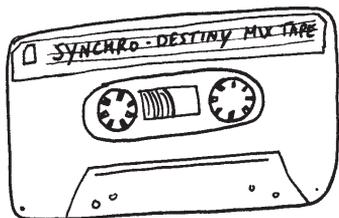
Our family is one of those semi-typical immigrant success stories you hear about. My parents arrived in the U.S. from Russia in 1976 with \$256 in their pockets for my parents, my grandmother, and little Yanik. They both didn't speak much English, but they

were willing to work. That immigrant mentality of starting from nothing and building something was the driving force for what I've learned. I also think that is what all entrepreneurship is about—starting from nothing and creating something.

My dad was trained as a biomedical engineer back in Russia, and he went to work for a local hospital in America. Pretty quickly they told him that they were either going to fire him or he had to leave because he was moonlighting on the side repairing medical equipment for some of the private doctors' offices. So he took a risk and decided to go off on his own in 1978.

Now, growing up in a family business, you basically do all sorts of things. When I was 14 years old, he had me go out and telemarket for latex gloves that we were selling. This was the first part of the big AIDS scare, and I called on dentists. I built up my own lead base, followed up on them, and then was paid commissions when somebody bought gloves.

Then when I was 16 years old, my dad made me a deal that I could get a car (Carol the Corolla) if I went out and actually sold medical equipment and cold called on docs. While my friends were living at the beach, I was “stuck” selling medical equipment...but it gave me a massive head start in marketing and sales. (Though looking back I realize how much of a massive head start I got in sales and marketing education.)



It was one of my doctor clients who really gave me a massive leap forward a few years later with just one single audiotape from Jay

Abraham. Jay was a big direct marketing guy who turned the lights on for me. I just kept listening to that tape over and over and over again. My friends would ride around in my car and ask, “What the hell is this stuff?” My response was “Don’t worry about it.” I followed Brian Tracey’s advice of creating a “university on wheels” inside your car by constantly listening to learning and growth materials.

That’s also the time I got much deeper into direct response marketing. I was so fascinated by this idea that we could get people to buy without necessarily talking to them and not cold calling on them. I started learning from Ted Nicholas, Joe Sugarman, Dan Kennedy, and Gary Halbert, among others. Then all the classics from advertisers like Claude Hopkins, Maxwell Sackheim, David Ogilvy, John Caples, and more. One of my audio mentors was Earl Nightingale, and I really took to his philosophy to heart that by simply studying for one hour per day on any subject, you could become an expert in three years or world-class expert in five years. I decided to accelerate it and see what would happen if I immersed myself for hours each day.

I just kept getting deeper and deeper into this stuff and then applying it to my dad’s business, where I’d write a full-page ad selling an EKG machine or fetal doppler. My dad would look at the ad and say, “Who’s going to read all this?”

But people did. It literally took his business from the small regional player to more of a national player because the ads would appear across the country. We were having doctors call with their credit card numbers or even just faxing back that they wanted to buy our equipment. Before, we could only sell face to face or get appointments with them. But with the direct response

advertising, we were only talking to people that were 7s, 8s, 9s, or 10s on the scale of being ready to buy.

The First Itch of Something Greater

That really opened my eyes to what's possible. Originally, I thought I was going to take over my dad's business and grow it. And just like my dad, I started moonlighting on the side, helping my doctor clients who wanted more elective cash patients outside the realm of managed care and HMOs.

The most interesting one was a dermatologist because we were dealing with cosmetic patients. I was helping him do lead generating advertising instead of just doing the same stuff that other doctors were doing: to ask for a free consult. We were giving prospective patients educational reports, creating referral systems, reactivating "lost" patients, and maximizing marketing dollars, and all of it really boosted his practice's bottom line.

Fortunately, I realized pretty quickly that there wasn't much leverage as a consultant selling my time for money. Following the advice of Dan Kennedy, I packaged up what I knew into a three-ring binder course that I sold for \$900, called "How to Cash In on More Cosmetic Cases." Starting in May of 1998, I placed one tiny ad in *Dermatologic Surgery* and got 10 doctors to respond.

I sent out the first sales letters and I heard nothing...2nd notice... still crickets. I was really unsure what to do but decided to follow the plan and send out the 3rd and final notice to these doctors. And literally on the last day of the deadline, I got one to say "yes." During those **three weeks**, I was running to my dad's

fax machine every time it rang, and finally I saw an order come through for \$900!

I was ecstatic!

But after peeling myself off the ceiling, I realized, “Oh, shit! Now I have to make it.” That’s when I sent back a note to the doctor saying the program was going to be republished in 30 days and we were not going to charge his card. I clocked out every single day exactly at 5:00 p.m. and went to work on my own material, many nights not leaving until 2:00 a.m. or 3:00 a.m. to finish this course.

That work paid off and led to my first publishing company, where I was working with doctors and helping them grow their practice. I was still working for my dad and remember answering my cell phone under my desk to take orders or talk to potential clients.

Looking back at this period, I was getting increasingly more frustrated because my stepbrother provided a lot of unwanted input for the ads and marketing pieces I was creating for my dad’s business. My stepbrother worked there in the capacity of sales manager. Now, with some greater awareness, I can see it was a good thing because it helped spur my decision to make the move out of there.

It was a really hard call to make because it was a family company, but I knew that it was right for me, and I couldn’t live my life wondering what would happen if I didn’t set off on my own.

Perfect Timing

In July of 1999 I left my dad’s company, and that opened up a space for something really big brewing.

The timing was really interesting because businesses were just starting to realize the Internet might be a significant profit opportunity. Frankly, I didn’t even have an email address in ’99, but I knew it was the next big thing. Previously, I hadn’t really paid much attention to the Internet as a business possibility because it seemed like only sleazy porn sites or “get rich quick online” stuff was selling. Now it felt like there was a shift going on.

When I looked at the potential, I could see that it used a lot of the same key principles that I had already learned and developed over the years. It was all about leverage and using direct response. The Internet became just another medium for learning and applying what I’ve learned—but on a much bigger leverage scale.

I firmly believe your questions create your possibilities. Looking at the Internet as a potential opportunity, I asked myself, “How do I create a fully automatic Web site that provides an incredible value and makes me money while I sleep?”

I wanted to create something that worked on autopilot, made money regardless of where I was in the world, and provided an incredible value to the customer.

I literally woke up at three o’clock in the morning, and it just came to me. I nudged my wife, Missy, and said, “Mis, Mis, get up! I’ve got the idea!” Like any entrepreneur, I always had tons of ideas.

She grumbled, “Just go back to sleep.”

I couldn’t do it and muttered something like, “No, no. This is going to be great!”

Instead of rolling over, I actually jumped out of bed, registered the domain InstantSalesLetters.com, and got to work on it. I had no technical skills to put up a site (still don’t), but I didn’t let that stop me. I simply started working on creating fill-in-the-blank formulas from the best sales letters I’d developed for my dad’s business, the doctor clients, and a few other clients in different industries I’d picked up.

I still remember waking up and seeing \$29.95 sitting in my inbox. It was pretty awesome, and the funny thing is, we didn’t even have our online merchant account ready, but someone had found our site and ordered.

Within the first month, I made about \$1,800. In the third month, it was around \$7,800, then \$9,400, and on track to do six figures within six months. That’s when people started asking me, “How did you do this, and is there any way you can teach me how to do what you’ve done?”

I didn’t expect it, but it turned into my next transition—helping others take their content or expertise or knowledge and sell it on the Internet to make money from it that way.

I loved working with so many incredible people and helping them take their passions, knowledge, interests, expertise, and message out into the world by selling content and information. These students built five-, six-, seven- and even eight-figure-plus businesses in pretty much every conceivable field with my help.

Over the years I've had so many people walk up and tell me how I've changed the trajectory of their life, and that was incredibly rewarding, but there was still something nagging at me.

The Success Trap

From the outside, most people would think I had achieved total success. I was making a LOT of money online by truly helping people. I had built up a great reputation in the marketplace, drove a cool car, had an incredible family, lived in a nice neighborhood, etc.

Don't get me wrong, I was (and still am) extremely grateful and appreciative for everything I had, but **I just wasn't totally happy.**

Maybe you've experienced the same thing....

You've "made it" but realize there's something more.

Perhaps you have a nagging notion you can't shake that you were designed for greater things. You want to fully put ALL your talents, passion, and resources into something bigger. Maybe you discount all of this as burnout, but it's much bigger than that.

It usually starts with a sense of discontent or frustration. Or a sense of being bored with what's going on in your business.

Of course, you could continue to plug away, but you know in your heart that will just slowly eat away at your soul. **You want to make a leap into the next chapter but aren't sure you can without sacrificing everything you've built.**

And that lack of enthusiasm carries over to your team, your work, and your customers. Truly everything. You're either going to subconsciously sabotage your business or your life to make it change unless you're aware of what's going on. That's when you go looking for creative (and sometimes self-destructive) outlets to compensate for not being totally engaged. Following your true heart's calling is never wrong—but frequently scary!

I know because I've been there.

That's why, a little over eight years ago, I made my next biggest transition from “just” being an Internet marketer teaching and selling my own products. My criteria was pretty simple. I asked myself the big question: “Would I be happy and totally fulfilled 10 years from now doing what I was doing now?”

The answer was a resounding and booming “NO!”

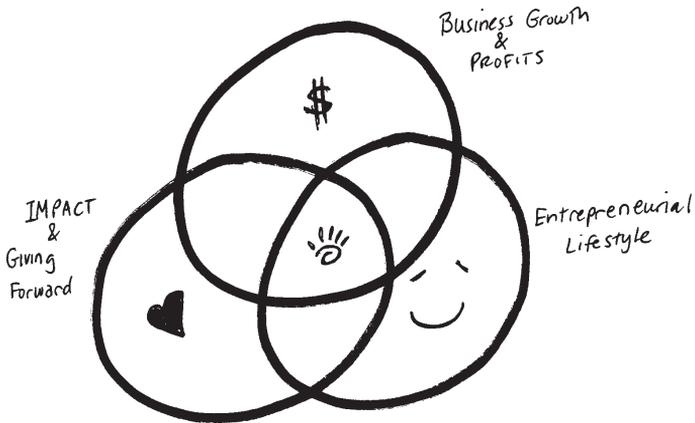
I knew my greatest contribution lay somewhere else with everything so far being the setup for something greater. I had stopped growing and stopped being passionate about what I was doing.

These frustrations led me to do a lot of journaling and reflection.

Steve Jobs talked about keeping all the passions in your life because you cannot connect the dots looking forward but only looking back.

My discovery was that I was happiest when I was actively engaged in three areas. As shortcuts, I called them make more, have more fun, and give more. And interestingly enough, I found that each

of these areas affected the others. For example, the more fun I had, the more my income might go up; or the more I gave, the more income I'd create, etc. This concept looked like this:



After creating this foundation, it's really been a part of everything moving forward.

Originally, my idea that came from journaling stemmed from my own desire to hang out with other successful entrepreneurs and do wild adventures together. I'd combine it with business building and something charitable mixed in. I wanted to combine everything I really liked together and called the company Maverick Business Adventures®, with the appropriate acronym of MBA.

I had bootstrapped my first venture with a couple hundred bucks out of a one-bedroom apartment, but for this one, I was going to do it "right." I would hire a real team, we would go first-class on the branding, and I'd really invest in the business in all the ways I never did before.

I'm a big believer in forced deadlines to create action, so I set our first Maverick Business Adventures® trip to go Baja racing in Mexico in January 2008.

Baja racing is one of my favorite adventures and holds deep personal meaning for me. My friend, Corey Rudl, first introduced me to this experience only a few months before a tragic racing accident claimed his life.

This kind of wild adventure developed powerful connections in a totally different setting. We ended up becoming friends with several high-level CEOs (including one NASDAQ-listed company) who were also on the trip. Corey and I talked about business and life and a lot about wild adventures we wanted to do, like flying MiGs together. Unknowingly, that trip was a big spark to create Maverick Business Adventures®.

Even though the destination and the epic activity were locked down, I still wasn't quite sure how I was going to pull it off. Would enough people come? Could I line up a celebrity guest or not? But I took the leap figuring it'd work out, and it did. For this inaugural trip, we had motorcycle mogul Jesse James as our special guest.

Attendees loved it, and I'm proud to say several of the entrepreneurs who went on that very first Baja trip are still active in Maverick even as it's changed and evolved quite a bit.

Here's the description I wrote about Maverick originally—as you can see, a much greater focus on the adventure and experience:

Maverick Business Adventures® combines truly unique, one-of-a-kind experiences with exclusive business building, high-level networking & powerful connections. It's the first and only membership of successful entrepreneurs & top achievers to come together and really LIVE life to the fullest.

It's all about...

** Unique, one-of-a-kind experiences....*

** Big adventures...*

** Powerful connections that happen outside of the 'normal' business setting...*

** Business building & high-level networking...*

** Plus lots of fun (that's even tax deductible).*

I loved the idea of Maverick Business Adventures®!

And that was part of the problem.

You have to be careful to keep some of that passion in check with ***Maverick rule #16: "Bootstrap: Having too much capital leads to incredible waste and doing things using conventional means."*** Yes, even that was one of the rules from my 34 Rules for Maverick Entrepreneurs book, and I didn't follow it! (A very loud "do as I say not as I do" seems to ring in my ear here.)

We lost about \$30k on this first trip, and then in short order, I sunk about \$400,000.00 in before Missy finally asked what I was doing.

I was so excited about this project that I made some expensive hiring mistakes, bringing in six-figure people before we needed

them or ones who couldn't perform within the resources of a startup.

What's more, I didn't stop soon enough to evaluate the business model. It was all about the trip, and the margins on an excursion are so much thinner than selling information as I had before. There was a small membership fee but not really enough to cover everything we were doing and the team I hired.

I rationalized by telling myself it was an investment because this was a different type of business and that it might take some time to break even.

I've learned the universe will continue to bonk you on the head with increased severity if you don't figure it out. I had done a lot of financial juggling, like having one company pay for a sponsorship for another instead of letting it stand on its own two feet. But the day I chucked my cereal bowl at the wall across the room, I knew I had to face reality.

It took selling my Aston to pay for payroll to get my attention. (I still have a small dent on the wall as a reminder to me.) It was pretty much either sell my car or my ticket to space on Virgin Galactic for extra cash to help the company through the crunch. I figured cars come and go—but a ticket to space is pretty awesome.

After finally realizing the downward financial trajectory of the company, it forced me to change up the business model significantly. We adjusted the cost structure while also updating benefits and services to members to include several structured retreats per year.

Another big change was the name to **Maverick1000** to more accurately reflect the evolution of bringing together 1,000 game-changing entrepreneurs. It was about a global collective of individuals who not only wanted to grow themselves and their business but also wanted to have a genuine impact in the world while having fun in the process... **truly changing the way business is played.**

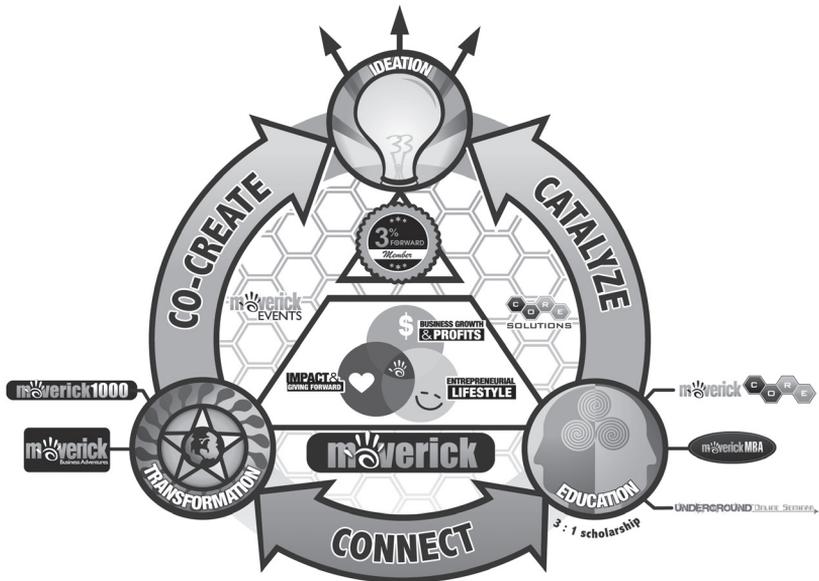
It was a longer process than I thought, but we did turn the company around, and now I'm proud to say it's solidly in the black.

Looking back at this experience, I'm actually incredibly grateful for not getting it "right" the first go around.

Is Your WHY Big Enough?

I'm thankful for those experiences because it forced me to truly decide if the vision for what we were building was worth it or not. If I was just creating a fun adventure company, then, no, it wasn't worth it. It was my love for a bigger mission that kept me going to figure out how to make it work.

I realized what I originally wanted to build wasn't nearly as impactful or compelling as the revised vision for the Maverick "Eco-verse" with the three main hubs that are supported by and interconnected to one another:



Plus, it’s pretty clear that if I didn’t have those bumps and stumbles instead of the fast growth curve like most of my other ventures, I wouldn’t be “going back to the drawing board” to create something even better.

From an elevated point of view looking backwards, this was the absolute best thing for me. (Though I probably wouldn’t agree with this at the time.)

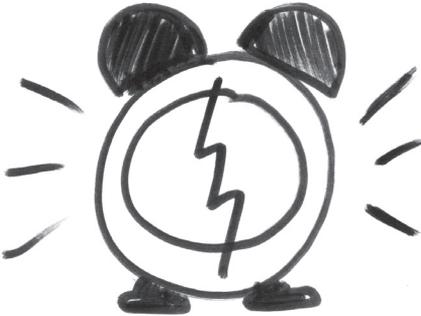
On one hand, I was totally disengaged from my publishing company, so it’s not surprising it continued going down. On the other side, my heart was with my Maverick venture, but it wasn’t profitable yet. I kept feeling there was something better but was extremely frustrated by not being able to put it together.

Honestly, it was sometimes hard to look around at colleagues and friends who were having huge launches and paydays, but I wasn't willing to keep playing the same game. As entrepreneurs, our self-worth is often tied up with our bank accounts or business success. And the feedback you're getting keeps compounding when things aren't going well there. Trust me, it would have been easy to go back to doing what I've always done and let those "golden handcuffs" get tighter and tighter. But I knew there was something more.

It took me going deep within to seek the answers and forge the true path forward by developing the principles of the Evolved Enterprise™.

The Cosmic Alarm Clock

There seems to be a divine timing to every level of awakening, and everybody goes through it on their own schedule and in their own way. You can't hurry it.



Last year my daughter, Zoe, gave me the best example of how to think about this. She really, really wanted a "wiggly" tooth so bad. She kept checking her teeth, but nothing was going on. Finally, she lost her first tooth a few months after her sixth birthday, and four more followed in quick order.

Everything comes at the right time.

Fact is, we can either resist this “cosmic alarm clock” or lean into and embrace the transition into something bigger and better.

You probably hear it already or else you wouldn't be reading this.

Nearly every successful entrepreneur I know has gone through or has grappled with burnout or even depression. I think by nature entrepreneurs are inspired, passionate, and many times a bit (or a lot) ADHD, and all of this contributes to a feeling of malaise or frustration. I've gone through it and have come out on the other side several times.

Lately I'm seeing a lot of Maverick members and colleagues in a state of transition. Maybe it's because I've personally done this and come out on the other side that I'm seeing it more and more—but I'm not so sure. It truly feels like accomplished entrepreneurs want to know “What's next?”

The same thing that got you where you are now won't necessarily get you to the next destination on your journey. The only way to grow is to continually express your deepest essence of your greatest gifts.

Let me ask you a potentially big question...

*Do you want to just push more water down the river
or
do you actually want to change the flow of the river?*

I know this might be a little strange, but have you ever felt like you're destined for greatness? No, not in an egotistical type of way—but simply in a quiet, knowing way that you've been tapped to contribute something more. I've always heard that quiet voice in my ear but also the devastating echo of feeling like I could fall short of my potential.

I believe your life changes in three ways:

- 1) From the people you meet
- 2) From the books and resources you study
- 3) From the experiences you have

And through the unique collisions of big ideas and incredible individuals, we can co-create something meaningful, a true, interconnected ***Destiny of Greatness***. Quite frankly, the bigger the future you are working on creating, the more support, resources, trusted input, connections, and energy renewal you'll need beyond the “ordinary.”

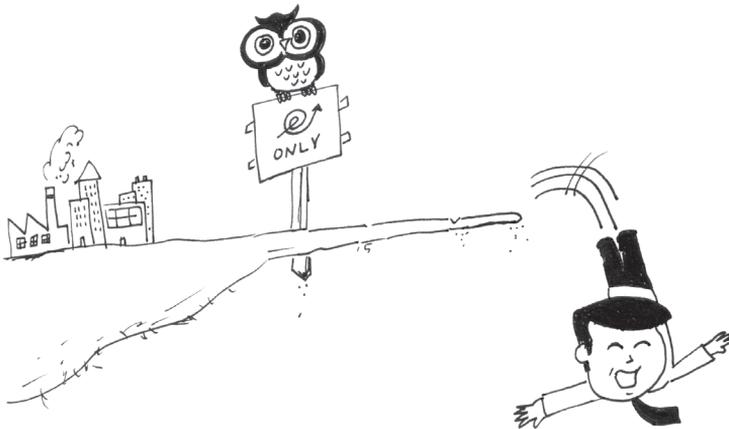
We grow either through joy or pain.

Pain and frustration in your business are the guardrails to keep you moving towards joy. **And joy is the open door to your next greatest chapter of work that matters.** You can have narrow guardrails or really loose ones and experience more pain. Either way, joy will be the compelling emotion that pulls us forward.

Today, I'm more content and happier than ever, including understanding myself on a deeper level. I'm so excited for you to join me on this journey to uncover our biggest contribution and the true soul of your greatest work. Together we'll walk the path and put into the practice the Evolved Enterprise™ concepts.

The Evolved Enterprise™ is about identifying the true “soul” of your venture that delivers an exponential impact and profound profit.

Yes, in many ways, I’m an accomplished entrepreneur with 15+ years growing my ventures, but in so many ways, I’m just starting. As a work-in-progress, I feel like the advance scout who stands on the shoulders of other mentors, leaders, and advisors. And we’ll walk to the edge and jump together....



CHAPTER ONE:
From Transactional to Transformational to
Transcending Business Forever



Imagine a whole new way for your venture to align purpose and profits, merging head and heart (and maybe even a bit of your inner child).

This is a counterintuitive blueprint to create a “baked-in” impact across your entire company by delivering an exceptional customer experience, creating a culture of fully engaged team alignment, and actually driving your bottom line!

There’s no doubt—we’ve come to a transformative moment....

What’s worked before is no longer an option. It’s time for Maverick entrepreneurs, visionary creators, change makers, and impactful leaders to rewrite the rules of business for the 21st century.

What if?

- ***What if you could catalyze a community of customers that eagerly wanted to spread your brand?***
- ***What if you could develop total team alignment around a greater mission?***
- ***What if you could deliver a true impact that built an authentic competitive advantage?***
- ***And what if business was leveraged as a multiplier for good...co-creating something great?***

This is a journey to re-discover the true “soul” of business expanded—and why profits, greater happiness, and more

meaningful impact are surprisingly interconnected within an Evolved Enterprise™.

I believe there is a shift going on, and I predict that businesses without a core IMPACT will be at a competitive disadvantage in four to seven years (or less).

The time has come for an Evolved Enterprise™, redefining business in the 21st century to be leveraged as a multiplier for good...co-creating something great. The Evolved Enterprise™ impacts everyone a business touches.

It's not just me. Many of the Maverick icons I've been fortunate to learn from and connect with truly believe business can mean something more:



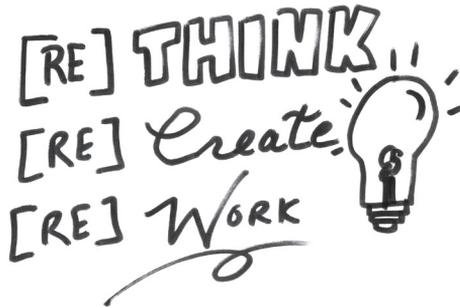
It's about creating (or re-creating) a company that authentically comes straight from your true essence, wrapped around a meaningful impact, and then develops the community, culture, and creation in total alignment.

And the most interesting part is all of this IS actually good for business in ALL ways.

In the exceptional book *Firms of Endearment*, the authors show how firms that follow these principles have outperformed the S&P 500 by 1000% over 10 years.

That's pretty solid, right?

There's research I see consistently proving customers have a preference for buying a product that creates an impact in some way. Data from a recent Kone study showed consumers are more likely to switch brands to a product associated with a good cause, given similar quality and pricing.



New research from Nielsen shows fifty percent of global consumers (in 58 different countries) are willing to pay more for goods and services from companies that make a difference.

Prediction:
Businesses without a core impact will be at a competitive disadvantage in 4-7 years (or less)

This is your blueprint to re-think, re-create, and re-work business.

Perhaps you're thinking, *This is just "giving back," right?*

Bzzzz...wrong!

Frankly, I admit I was incorrect about this too....

I used to say "give back" was one of the key concepts of the Maverick Entrepreneur philosophy. (It even says so right on the cover of my *34 Rules for Maverick Entrepreneurs* book: "Make More Money, Have More Fun and Give More Back.")

I've now realized this isn't quite right.

With my background as a copywriter, I'm pretty careful about most of the words I choose. It's your words (and even your internal dialogue) that have a tremendous impact on how you think, feel, and behave. By saying the words "giving back," this implies entrepreneurs, like us, have taken something.

Let's think about that for a second....

I assert that entrepreneurs and businesses can only succeed by providing and delivering value.

Period.

End of story.

It's simply a universal law. In fact, one of my core values in my very first journal said, *"I get rich by enriching others 10x – 100x what they pay me in return."* There's no other way that it could possibly occur, because in the long run, the marketplace is always self-correcting.

The notion of "giving back" seems to echo an undeserving indebtedness or even guilt for success. Should you begrudge entrepreneurs like Steve Jobs, Richard Branson, or Bill Gates for their wealth?

Absolutely not.

Each one of them created immense value that's exponentially in proportion to what they've received. (And that's not even counting the thousands of jobs, additional utility, new startups piggybacking on their success, etc.)

My friend and mega mansion builder/real estate artist/philanthropist, Frank McKinney, sums it up with a quote he's told our group in Haiti: ***"We have to be careful not to weaken the strong in order to strengthen the weak."***

At our core, entrepreneurs are simply growth-oriented innovators and value creators. They almost can't help themselves. Take Bill Gates for instance. Aside from his impact on micro-computing, I believe his greatest contribution going forward will be around the Gates Foundation, eradicating disease and driving new educational initiatives.

And he's not alone. Other billionaires are not content to just "give back." **They're giving forward by applying entrepreneurial talent, energy, and capital to solve some of the biggest issues**

facing the globe. But you don't have to be at the level of a Gates or Branson to make a difference. Today, a group of 21st century entrepreneurs are leading the way to change the way business is played and even the rules by which we keep score. Who says it's only about one measurement on your P&L?

My friend and real estate artist Frank McKinney has rule #33 in his awesome Make It Big book.

Rule #33: You cannot brighten another's path without lighting your own.

“When you make altruism part of your business, your path will be brightened not by the publicity, nor the recognition of your good corporate citizenship, nor by the increased strength and cooperation of your team at work, it will be brightened inside your own head and heart. It will keep your success connected to something much bigger. It will allow you to feel good about making it big because you're making it big for others too.”

This is a pretty perfect sentiment here. By having success in your business, you can create more and more success (automatically baked-in) for everybody.

Business can become one of the biggest levers for good—while actually being good for business.

This is so much more than making a donation or “giving back.” There is a deep inner connectedness between what brings you joy and happiness, how you create impact, and where profits come from.

Caveat: You cannot simply believe if you are “doing good” with your business that there’s no need for a profitable and pragmatic business model. That’s a recipe for quickly spiraling into anxiety and stress without the security of a strong financial foundation.

A lot of well-intended social entrepreneurs suffer from this thinking, but an evolved entrepreneur doesn’t need to.

Yes, you have to put your full heart into products and services—but ALSO your full effort into ethically persuading the right prospects to buy.

It’s not enough to believe the world should beat a path to your door because you are doing something wonderful via your impact. You still require smart marketing and promotion. However, the real ace up your sleeve is the multiplier effect of an Evolved Enterprise.

Evolved Enterprise Diagram



Let’s take a look at each section of the Evolved Enterprise™, and then we’ll explore it in more detail as we go.

The core is really about your personal evolution (YOU). The better you get at knowing yourself and what truly makes you happy and feel fully

utilized and contributing in a meaningful way, the more you'll be delivering your greatest work. Business can really reflect your true essence and your true calling of who you actually are.

And what makes this most interesting is it's not a linear progression of working on yourself first and then working on the other pieces. It's not a 1-2-3 process. It's all continuously going on in a holographic way, where one change here actually affects the whole.

Moving outward with the Evolved Enterprise™ is the Cause wrapped around your authentic big WHY. Why are you doing what you're doing, and where is your impact focused?

Our why is ***“Changing the way business is played.”*** (The word “played” is included to highlight a bit of fun here too.)

I love that notion of changing the way business is played, and that fits into the bigger picture of my personal lifetime mission:

That's a pretty tall order—but one that I'm willing to put forth my resources, energy, and talents toward. Truly something I think everything I do can line up against.

“I connect and catalyze Maverick entrepreneurs & visionary leaders to co-create innovative business models and new ideas to solve 100 of the world's most meaningful issues by the year 2100.”



Culture is next. This is where you want to think about your team's evolution. Defining core values and actually living them

is a big part of the culture. In our companies, we call it Maverick DNA, and I'll share more in the culture section. Honestly, I previously thought culture was B.S. and only for big companies, but I've since realized it makes a huge difference if you want to accomplish something grand. What's more, you can create amazing team alignment by figuring out what is the bigger mission for your team.

Moving on to Community. That's your customers/clients/members, and we'll spend a whole lot of time on this covering "Community Code 2.0." It's about creating a new identity and potentially giving your customers a chance to be part of something bigger.

And finally we have Creation, representing your product or service. How do you "bake in" your impact? How do we make something meaningfully different? How could it be marketed for real? And what is the significant story you would like shared? These are all questions we'll tackle in the upcoming sections.

So what's next?

If this resonates with you, it's time to step into your true destiny of greatness....

You're being tapped for your talents, capabilities, and gifts to help open up a new era of evolved entrepreneurship. You're needed as an emissary to lift and transform the notion of what business can truly do and be.

I would even go so far as to say it's not an accident you're reading this material at this particular moment....

Together, we can collectively create the tipping point for entrepreneurs, communities, and organizations to align their heads and hearts for utilizing the massive economic leverage of business.

Then your successful example becomes the catalyst for others in your industry and marketplace. But even better, it's amplified and leveraged by the ever-widening circles, networks, and ripples of other Evolved Enterprises™.

Entrepreneurial Artistry

Entrepreneurship can be the ultimate expression of artistry and love if you let it....

I believe your company can be your canvas when you bring forward your greatest work that really matters. It takes a high degree of talent to combine these Evolved Enterprise elements in unique ways, elegant business models, and team alignment and then bring in your full heart.

What if greater happiness, more meaningful impact, and increased profits are ALL surprisingly interconnected?

Inside these pages, you'll see a lot of exciting examples of companies that get it at different levels and are making it work in a big way. There's a revolution happening, and we're just at the beginning of something monumental. So strap in, and let's go....

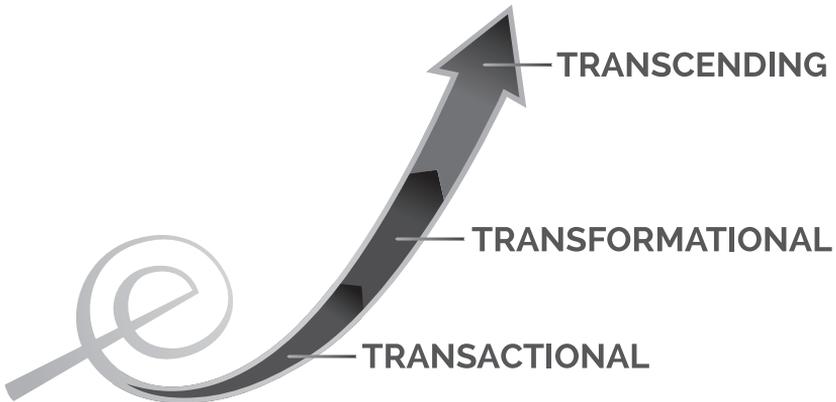
CHAPTER TWO:

The 3 Evolved Enterprise™
Impact Levels



Level I: Transactional

Transactional is pretty much exactly as you would think, a transaction. Its official definition is “*a one-time instance of buying or selling something; a business deal.*” Not very compelling, right? And that’s the way most enterprises still operate—at the transactional level. There’s commoditization little customer loyalty, and most people merely going through the paces. (In fact research says 70% of employees are disengaged at work.)



At a Transactional level, many companies still may want to make an impact, and that might be providing a percentage to a charity or a portion from every purchase going to a cause. That’s fine, and it actually raises sales in many cases, as I’ve seen repeatedly using split testing. However, unless there’s an authentic tie-in, all of this could just come across as a marketing tactic.

Many larger corporations think about Corporate Social Responsibility and allocate a budget for their “good works” and community service. Again, this is better than nothing—but I really dislike the notion of a “responsibility” or “giving back,” as I mentioned earlier.

A business might even have a volunteer day where their team members go build a house or contribute in the community. Once again, it’s a wonderful notion, but unless it’s truly part of the culture, it’s not something bigger and more level II transformational.

Level II: Transformational

Here, the identity of your customers, team, and even the business itself develops, changes, and flourishes. At this level, you are curating a community of raving fans that will spread your message. And even better, you’ll require less traditional paid advertising and marketing. Plus, your team feels like they are part of something bigger and can see the impact you’ve built in.

At the Transformational level, there is a significantly more unified and embedded notion of how and where the impact is created. It infuses everything. Yes, perhaps you still might do a percentage or dollar amount for every purchase, but there’s more meaning and connection reason behind it.

Let’s go back to our volunteer day example. It’s not just about planting trees or building a house at this level; it’s about expanding and sharing your organization’s unique value. There would a more comprehensive involvement with any organization

you might help, perhaps through mentoring, talent exchange, expertise provided, resource allocation, etc. You start considering what is the highest and best use of your team. Now they are part of something bigger.

That’s what everybody wants.

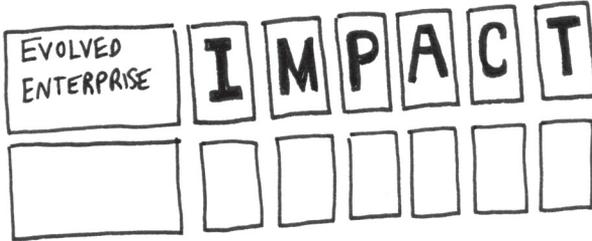
At the Transformational level, the vision is honed and honored to enroll partners, suppliers, investors, team members, and customers into the big picture. Every product or service sold becomes something greater than a transaction. You start figuring out how to “bake in” an impact with every purchase using one of the eleven impact models we’ll cover.

The thinking in an organization even transforms.

You start considering every part of your business that has leverage to create an impact. It might be how your supply chain operates and where opportunities exist for a cause partner to provide labor or products. For example, we worked with Opportunity Village, an entrepreneurial non-profit in Las Vegas, which provides job training and programs for disabled individuals. For our final Underground® seminar, we had them stuff all the attendee bags. It was an easy change and an existing cost we just re-allocated. Simple.

At this level, our scoreboard also evolves into keeping track of your impact delivered instead of just one profit measurement. (And the wonderful thing is this actually drives the bottom line, so it’s a really exciting cross-connection.)

“The Scoreboard That Matters”



If entrepreneurs really explored their reason why, it’s never really about the money—it’s the freedom, peace, and security. And at a higher level, it’s knowing you’re making an impact, contentment, utilizing your talents, being creative, etc.

By merging our heads and our hearts, we can creatively create impact goals that have byproducts that force more profitability and success.

So what do you measure?

One of the most widely known examples of Evolved Enterprises would be TOMS Shoes with their “buy one – give one” model. Using this model, they can track the number of shoes given away so they’ve got an easy measurement of their impact. For instance, if the goal was to give away one million pairs of shoes, then as a byproduct, they’d have to sell 1M pairs of shoes at a profit.

Pretty powerful!

Hang tight because in the next chapter we'll look at 11 different impact models and what we can measure as an integrated part of the Evolved Enterprise.

Level III: Transcending

This is the highest level of moving beyond what a business is even considered to a deeper essence of the company's true nature. I would even call it the "soul" of your venture. The thinking here is about leverage, multipliers, platform, and interconnected ecosystems. It's more about partnering, co-creation, and the synergistic qualities that benefit each and every collaborator.

My friend, Tony Hsieh, CEO of Zappos, gets this in a big way! He has built a culture that is truly world class. They got to the transformational stage around what it meant for their team to bring their full selves to work. The core values of Zappos centered on delivering happiness, and it showed up everywhere.

Now, it might have been enough to just stick to that since they created a transformative impact on all the team members, suppliers, and many of the customers that bought from them. But there's a bigger game. Tony came up with the idea of spreading their innovations and culture philosophy to other business owners and leaders through their Zappos Insights division. That's where you would go on a field trip to the office, see the culture at work, and work through what it means to your business. This is just one of the ways they're transcending their category. It's a significant multiplier to have an influence and effect on other business owners that bring a little bit of that Zappos culture to their teams and offices.

Another multiplier was Tony’s book, *Delivering Happiness*, as a way to spread their transformative message to others beyond their own team and customers. Oh, and Tony and team aren’t even content there. His latest project involves transforming an entire city with his Downtown Project. This is serious big-picture thinking.

The notion of partnership really thrives at the Transcending level.

TOMS has created a marketplace that other meaningful ventures can jump on and benefit from with their mass distribution and leverage. It seems to fly in the face of competition, but there’s more to be had from “co-opetition” than wanting to destroy your competitors.

John Mackey, Co-CEO of Whole Foods, and Raj Sisodia, from their book, *Conscious Capitalism*, say it well:

“Imagine a business that views its competitors not as enemies to be crushed but as teachers to learn from and fellow travelers on the journey towards excellence.”

Where I started in the online space, the most forward-thinking individuals were always looking at smart ways to partner up and provide value to each other’s subscribers and lists. And for Evolved Enterprises™, they care more about the mission being accomplished, so anyone else making a difference is welcomed in as a collaborator.

Networks Formed

What's more, at this level, partnerships are formed through coalitions and groups that help each other raise the bar. The outdoor apparel and lifestyle company Patagonia helped form "**1% for the Planet**," which now encompasses over 1,400 other companies donating 1% of their gross (not net) revenue to environmental causes.

Transcending is about gaining the elevation you need to discover the meaningful interconnections. Bruce Poon Tip, founder of G Adventures, with 1,500+ employees, is one of the world's most successful travel outfitters. In his book, *Looptail*, he talks about creating a movement beyond just a travel company, declaring that "you have to do what other companies are scared to do—you have to stand for something."

The looptail is finding your passion and purpose in your work and in your company, transcending your industry, and paying it forward. G Adventures has taken their primary asset and distribution channel consisting of thousands of travelers to leverage a greater shared impact.

For example, in Peru, they are one of the largest operators on the Inca Trail; they have tens of thousands of travelers per year. Through their Planeterra non-profit, they developed a women's weaving co-op. The travelers visit the co-op to learn how to weave, meet the locals, and, of course, buy their woven products. This is a true experience with a tremendous impact that drives revenue and raving fans.

I love this because everyone wins!

The traveler gets a better story to tell, they know they've made a difference, and the weavers actually interact in a meaningful way with customers to share their culture, provide a unique value, and thrive.

In 2011 Harvard Business School Professor Michael Porter wrote in the *Harvard Business Review*, "Businesses must reconnect company success with social progress. Shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. It is not on the margin of what companies do but at the center."

My friend Jeff Cherry, founder of Conscious Ventures Labs in Maryland, says, "In the future, what a company stands for and 'how' it practices capitalism will determine future success." I agree. Jeff has a solid pedigree as part of the team that drilled down into the financial data for Firms of Endearment. He's got a background in finance and investment, so this is someone looking at the significant marketplace potential for Evolved Enterprises that gets this. I am a mentor of companies coming out of the lab; they're raising a \$50MM fund in this space, so it's not too hard to notice a shift is happening.

At the transcending level, we truly move into an entrepreneurial art form. You're using your business to creatively bring everything together from an elegant business model to an exponential impact for anyone your company interacts with.

Write the business “love story” you want the world to buy.

Let’s take a look at some of the models that are working to actually make everything you do both alluring and attention getting....

CHAPTER THREE:

**11 Evolved Enterprise™
Impact Business Models**



When considering adding any of these elements or models of the Evolved Enterprise™, it's important to consider something not really talked about in business.

And that is the “soul” of your company.

Huh?

By law, a corporation is its own entity, right? And as an entity, AKA a “body,” the analogy follows that there is a soul inside. It can stand for something more. And just like we evolve, your business’ purpose can evolve too.

A business could be created with the purpose of simply maximizing bottom line profit, or it could be exponentially expanded by having a distinctive mission or big “WHY.” In the Evolved Enterprise model, these two do NOT have to be mutually exclusive.

I’ve categorized 11 models—but in many cases, a combination of several really works synergistically.

Evolved Enterprise™ Impact Model #1: Buy One Give One (B1G1)

One of the biggest and most well-known examples is easily TOMS Shoes.

They’ve been a poster child for integrating and marrying impact with their business via their trademarked “one for one” model. TOMS has taken this and really run with it. I’ve talked to people who actually thought TOMS was a nonprofit—but really they are a \$300M+ operation.

The founder, Blake Mycoskie, has a provoking book called *Start Something That Matters*, which traces his humble beginnings of the idea in Argentina. It was there he saw firsthand kids going shoeless, and the brilliant idea was created. One of the biggest factors to their growth was the easy story or messaging consumers could spread of “every pair of shoes provides a pair for a child in need.” (That’s actually key as we’ll look at later on in story selling.) Another side benefit TOMS had when they started was the distinct look to their shoes—so other customers could identify fellow in-kind supporters. (We’ll hit on this in Community Code 2.0.).



Blake says he never expected to grow so big, but they came in a perfect inflection point where bigger companies were eager to partner with brands that had/have a social mission component and consumers were really aware of where their spending was going. Another powerful accelerator is partnering up with big companies that have massive reach and distribution. That’s another big benefit from being an Evolved Enterprise; you’ll get deals and joint ventures with companies that want to be associated with you for the “halo effect.”

TOMS started in shoes but has branched out to other products that support communities around the world. Their line of eyewear

restores sight to an individual through sight-saving surgery, prescription glasses, or medical treatment. And then, just this year, they've launched TOMS Roasting Co. With every bag of coffee purchased, TOMS provides one week of clean water to a person in need.

The Buy One Give One (B1G1) model has been used in all sorts of products—everything from B1G1 programs like the “1 laptop per child” or the 1 Futbol project, with over 1.5M balls being distributed thanks to Chevy being a significant corporate partner.

TOMS didn't come up with the B1G1 model, but they've certainly got a lot of credit for it. So much so that I normally recommend Evolved Enterprises™ look to other models if it makes sense on a deeper level for their business. To just default to a B1G1 doesn't give you the marketplace boost necessarily anymore, because that story has already been told. Plus, the model has been criticized for enabling a “handout” mentality. To some extent I agree; however, I also think critics just prefer to be critics, and the amount of good companies like TOMS have done is significant. I applaud anyone making a difference. Blake has said one of the hardest things about being so big is actually the giving.

I've interviewed Blake on stage, and he told me they've already given away 35,000,000 pairs of shoes through partners. That's staggering! And they're always looking at ways to make a bigger difference on the ground, including building factories in places in Haiti.

What's more, TOMS has created a platform that other Evolved

Enterprises can jump on to benefit from their mass distribution and leverage—Toms.com/marketplace. Here they feature partners that stand for something and make a difference through commerce. I would imagine it's an affiliate arrangement for each party. TOMS is able to use their loyal customers, goodwill, brand reputation, and distribution to introduce other companies doing something important. I think this is a big step towards TOMS looking at ways to truly transcend business, as we talked about before.

Each brand has a page that provides their creation story and WHY. Plus, it lists who is helped and what region. Customers can shop by cause, by brand, by type of item, etc.

MEET THE FOUNDERS



**KOHL CRECELIUS, STEWART RAMSEY,
TRAVIS HARTANOV**

WHERE DID THE IDEA FOR YOUR BUSINESS ORIGINATE? Stewart: In 2006, I took a trip to Uganda to do some volunteer work at an orphanage, which was in a government camp for displaced persons. The camp was supposed to be temporary but had been around for 20 years because of ongoing conflicts. People there told me that what they really wanted, instead of aid, was a job to provide for their families. We realized that our own side project of crocheting could do just that. A year later, we were in Uganda, in a brick hut teaching a group of women to crochet.

WHY CROCHETING? Kohl: We crocheted in high school as a way to make money, taking orders from classmates. Our original goal was to pay for a hot-air balloon ride for our prom dates. But now crocheting, sewing and knitting are all used to create products that change people's lives. Each product is signed by the woman who makes it so you see who you are impacting.

WHAT DOES A JOB MEAN? Travis: A job, coupled with education and mentorship, means our employees can put their own kids in school, feed their families a healthy diet, access clean water, buy medicine, invest in their own businesses and choose to rewrite their own futures.

Warby Parker (**WarbyParker.com**) is one of the best examples of making a splash with the B1G1 model recently. Launched in 2010, the company has sold more than 1,000,000 pairs of glasses using a direct-to-consumer approach online and undercutting the \$500 designer eyewear price. Their 1M pair milestone was hit in June 2014, and the biggest driver is their B1G1 messaging of donating a pair of glasses to someone in need with each purchase.



The company tallies up the number sold at the end of the month and then donates an amount to one of their partners providing the eyewear on the ground.

I'd be totally remiss if I didn't mention this fun example. One of our previous Underground® presenters, Greg Clement, is a serial entrepreneur in multiple industries. One day his pastor's seven-year-old son came up with an idea for a blanket to sell and to give away to kids in hospitals. Being the business guy, Greg became the "CEO" and headed up the "Happy Blankie" project (Everythinghappy.com).

The core philosophy is "One to Love, One to Give"®, and its mission is to donate blankies to children in need all over the world. They have made donations to orphanages and hospitals in Africa, Thailand, China, and Haiti as well as several hospitals and Ronald McDonald houses across the U.S. I love the way Greg and team have re-framed B1G1 with a bigger benefit of "one to love and one to give"—very smart. It looks like they've now expanded into licensed characters and other kids' accessories and clothing.

For Evolved Enterprises™ that want to tie in a B1G1 model, it's worth checking out B1G1.com, which is a membership community for companies that connects them to 900+ opportunities for giving directly. According to the site, they've tracked 51,320,157 giving impacts created by small businesses being part of B1G1 Business for Good worldwide. Pretty good!

Evolved Enterprise™ Impact Model #2: Direct Impact

Specificity sells, and showing where you are making a direct impact really works.

One company that really does this well is **FEED** (feedprojects.com). They started with a simple concept: buy one bag and feed one child for a year in a developing country. Boom! Simple idea combined with an outwardly physical symbol (the bag), and you've got a winning combination.

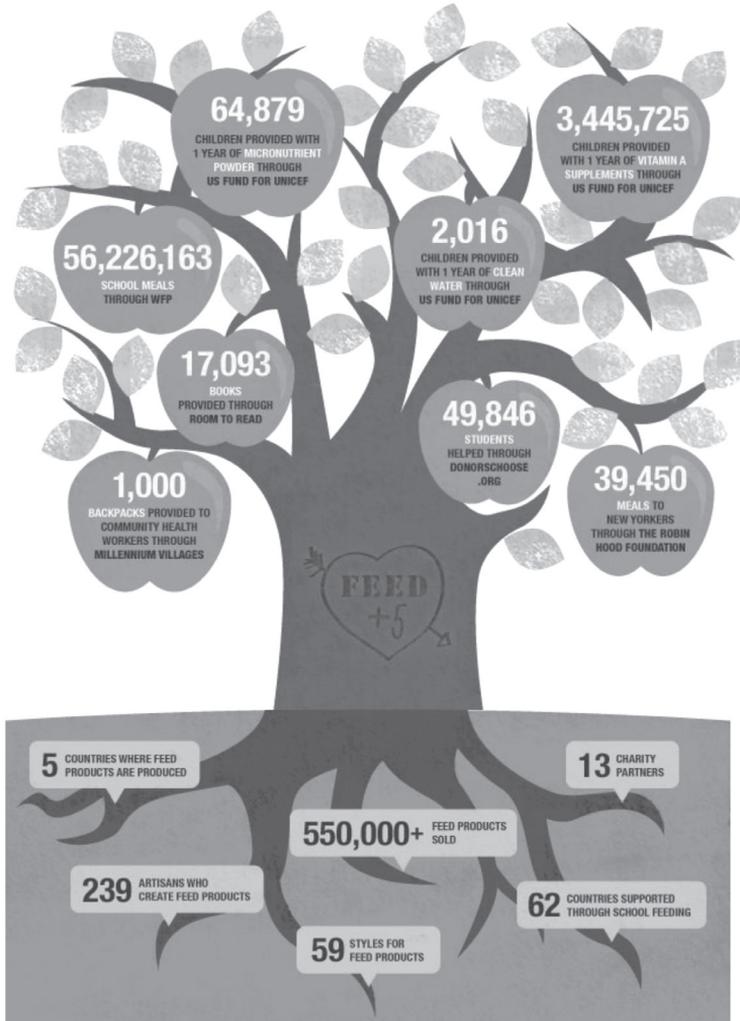


After witnessing the effects of hunger firsthand, Lauren Bush founded FEED in 2007 with the mission of “Creating Good Products That Help FEED the World.”

She first created the FEED 1 Bag, a reversible burlap and organic cotton bag. It was stamped with “FEED the children of the world” and the number “1” to signify that each bag provides enough meals to feed one child in school for one year. To date, the business has been able to provide nearly 84 million meals globally.

I love the idea of creating something (that’s wanted) with a byproduct for good (e.g., buy a fashionable bag and feed “x” number of children). The bag is very prominently printed with the word FEED on it, and it gives the buyer/donor an identity as someone who makes a difference with their purchases.

What's more, they have one of the most innovative Impact Scoreboards I've seen:



Two former Underground® speakers, Josh Bezoni and Joel Marion, sell supplements and meal replacement products. Their company BioTrust

Two former Underground® speakers, Josh Bezoni and Joel Marion, sell supplements and meal replacement products. Their company, BioTrust, donates a nutritious meal to a hungry child for every order. Josh has told me they've seen as high as a 15% increase in sales by incorporating this into their company. And as of October 2014, they have provided over 659,000 meals to hungry children through their partnership with No Kid Hungry. What's more, they've also created campaigns to work with Make-A-Wish and have been one of their region's largest wish grantors.

One of the pitfalls of a direct impact is making sure there is an authentic and understandable tie-in. You want your customers and fans to fully see the connection to what you're doing in order to spread your marketing message for you.

I recently bought a new watch as a fun fashion accessory. It came in all sorts of cool colors with interchangeable bands. I stumbled on the site right before going on our annual Maverick Impact trip to Haiti, and this company provided water filters for each watch sold to Haiti. The natural tie-in is a bit hard to explain to anyone who comments on my awesome new watch. (Note: In the Creation and Community chapters, we'll discuss how to create artifacts that people want to talk about and spread your selling stories.)

Make no mistake, it's critical that the story is strong enough and easy enough to spread.

For instance, if I owned this watch company, I would create something around the idea of "time for change." Or maybe take it one step further and create specific times, like 4:44 GMT,

where everyone who is wearing this watch is reminded to think/imagine/visualize/meditate on global peace.

I'm just kind of shooting from the hip here—but can't you see how much more powerful that is for a watch brand? It builds community and does truly transcend business. Sure, it still has some direct impact towards an organization that promotes peace. When there's an authentic tie-in in every way, it gets so much more interesting. Maybe there's even a built-in alarm (set to go off by default) for that time that reminds the wearers. I've seen studies of people coming together to meditate on peace that have shown to reduce crime rates in cities. (Read it for yourself here: istpp.org/crime_prevention)

Evolved Enterprise™ Impact Model #3: Percentage or Dollar Amount

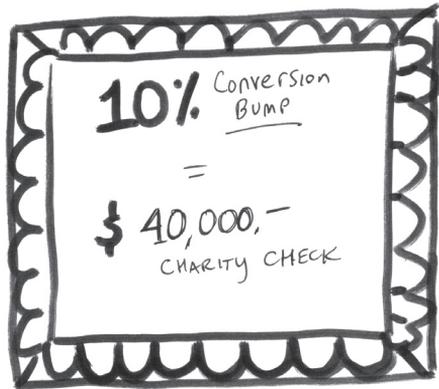
Probably one of the most used ways for companies to make a difference is committing to a percentage or certain dollar amount donated to a cause or charity.

I've got some more empirical proof that you make more when you give more. One of my colleagues launched a new Forex trading course, and he had decided to split test this certificate on his sales page. They tested with the certificate and without. But having the page with the certificate raised the conversion by 10%. Now, this was a \$2,000 product, and the 10% bump helped them write a \$40,000.00 charity check.

Very exciting because that ten percent bump also represented tens of thousands in additional sales that wouldn't have happened without this tie-in.

Developing a percent or specific dollar amount from the product works—but let’s take this a step further. As an Evolved Enterprise™, you can create an even more integrated way of making this more impactful.

Sevenly (Sevenly.org), founded by Dale Partridge, is a company really exploding because of their integrated impact. He presented to a group of our Maverick1000 members how their growth came up with a compelling “built-in” story customers wanted to share. Dale told our group it’s because 80% of



their new buyers come from social media shares. This is huge! **That means you re-allocate funding that might normally go into a marketing budget and move into making a meaningful difference.**

What started as just one t-shirt design per week has now grown to several other pieces of clothing and other accessories. And you can see the power of their growing story selling because Sevenly has donated over \$4,000,000 in just 3.5 years and is growing rapidly.

The concept is pretty simple for the direct impact—they donate \$7 per featured purchase per week towards the featured cause as part of seven main areas of help. Get it? Hence the name, the donation amount, and the length of time to accumulate the

donation. Dale and team do an incredible job of harnessing their community and fans to help accelerate and spread their marketing message.

And they are making a direct difference that can be counted. Here's a snapshot showing their Impact Scoreboard:



Because each cause they work with has a direct impact, they can show how many lives they've changed. I love the transparency and specificity here. What's more, there's the extra element of scarcity because each design sold is a limited edition that goes away after a week.

At Maverick, each member automatically contributes to our Impact Fund. We use this fund to help entrepreneurial non-profit and cause partners develop real-world solutions to their pressing problems. And then part of the fund is allocated to actually implementing the solution we've jointly created. I'm always thinking about how we can create a ripple effect with the amount accumulated. One of the experiments we're starting is actually taking a global cause (i.e., the declining number of bees) and working together with young entrepreneurs to develop self-sustaining, for-profit businesses to help there. The Impact Fund is used as prize money to get those ventures started. This way it's not just a donation but seed capital for something bigger.

Evolved Enterprise™ Impact Model #4a: Donate What You Want

This model is really interesting because you give consumers the power and choice of paying and/or donating what they want. Humble Bundle has really blown up on this model.

Humble Bundles are digital packages of software or games available for a limited time (i.e., two weeks). These have been ultra successful, with several bundles generating over \$1M in revenue. According to Wikipedia, numbers in August 2013 put the bundles at over \$50M in total sales and \$20M in charity donations.

I've also seen a few restaurants, and even Panera Bread's experimenting with not having a fixed price for their menus. This site has a great overview of this concept and models for other restaurants: oneworldeverybodyeats.org/other-community-cafes.

Evolved Enterprise™ Impact Model #4b: Donate Where You Want

The impact changes based on the product line bought. For instance, **Project7** (Project7.com), founded by Tyler Merrick in 2008, lets consumers decide on which of the seven causes they support depending on the flavor of gum or mints they buy. The seven causes chosen by Project 7 are the areas where they see the most need in



this world. As they say, “Feeding the Hungry, Healing the Sick, supporting those who Hope for Peace, Housing the Homeless, Quenching Those Who Thirst, Teaching Them Well, and Saving the Earth.” And these little purchases can add up for everyday items bought.

My friend and best-selling author, Marie Forleo, introduced this with her products and resources for entrepreneurs. Each for-profit training product has a different non-profit initiative helping support women, girls, and female entrepreneurs in developing nations and much more. (marieforleo.com/giving-back/)

1 Face Watch company (1face.com) sells fun and fashionable watches in all sorts of bright colors. The only difference is each color represents a different cause and a different direct impact. For instance, there’s the yellow watch supporting pencils of promise with five watches sold equaling a year of education. Or you can get the white watch supporting cause partner Faces of Change, which develops rural food programs. One watch = feeding 10 people. Essentially, the buyer can pick their favorite trendy color or make a purchase based on the direct impact they want to make. At \$40 per watch, you might even pick up several. If you’re in a certain age group, you might remember back in the day wearing two or three Swatches at once, so maybe this will catch on again. ;)

Evolved Enterprise™ Impact Model #5: “All In”

Newman’s Own is the king of this model from humble origins in 1982 with a homemade salad dressing outlined in the book *Shameless Exploitation in Pursuit of the Common Good*, written by the famous actor and his co-founder, A.E. Hotchne. The

brand, even after Paul’s passing, has grown into a mega food empire, and it had given over \$300MM by 2010. The business model is to give away all profits to organizations aligned with the company’s values. They started with funding camps for seriously ill children and have expanded. Of course, it doesn’t hurt to have some Hollywood glitz sprinkled with Paul dressed up in funny outfits for each product. But there’s no denying the level of impact they’ve had.

Greyston Bakery’s (greyston.com) philosophy is “We don’t hire people to bake brownies, we bake brownies to hire people.” What originally began as a modest bakery has grown into a broad array of programs supporting the community. With over \$11MM in revenue, one of the keystones has been Greyston’s aims to hire the hard-to-employ and “open hiring” practices, where anyone can sign up regardless of background. All profits from the company go to the Greyston Foundation, which uses it for low-income housing, day care open to the community, a medical center for those with AIDS, and other community endeavors.

All profits does NOT mean this is a non-profit venture (nor should it be).

I worry about a “no profits” model for entrepreneurs that come to business with a deep desire for impact without considering the financial side. They have a mistaken idea that they should put every cent into the cause, almost like the “starving artist” misconception.

Perhaps this has come from the values portrayed in the media or popular culture about the “filthy rich” or the notion that you’ve screwed someone in some way—or even misunderstood

dogmas about the virtues of poverty. That couldn't be more incorrect. **Business relies on providing value in exchange for the consumer's money.** The buyer is not coerced or forced into making a purchase.

We run a Family Freedom entrepreneurial event each year for kids 6–16 and their parents (maverick1000.com/family). The event is about teaching business ideas to kids and actually getting them out on the streets to figure it out themselves. It started off over the 4th of July, so the children are divided up into teams selling all sorts of light-up bracelets and patriotic products.

Each team is responsible for knowing their margins and costs plus figuring out their promotional and selling tactics. A few years back one team got the idea that all the money would go to support the local fire department in Park City, UT. There had been a lot of wild fires raging when we were there, and it made it an easy decision. One of the Maverick parents arranged to get full fire coats and boots for the kids. They then took their inventory of glow sticks and proceeded to sell them for donations. Their “sales” totaled approximately \$1,800, I believe, with the next closest team at \$150–200. But while they technically made more, they didn't keep it. After paying the hard costs back to “Mr. Yanik,” they then donated everything left to the fire department.

This led to a good discussion at our debrief about what would happen now that they had zero capital to buy more inventory, advertise, etc. By giving away every cent without any thought to compensation and other expenses, it leaves the company vulnerable to going out of business and then creating zero impact!

I have absolutely no qualms with founders and key team members being paid exceptional profits but only if they are providing exceptional value. And this is also a balancing act of what dollars or percentage are contributed to the impact side of the equation.

Evolved Enterprise™ Impact Model #6: Source Matters

I’ve been impressed with so many clothing and food companies looking back at exactly where their supply chain comes from and the impact along the way. They’ve certainly led the field here with this impact model.

For instance, Yves Choinard, the founder of **Patagonia**, has always been about putting the environment first—even before their company (which I think has only helped their sales and fan base since consumers can spot inauthentic values).

Over the past 40 years, Patagonia has consistently done the unusual, from looking at how to only use ethical raw material to even telling consumers to purchase less of their products with a recent Black Friday full-page ad.

In 1996 they switched from conventional to organic cotton. It raised their raw material costs by 3X, but they did it because it was less harmful to the environment. As a private company with sales over \$400MM, Choinard is passionate about showing small and big companies how to do business in a different way. According to the founder, “I hang onto Patagonia because it’s my resource to do something good. It’s a way to demonstrate that corporations can lead examined lives.”

Interestingly enough, they've formed a Sustainable Apparel Coalition with some unlikely partners like Walmart and Levi's. However, it's about a positive ROI because the members with bigger footprints have the ability to make small changes with tremendous impact and bottom line results by looking at their supply chain. According to a recent Wall Street Journal article, when Walmart worked with Choinard, they actually saved money through environmental initiatives, like reducing its packaging and water consumption. And that's the secret. There has to be (and there already is) a real economic incentive to make a difference.

Transparency

Patagonia also was one of the first to provide transparency with their Footprint Chronicles detailing 100% of what goes into their products (patagonia.com/us/footprint).

In a similar vein, one of my other favorite gear companies is Icebreaker, taking transparency to another level. I pretty much live in Icebreaker clothing, including my undies that I'm wearing right now. (TMI?)



Icebreaker makes all their clothing from merino wool because of the softness, durability, and low odor absorption, among other characteristics. They will let you trace back your item to the source...the sheep. There is a "Baa Code" on the clothing to "check the living conditions of

the sheep, meet the growers who raised them, and follow the production process through to the finished garment,” according to the site.

I admit I haven’t checked in on the sheep used for my gear—but just simply having that code provides me with the peace of mind that there is care and forethought with the source.

HailMerry, a producer of delicious raw food goodies, creates transparency in an elegant way on their packaging with these five words before listing what’s inside: “we celebrate our pure ingredients.” Perfect.

Another Evolved Enterprise™ doing this in an interesting way is **Elvis and Kresse**. This design firm started when the founders saw abandoned fire hoses headed for the landfill. They thought it was a beautiful material to work with and have now created bags, wallets, belts, etc., from the hose.

Elvis & Kresse redistributes up to 50% of profits to projects and charities related to the unique materials they reclaim. Fifty percent of the profits from their fire hose range are donated to the Fire Fighters Charity. Here’s what they say on their site:

Why do we make these donations? At Elvis & Kresse, we believe in the notion of good business: our business was established to solve environmental problems, waste problems in particular. We started with fire hose and now reclaim more than 10 different materials. Beyond this, we also wanted to engage our material partners, our key stakeholders. Why not share, and why not see if more good could be done with the surplus of an already good business? Why not?

In this sense, we are lucky. Most traditional businesses are only able to measure their success in one way—the bottom line. At Elvis & Kresse, we have two additional measures of success: how much waste we are able to divert from landfills and how much money we are able to give back to our charities, of which all three have equal importance to us.

What makes this intriguing to me is that the material itself is in total authentic alignment to the way their impact is created.

Teakoe is an artisan tea company from Colorado and is a good example of a company taking into consideration sustainability in what they are doing. On their page about sustainability (teakoe.com/pages/sustainability), they reveal exactly how they focus on making their environment better by operating this way. Teakoe made their packaging and teas compostable and packing eco-friendly—but they’ve considered other factors beyond their core components too. They look at manufacturing, recycling, waste byproducts, low emission delivery vehicles, and setting responsible business practices.

Evolved Enterprise™ Impact Model #7: Experience the Good

Charity auctions and fundraisers have been a staple of donation efforts for non-profits, but a new group of companies has come mixing this with celebrity firepower. **Charity Buzz** (charitybuzz.com) is an online auction marketplace where you can bid on unique experiences. Charity Buzz keeps 20% of the auction price and gives 80% back to the charity. The organization is doing big things with a milestone of over \$100MM raised for different charities since its inception in 2005.

In a similar vein, there's If Only (ifonly.com), which also provides unique experiences with celebrity chefs, tastemakers, and luminaries. They operate as an auction program or a fixed price.

A really interesting entry in this category is Omaze (omaze.com). They work a little bit like a sweepstakes, where they put up really intriguing experiences to benefit charities, like riding around in a real tank with Arnold Schwarzenegger and smashing things. The interesting twist they've added is a viral component to give you more chances to win, and they allow you to purchase multiple packages of entries with better rewards attached to them.

For instance, for a recent experience with comedian Seth Rogen, you could purchase entries from \$10 to \$25,000, guaranteeing a sit-down lunch with Seth. Their split with the charity is a similar 80/20.

Evolved Enterprise™ Impact Model #8: Empowered Employment

This model is called Empowered Employment because the companies work directly with underserved or marginalized communities for labor, creation, and design. But it's not simply a "feel-good" aspect of the business, because when integrated creatively, it actually produces a value-driven differentiator.

Some of these examples to learn from are a mix of for-profit and non-profits.



Founded in 2008 by Leila Janah, **Samasource** (samasource.org) uses the model of digital outsourcing to address poverty by redirecting a small part of the \$200B+ spent on outsourcing to poor women and youth in developing countries. Samasource estimates 43 million people could benefit from the Microwork™ model, which transforms complex data projects into small, computer-based tasks. This work helps women and youth build skills and generate life-changing income.

Being pragmatic here, the work has to be on par and on budget with what these clients could contract in other ways. But if that's the case, then the "halo effect" is huge here and makes it an easy decision to work with Samasource.

And when there's alignment around something bigger, the Universe seems to conspire to come together in our favor. These are moments that Carl Jung would label synchronicity that have significant meaning well beyond coincidence.

Actress and singer/songwriter Caitlin Crosby, founder of The Giving Keys, might agree. She would wear an old NYC key around her neck engraved with inspirational words. On tours, she'd sell an assortment of keys with messages like "hope," "strength," "believe," etc. Every night the keys would sell out, and she started to encourage people to give their necklace to someone they felt needed the message on that particular key. Now the keys were creating stories and connection shared on thegivingkeys.com site.

The notion of a conscious business really clicked one night when she saw a couple on Hollywood Blvd sitting under an umbrella and holding a sign that read, “Ugly, Broke & Hungry.” They went to dinner, and Caitlin discovered that Cera made jewelry, which was exactly what she needed. Rob and Cera joined the team and started making Giving Keys the next day.

Today, The Giving Keys employs those who are looking for a transition out of homelessness. They’ve partnered with the United Way and PATH, a reputable transitional home in LA. This combination makes an Evolved Enterprise™ powerfully compelling to consumers and partners. Today, the Giving Keys are carried in over 500 stores in the U.S. and internationally, including Anthropologie, Fred Segal, Henri Bendel, and Kitson.

Mirakle Couriers in India is another exceptional example of a transcending level Evolved Enterprise worth spotlighting. Mirakle Couriers’ business model is based on creating a service-driven, profitable enterprise that utilizes the deaf. In India, anyone with a disability is typically discriminated against, and there is severe lack of government support for the deaf population. Mirakle Couriers was born when founder Dhruv Lakra focused on a courier business because it requires a lot of visual skills but no verbal communication. Fact is, the deaf are extremely good at map reading and remembering roads and buildings because they are so visually inclined. With each package delivered, the couriers also provide an educational sheet educating their customers about being deaf and how they can help. Again, this is a total win/win/win across the board.

In a similar fashion, Signs Restaurant in Canada (signsrestaurant.ca) hires deaf servers and hopes to help create a dialogue

between those with hearing difficulties and the non-deaf people eating here. All the menus come with ASL cheat sheets to help everyone communicate and experience a shared bond. It's an engaging concept that can make a difference.

ULTRA Testing (ultratesting.us) takes this concept of empowered employment one step further. Founded in 2012 by a pair of former MIT roommates on the premise that “disability” can be a source of competitive advantage, ULTRA’s first service delivers high-quality software testing by employing onshore teams of individuals with Autism Spectrum Disorders.

There are 1.5 million Americans on the autism spectrum, and they’re usually at a disadvantage in traditional office environments. But not everywhere. People with autism and Asperger’s tend to engage in repetitive behaviors that others might consider boring, which allows them to maintain focus as they test whether a given piece of software works on different devices, operating systems, and web browsers over, and over, and over again—a significant advantage and perfect match for the work they are doing.

Several non-profits have taken the lead here as well with empowered employment development.



For nearly 30 years now, **Homeboy Industries** has been serving high-risk, formerly gang-involved men and women with a continuum of free services

and programs and operates seven social enterprises that serve as job-training sites for their “boys” and “girls.”

Today Homeboy Industries spans printing, groceries, baked goods, diners, and apparel. Plus, they even have licensed products with Ralph’s supermarkets and a licensed Homeboy diner at the LAX airport.

A significant pioneer of this model is **Delancey Street** (Delanceystreetfoundation.org), with revenues topping \$24MM between the interconnected companies. Founded in 1991 by Mimi Halper Silbert with just four residents, a \$1,000 loan, and a dream to create a new model to help people out of substance abuse and employ former felons, Dr. Silbert has received national and international attention for her achievement at Delancey Street, demonstrating her belief that the people who are the problem can, themselves, become the solution. Delancey successfully operates everything from food and hospitality businesses such as cafes and catering and small manufacturing firms building handcrafted furniture and ironworks to service-based enterprises providing car services, printing, landscaping, and moving.

The average resident has been a hard-core drug and alcohol abuser, has been in prison, is unskilled, is functionally illiterate, and has a personal history of violence and generations of poverty. The minimum stay at Delancey Street is two years, while the average resident remains for almost four years—drug-, alcohol-, and crime-free. During their time at Delancey Street, residents receive a GED and are trained in three different marketable skills.

Another excellent example is **Opportunity Village** (opportunityvillage.org), heralded as one of Las Vegas’ most impactful organizations. The organization is a conglomerate of business services and ventures working with people with intellectual disabilities. They not only provide skill training for employment but they also run their own business units internally. These range from package inserts, shredding, document imaging, button creation, wholesale baking, and more. One of my favorite programs the Maverick members visited was the creative ventures, with participants selling their artwork and keeping 50% of the profits. I’ve bought some of their wonderful artwork, and it’s really incredible.

Think of your significant competitive advantage here with the teams of empowered employees having a bigger, deeper meaning at work. The degree of loyalty and full engagement is at a totally different level.

Evolved Enterprise™ Impact Model #9: Co-Development

This model directly connects the producers and buyers to create an even better experience and impact for everyone involved.

Take a look at **Good Eggs** (goodeggs.com). They position themselves like a grocery store but better since you order online directly from farmers and food makers for delivery of the freshest foods. It works for everyone. The model is great for producers since they know exactly how much to make to reduce waste and spoilage. And it works for consumers too since they get only the freshest and most in-season produce. Right now Good Eggs is only in a few cities right now but hopefully expanding.

Aid Through Trade (aidthroughtrade.com) was started in 1993 by a former Peace Corps volunteer. It is now one of the leaders in the fair trade fashion industry and employs over 75 women artisans in Nepal to create jewelry from high-quality glass beads. Aid Through Trade connects these jewelry designers to consumers in the West and, in turn, provides fair trade business practices for their employees—everything from fair pay to additional benefits such as retirement and healthcare benefits that usually are not available.

I-DEV International is a New York–based impact investment firm that develops industries in emerging countries. In Peru, they helped farmers build an international business out of tara, a native tree species whose fruit had historically been consumed locally. After finding new applications for tara in the global food, pharmaceutical, leather, and pet-food industries, 200 Peruvian farmers organized a co-op. This co-op generates nearly \$7MM in revenue for members.

On a recent trip with Virgin Unite to South Africa, our group spent time with the Branson School of Business in Johannesburg and visited a few of the graduates’ actual ventures.

I remember kicking around an idea there with Steve Bennett. Steve and his wife, Sarah, already had a very successful Gems TV shopping channel in the UK selling gemstones and jewelry, a little bit like a QVC or HSN here in the U.S. In passing, I said something like, “You guys need to come up with a channel that only features these incredible products that make a difference.”

I’m extremely pleased to see Steve took that notion and launched Equal World TV (Equalworld.com). He gets all the credit here

for running with the idea and making it happen. It's the first ever profit-with-purpose TV shopping channel with a way for social enterprises around the world to get their products to consumers.

Evolved Enterprise™ Impact Model #10: Ethical Opportunity

A little extra income, for most people, is life-changing. And in developing countries, extra income is completely game changing. Impact model #10 piggybacks on already proven models of having reps distribute your products, creating a new breed of Evolved Enterprises.

If you look at direct sales goliaths like Avon or Amway, they are self-replicating masters with their business opportunity that allows reps to sell a full array of products.

Living Goods founder Chuck Slaughter, fresh from his success at mail order giant TravelSmith, looked at this model and thought it could be replicated to make a bigger impact. He wondered if the power of Avon's model of door-to-door agents could lower costs, grow profits, and improve rural reach. Living Goods franchises its brand and business model to women entrepreneurs who work as independent agents. To launch their Living Goods franchise, agents receive a microloan and an initial setup of inventory and business tools.

Starting in Uganda in 2008, there are now over 1,000 agents making a real difference and earning a real income for themselves. The company has just expanded into Kenya, and it's very exciting to watch because direct selling is one of the fastest-growing consumer models, especially in developing countries.

VisionSpring leverages direct agents and makes it work in a big way. They are targeting the Bottom of the Pyramid (BoP), with \$3,000 or less in annual income, and representing 4B consumers. They are not looking at this group as needing handouts but rather as a viable market that can be activated through a high-volume and low-margin approach.

They employ a Hub-and-Spoke approach, where their optical shops function as hubs and vision entrepreneurs (their sales agents) act like spokes conducting outreach in the communities surrounding the optical shops. Each one supports and sustains the other. Vision entrepreneurs are local people that the organization has trained to conduct vision screenings and educate their communities about the importance of eye care and the benefits of corrected vision.

VisionSpring’s vision stores generate income via programs in which higher profit margins on more expensive glasses subsidize basic eyewear for the poorest customers. They continue operating on a nonprofit basis while working toward profitability in every country where they operate. The El Salvador unit is already profitable, and they expect operations in India to achieve profitability by 2015.

Bigger companies have been experimenting with this direct sales model too. In Brazil, Nestlé is reaching BoP consumers in urban favelas through a network of micro-distributors and direct sales agents. The Nestlé Até Você model provides an opportunity for women from their local communities who have lived there for at least five years and built up trust.

The direct selling model has grown with independent reps using their own social networks, and one of those growth areas is “party plan” selling. You’ve probably been invited to one of these or know about them. The most famous is Tupperware, but there are so many more. There is everything from jeans parties, candle parties, handbag parties, jewelry parties, toys and puzzles, skin care, and so much more. Nearly anything can be sold this way. I’ve yet to really see a company employ the Evolved Enterprise™ model with party selling so this could be a tremendous untapped distribution channel.

There is a remarkable opportunity to combine a “biz opp” for individuals to make a little bit of extra income (an almost universal want) with a good product that makes a difference.

Evolved Enterprise™ Impact Model #11: Ecosystem

A few years back one of the clients I coached said something I really liked: *“The more META you go, the more leverage there is.”*

I’ve been really engaged thinking about the leverage available through the interconnected nature of an ecosystem. This is an advanced model but one that can work on so many different levels. My friend, Ari Weinzweig, co-founder of Zingerman’s, is fond of mentioning, *“The healthiest ecosystems are the most diverse and complex.”*

He should know. Zingerman’s is one of the companies I really admire for the unique way they’ve built an interconnected (kind of a vertically integrated) grouping of related businesses.

I had heard and read a bunch about Zingerman’s approach to business and knew it was interesting and different...but didn’t realize how unusual it really was until I dug in.

And the more I saw, the more I really loved how they built their business, the philosophy, the culture, and more. There’s a reason Inc magazine referred to them as “the coolest business in America” in one of their issues.

Here’s the backstory....

It all started as a simple deli in Ann Arbor, Michigan, in 1982 with a co-founder, Paul Saginaw. The notion was to give local residents real, authentic deli food and never skimp on the quality. Over the next decade, Zingerman’s deli became a hit for their food but hit a plateau at about \$5 million in revenue. It was at that point that they came up with an ingenious plan for creating growth without sacrificing the elements of being a small business in a community they loved. In fact, Ari, was adamant that he would not expand Zingerman’s deli to a bunch of other cities, attempt to duplicate the ambiance, and create some mediocre version of what they had started.

Interconnected Community of Businesses

Instead, in 1992 Ari and Paul wrote out their vision for 2004. It was to have a group of 10–12 small businesses, referred to as **Zingerman’s Community of Businesses or ZCoB**. And that’s exactly what happened. Each one would bear the Zingerman’s name but have their own unique identity and specialty. Everything from a bakeshop to a mail order facility to a training and seminar company teaching the “secret sauce” to their success.

But that's only half the story because they sell to each other, creating a built-in customer base. For example, the bakery makes all the baked goods, breads, etc., for the deli and also sells wholesale to other retailers.

They use shared resources of IT, HR, PR, marketing, payroll, etc., running it as another division with each business unit paying in. I love immersing myself in their world while visiting for great food and new insight. I couldn't recommend getting up there more or at least picking Ari's recent series of *Lapsed Anarchist's Approach* business books available at ZingTrain.com.

So what is an ecosystem?

Let's define an ecosystem from Wikipedia:

<http://en.wikipedia.org/wiki/Ecosystem>

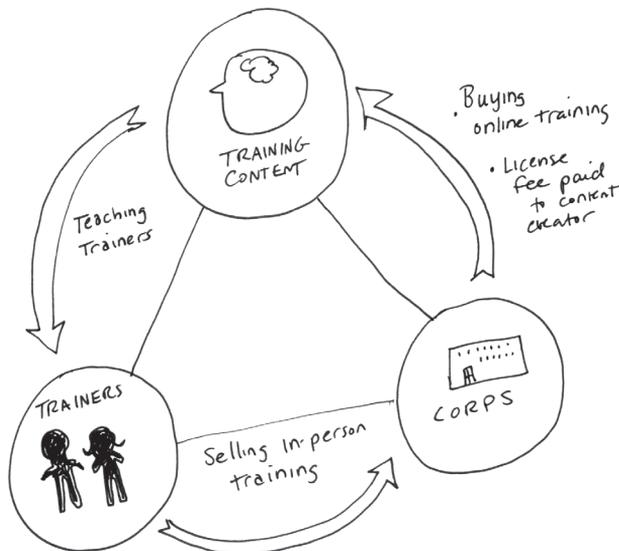
An **ecosystem** is a community of living organisms (plants, animals, and microbes) in conjunction with the nonliving components of their environment (things like air, water, and mineral soil) interacting as a system. These biotic and abiotic components are regarded as linked together through nutrient cycles and energy flows. As ecosystems are defined by the network of interactions among organisms and between organisms and their environment, they can be of any size but usually encompass specific, limited spaces (although some scientists say that the entire planet is an ecosystem).

Natural ecosystems include reefs, rainforests, organic farms, and even our entire planet or universe. Man-made ecosystems would include communities, cities, and networks.

Seeing the Bigger Interconnected Picture...

Let me share a few more examples I've helped conceive.

I had one gentleman come to me in the corporate training market. They had certain relationships already with companies for certain types of training areas. I had him create a powerful triad ecosystem model that brought together content experts, people that wanted to do the actual training (trained by the content expert), and companies buying the training for their employees.



Triangulation Impact

Circling back to Bruce Poon Tip from G Adventures, he has a triangular theory of how a non-profit can work with a for-profit company. They created the Planeterra non-profit that also works with other companies but is funded by their travel adventures. The non-profit controls and regulates the projects done in the areas where G Adventures runs trips. The for-profit company would make it a financial success, and the local community (the third part of the triangle) works with both groups. This actually builds a sustainable advantage and delivers a more meaningful experience for their travelers.

One of the first starts was in the jungles of Bolivia. They brought in locals, many of whom had been at war with each other for generations, to see if they could build an eco-lodge. Working with an NGO partner and providing the initial capital, G Adventures then sent their tours through that area to make a stop at the Chalalan lodge. This creates a win for everyone, and they decided to start their own separate foundation, Planeterra, to do these triangulation projects quicker.

Ecosystem That Grows Everyone in the Network

To give you a glimpse at my latest thinking, I want to show you an Evolved Enterprise to support orphans in Haiti. For the past five years, Maverick members have raised over \$500,000 to build self-sustaining villages in Haiti through **Caring House Foundation** (Frank-mckinney.com/caring_project.aspx). And our on-the-ground partner is Hope2Haiti (HopetoHaiti.com), run by Scott Bonnell.

On the last trip, a group of Mavericks and guests made a commitment to create a for-profit, self-sustaining business to fund Hope2Haiti's work with orphanages in Haiti. Together we developed an Evolved Enterprise™ model that helps in so many different ways and uses ecosystem thinking. It started with some sleuthing about what kinds of things have sold before to donors. When Scott mentioned Christmas greeting cards, I thought we were onto something. And I knew there was something big when he also mentioned their “ ” program that for just \$10/month can support an orphan living with a foster family.

Boom!

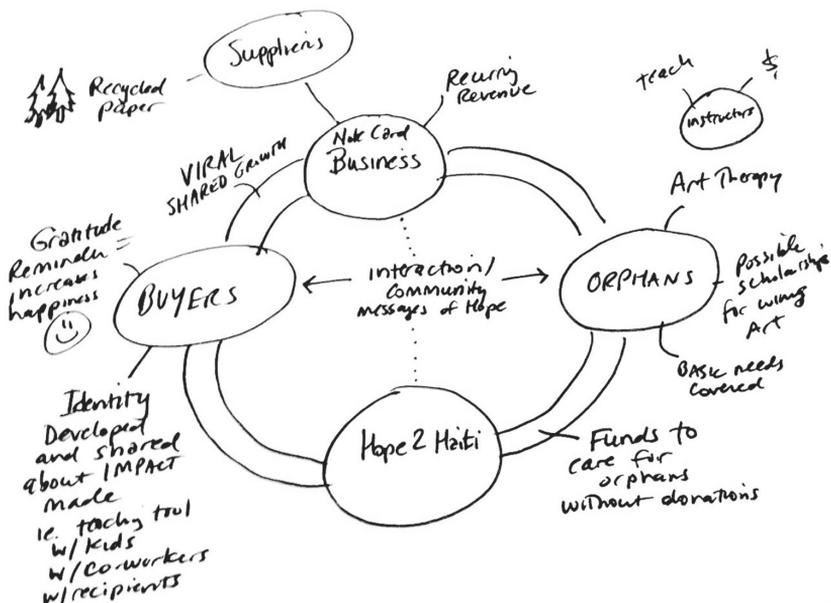
We brought both together with the idea to provide beautiful, hand-drawn artwork from Haitian orphanages as thank you cards. The hook is they come 10 to a pack, and we donate “Ten for Them.” That's \$10.00 per month going to support one Haitian child in desperate need, providing the essentials of food, clean water, shelter, clothing, and even an education.

It works for everyone, and it's not just a handout.

The customer wins because there is real scientific evidence that gratitude increases your happiness level. And a simple handwritten note goes a long way for increased connections and relationships. (Actually, I'm continually astonished at how much impact a handwritten thank you note actually gets in this digital age. I have a blog post on the long lost art of handwritten notes here: yaniksilver.com/handwritten-note.)

I could easily see an entrepreneur or business owner buying this for their team to send out thank you notes on a regular basis.

And that's another key point: This subscription pack appears each month and practically forces the recipient to use them with people that matter most in their lives.



Even better, the ecosystem expands in our diagram to include a connection between the subscribers (buyers) and the orphans. This would be as simple as an online bulletin board for messages of hope.

On the supplier side, you can see one of the key components the business would be buying is recycled, soy-based ink printing, so it's better for the environment.

Then, on the ground in Haiti, there are immense benefits. This venture would help pay the established artists who are providing art instruction to the orphans. Haitian artists are some of the best in the world, and this type of creative outlet is proven to help bolster people’s happiness. And one of the orphans each month would receive a scholarship for creating the artwork selected for the monthly design.

As you can see, there are so many interconnected pieces beyond just a donation. It’s a massive value-add on each side. As the subscriber, I’m not just buying these thank you cards because they help someone but because they help me too. That’s a key distinction. There has to be a marketplace-driven value for everyone.

An Evolved Enterprise is not about guilt-driven marketing and solicitations but actually being a greater benefit and value for everybody involved.

The Platform Wins

Thomas Edison “won” by creating an entire ecosystem for his invention of electricity. He created the bulbs, the power stations, and the wiring, among other pieces of the platform. Everything works together, and the entrepreneur that can co-create the platform or interconnected ecosystem is the one that can have the biggest impact.

Built-in Ways Evolved Enterprises™ Can Create an Impact

Your business has significant leverage that might be underused or underappreciated. No matter the size or scope of your company, you already have different ways you can consider applying the Evolved Enterprise™ concepts without really spending a dollar.

- 1) Distribution channels. Think about what your “voice” can do via your email list, social followings, database, package inserts, etc.
- 2) Skills. Harness the specialized talents of your team, and put them to work to help causes that resonate with you. You can even micro-volunteer online.
- 3) Your product or services offered. Through the offerings you put out, you can make a difference.
- 4) Ideas. Use your entrepreneurial brainpower to make a difference for organizations that matter.
- 5) Employment/supply chain. Who you buy from can be a significant source of redirecting your already existing expenditures. And we already talked about the model of Empowered Employment.

What did I miss? Any other Evolved Enterprise™ Impact Models you’ve seen that might not fit these categories? Great examples you want to share or talk about?

Join the conversation to discuss and connect on these ideas in the private community for Evolved Entrepreneurs: www.EvolvedEnterprise.org/cocreate