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Social-tech Entrepreneurship Education
Max Impact Israel

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Abstract

MAX Impact Israel (a public benefit company) developed and run the Collaborative Impact Hub, a program that facilitates collaborations between high school and further education students, professional educators, mentors, and Israeli tech companies and professionals with the aim of making a meaningful difference in young people's education and driving social change through tech opportunities. The Collaborative Impact Hub is based on multi-win-win relationships to drive influence in education alongside entrepreneurship of Impact projects.

MAX Impact Israel was established in 2017 by three entrepreneurs with extensive professional backgrounds in tech, design, and business development. Aiming to promote impact entrepreneurship, the Collaborative Impact Hub is an adaptive model, based on several principles: (1) leveraging personal win-win situations for better society; (2) multidisciplinary educational teams; (3) addressing significant social challenges for the third sector; (4) developing impactful and economically sustainable technological solutions; (5) providing an intellectual property model that allows successful projects to continue beyond the program; and (6) inviting impact entrepreneurs and Israeli tech companies to collaborate for continuity and full implementation of new ventures.

MAX Impact Israel is a successful company that has grown throughout the years, and currently has about 600 graduates, collaboration with 22 academic institutions and 50 social organizations. However, it seems that at this stage some major strategic steps are needed in order to enable further growth.

Keywords

1 Background

It was a nice summer evening in June 2017, when Guy Hollender and Meir Gabbay met each other in a reception event organized by the board of Tel Aviv Museum of Art. That evening they had a small talk and Guy shared with Meir his recent experience as a guest lecturer in a robotics class for high school students in The Herzliya Hebrew Gymnasium. Guy was impressed by the students' level of knowledge in technology but felt that they could have gained a lot more experience if they had a chance to develop robots that will actually help people. Following this evening, Guy organized a meeting with his friend, Gabriel, who was an investor in a startup Guy has founded in the field of design and marketing a few years earlier. Gabriel was known by his passion to providing better education to the next generation and making an impact for better society. Gabriel Bilczyk is a successful entrepreneur who co-founded Conduit Ltd. in 2005 and served as the CIO (Chief Information Officer) and COO (Chief Operation Officer) of the company that employed about 600 employees. In 2013 Conduit (valued at $1.3 billion) spun off its most well-known product, the Conduit platform toolbar. At that time, Gabriel decided to dedicate his time to his family and to take an active role in the development and management of the Waldorf (anthroposophical) school in which his kids studied.

In the following months Guy, Meir and Gabriel had multiple meetings. They realized that they share a passion for improved multidisciplinary education that will address social challenges through technological solutions. Those meetings eventually led to the establishment of Max Impact Israel in 2017[1].

In the first year of its operation, Max Impact Israel worked with 4 high schools that train students in technology. It was a limited effort that included 20 social projects. Each project was performed by a team composed of a technology high school student, a design student from Shenkar College[2], and a business administration student from Reichman University (IDC Herzliya)[3]. It was an 8-months program that started with an opening event, continued with an intermediate event in which the teams pitched their ideas, and concluded with a demo day to which all parents were invited, and the teams presented their deliverables in the form of MVP (minimal viable product). During the overall duration of the program, each team had a bi-weekly meeting with one of the founders: Meir provided design mentorship, Guy provided business development mentorship, and Gabriel provided managerial mentorship. It was a lean company that worked very efficiently to produce successful

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[1] https://max-imize.com/en/home-en-new/
[2] https://www.shenkar.ac.il/en
[3] https://www.runi.ac.il/en/

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prototypes. In parallel with the first-year operation, the company started to raise donations and received a formal approval by The Ministry of Education to be an external subcontractor working with technological high schools in Israel.

The founding team was eager to prove that the program not only improves the students' self-efficacy, but also enables development of real-world products that drive meaningful social change. One of the teams that participated in the program in the second year of operation worked with Beit Micha Association[4] as a client to develop a prototype for treating peripheral hearing problems in infants[5]. It was the first success story of the program when at the end of the project, i.e., at the end of the year, Beit Micha Association purchased the product for 10,000 NIS. The money was distributed among the students who remained with 10% ownership of the product, together with Max Impact Israel, in case Beit Micha Association will commercialize the product.

In the third year of the program (2019) Max Impact Israel had expanded its operation and started to work with high school students that study computer science and programming, rather than only robotics. MAX Impact Israel is currently (2022) in its sixth year of operation, demonstrating a continuous trend of growing, which leads to the impressive results that are shown below.

Figure 1. Max IMPACT Israel in Numbers, 2022 (source: https://max-imize.com/en/about-en/)

The *Collaborative Impact Hub* model that is used by Max Impact Israel is successful. And yet, with the aim to make an impact, the founding team is deliberating how to make the program scalable.

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4 https://www.beitmicha.org.il/en/home/
5 https://www.youtube.com/watch?v=RkgPia45fn4

2 Social-Tech Entrepreneurship Education

As part of the Collaborative Impact Hub, Max Impact Israel is applying an innovative model of social-tech entrepreneurship education. In order to better understand this framework, we present here relevant working definitions[6].

Entrepreneurship. Eisenmann (2013) follows Stevenson to define entrepreneurship as "the pursuit of opportunity beyond resources controlled".

Social entrepreneurship is defined by Martin and Osberg (2007) as "having the following three components: (1) identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefit on its own; (2) identifying an opportunity in this unjust equilibrium, developing a social value proposition, and bringing to bear inspiration, creativity, direct action, courage, and fortitude, thereby challenging the stable state's hegemony; and (3) forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and through imitation and the creation of a stable ecosystem round the new equilibrium ensuring a better future for the targeted group and even society at large" (p. 35).

Technology entrepreneurship is "an investment in a project that assembles and deploys specialized individuals and heterogeneous assets that are intricately related to advances in scientific and technological knowledge for the purpose of creating and capturing value for a firm" (Bailetti, 2012, p. 9).

Social-Tech Entrepreneurship "operates with a new form of management that deploys technology-driven solutions for social needs" (Skivko, 2021). It is very much related to **socio-tec innovation** that was defined by Scillitoe, Poonamallee, and Joy (2018) as "novel solutions that involve development or adoption of technological innovations to address social and/or environmental problems with a view towards creating benefit for the larger whole than just to the owners or investors" (p. 6) and to **technology social ventures** that "develop and deploy technology-driven solutions to address social needs in a financially sustainable manner" (Desa & Kotha, 2006, p. 6). Social-tech entrepreneurs provide innovative technological solutions to social needs in a variety of fields such as healthcare, employability, education, human rights, and more.

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[6] Please note that there are various definitions to each of those terms in the literature. Each of the definitions might emphasize a different aspect

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Entrepreneurship education is related to "some kind of educational (or training) process that is aimed at influencing individuals' attitudes, behaviour, values or intentions towards entrepreneurship either as a possible career or to enhance among them an appreciation of its role in the community" (Mwasalwiba, 2010, p.24). It is generally aims to create or increase entrepreneurial attitudes, spirit and culture, and to promote venture creation and job creation, as well as to contribute to the community. Entrepreneurship education is recognized as a contributing factor to growth and value creation (Kaufmann, 2009) as well as on student propensity and intentionality (Mwasalwiba, 2010). Social-tech entrepreneurship education of young people contributes to social and economic sustainability in terms of empowerment, diversity, psychological wellbeing, equality, as well as economic growth (Rashid, 2019).

3   The Collaborative Impact Hub

Max Impact Israel developed a unique program, focused on empowering students from the social and geographic periphery through an experiential education in impact entrepreneurship, combining the social sector and high-tech industry in Israel. The program is based on a model of Collaborative Impact Hub in Education which represents four building blocks: (1) creating multidisciplinary educational teams; (2) responding to real social challenges; (3) operating a built-in intellectual and economic property model; and (4) ensuring continuity for impact ventures.

3.1   Social Good

This model brings together high school students, higher education students, professional educators, business mentors, and high-tech practitioners for a joint effort to develop a new technological solution that will drive social change. Therefore, it is aimed at making an educational and social impact, while increasing young people's potential for employability in the high-tech sector.
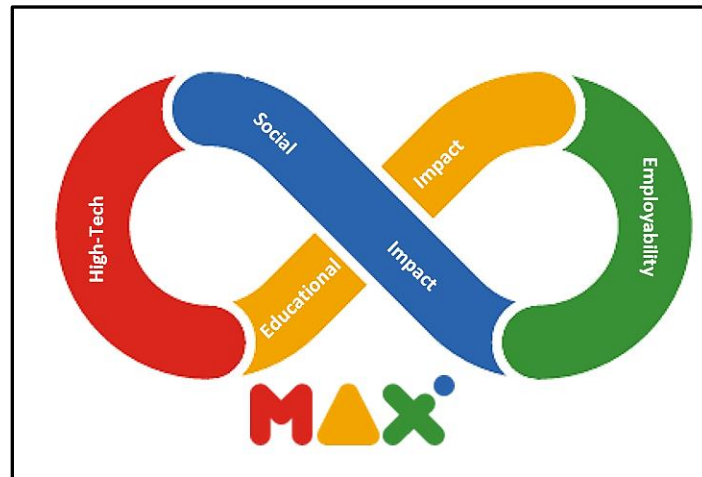
Figure 2. Collaborative IMPACT Hub

To create an **educational impact**, Max Impact Israel builds multidisciplinary teams that work together throughout the year to develop a technological MVP (Minimum Viable Product), which will respond to the needs of a social organization. Each multidisciplinary team includes three students from different age groups and professional fields. The students are responsible for three aspects of the product: technological development, business development and social value, and the product UX/UI (User Experience / User Interface) design. Each one of the teams works in cooperation with a tech-industry professional mentor who provides professional guidance and support, and with a representative of a social organization who acts as the design partner/domain expert. The students learn how to conceive and develop a new impact venture that will yield social and economic values.

The experiential process provides the students the opportunity to learn and understand additional disciplines of professionalism and to gain practice in a 'real-world' environment of sustainable development. They get experience in teamwork and acquire capabilities that will serve them in their future employability in the dynamic labor market. During the process, the students learn how to start with an initial holistic understanding of a social challenge and then to break it down into a set of interdependent actions that will be finalized with an effective product. It enables them to develop and demonstrate an array of skills that are needed in the current labor market.

The experiential process empowers the students by exploiting their competencies and creating a sense of success through practical education for impact entrepreneurship. For students, especially from lower socio-economic background, this is a lifetime opportunity to discover and exploit personal and professional strengths through project-based learning.

Furthermore, the participation in the Collaborative Impact Hub introduces the students to the concept of *"doing well by doing good"*.

To create **social impact**, Max Impact Israel identifies significant social challenges by working closely with third sector organizations. A representative from the company looks for potential partners who are passionate about social issues that can be addressed using impactful and economically sustainable technological solutions. At the beginning of each year, Max Impact Israel has an agreement with an array of third-sector organizations that are interested in the suggested collaboration and are willing to invest the required efforts to work with a team in order to define the challenge, the features and specifications of the product, and the assessment of its social and economic potential values.

A few examples of third-sector partners include "Sfat Hakeshev"[7] - a mental training program based on brain research findings, mindfulness, and psychology to impart attention skills to children and youth; "Beit Micha"[8] - a multidisciplinary center that meets the therapeutic and educational needs of children with hearing loss from birth to first grade; "The Israel Center for the Blind"[9] - an umbrella body of organizations working for the blind to work for their full integration into Israeli society and to represent them before the state and public authorities; "Association for the elderly in Ofakim" - that operates a nursing house in the southern town of Ofakim; "Eran"[10] – an association that provides a humanitarian aid service, providing mental first aid that saves lives by phone and online; "Robin Food"[11] – an association that aims to promote awareness to food waste through activities of sustainable consumption.

Participation in the Collaborative Impact Hub provides third-sector organizations an opportunity to enhance their social impact through digital innovation by improving their solutions to the target audience and developing a long-term sustainable model.

At the end of the educational-entrepreneurial part of the program the third-sector partner organization has the right to purchase the technological product in order to fully implement the solution for the benefit of the target audiences in the Israeli and global society.

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[7] https://sfathakeshev.co.il/
[8] https://www.beitmicha.org.il/en/home/
[9] https://ibcu.org.il/eng-homepage/
[10] https://en.eran.org.il/
[11] https://www.facebook.com/robinfood.il/

The participating students gain meaningful benefits for their **future employability in the high-tech labor market**. By developing innovative technological solutions, with mentorship of professionals from the high-tech industry, the students get the opportunity to learn and experience the processes and skills that will potentially serve them in their future professional career. The high-tech sector is considered attractive thanks to its association with innovation, high value-added production and success in global markets. It has a positive impact on other commercial sectors that increase productivity, business expansions, and high-wage jobs, therefore highly supported by the private and public sectors. In Israel, the high-tech industry is continuously growing since the early 1990's and demonstrates impressive success rate (Bar-El et al., 2019; Chorev & 2006; Cohen, 2005; Senor & Singer, 2009).

Throughout the program, the students develop and improve their set of skills, knowledge, and behaviors that are required in the labor market. They develop the ability to understand complex ideas, to learn from experience, and to overcome obstacles. They also improve their communication, teamwork and leadership competencies, and enhance their creativity, flexibility, and agility. In the context of the high-tech industry, in which specific ICT (Information and Communication Technologies) skillset is valued, the students improve their digital literacy, programming skills, and learn how to work in a computerized environment.

In addition to the development of skills and knowledge, participation in the Collaborative Impact Hub enables the students to establish a network, which is a critical success factor in entrepreneurship. This aspect is of great importance especially for students from disadvantaged, low socio-economic, backgrounds. Those students and their families are usually not part of extensive networks that can support them in their preliminary steps in the business world, where professional and financial acquaintances are essential. However, by participating in this program the students work with leading high-tech professionals and present their work to leading influencers and investors. Those influential stakeholders can recognize the student talent and, on many occasions, serve as the first introductory connection to a larger network that is needed for long-term success in the labor market.

3.2 Long-Term Achievements

The Collaborative Impact Hub aims to achieve long-term influence that will go beyond the lifetime of the program. Therefore, aside of the long-term benefits in education, it includes an integrated part that deals with the **economic and intellectual property** aspects of the developed products. Max Impact Israel has established a legal and economic framework

that addresses both intellectual property and long-term sustainability of the successful products with the aim to drive meaningful social change in Israel and worldwide.

From the legal perspective, at the beginning of each year, third-sector organizations are invited to apply for participation in the program free of charge. The company staff reviews the applications and select those organizations that present a challenge that has social and economic potential values and are committed to invest the necessary time and efforts to work with the student team throughout the year in order to define the needs and provide feedbacks. When the program starts, each third-sector organization's challenge is assigned to one of the student teams. At the end of the program, the team is in a position to present a prototype/MVP of an impact product, i.e., a product that has potential of double bottom-line in terms of both financial profit and social value. At this stage, the third-sector organization has the right to acquire the intellectual property that was developed in the project during the program.

In case the organization decides to acquire the intellectual property, which is based on current implementation, it has to (1) allocate 8% of the ownership to the founding team and to MAX Impact Israel. (2) to transfer a one-time payment of 10K NIS as an achievement milestone that goes entirely to the student founding team.

(1) Allocate 8% of the ownership - The student team members receive 4% of the shares and Max Impact Israel receives 4% of the shares. This type of arrangement provides a win-win-win situation where the students get an opportunity to be involved in a 'real-world' business, the third-sector organization can develop an impact solution and create a new income source, and Max Impact Israel enjoys financial sustainability for the long term.

(2) One-time payment of 10K NIS - Although it is not a high price, it recognizes the students' contribution, compensate them for their efforts, and provides initial funds that are valuable for young students, especially from disadvantaged backgrounds. It also takes into consideration that many of the third-sector organizations do not have substantial budget and are mainly relying on donations.

From the economic perspective, the Collaborative Impact Hub promotes continuity for impact venture through collaboration with high-tech companies. In addition to inviting professional high-tech product managers to mentor the students, Max Impact Israel cooperates directly with high-tech companies by presenting successful prototypes/MVPs that were developed during the program and connecting them with the relevant third-sector organizations for further development. In the context of ESG (Environmental, social, and

corporate governance), the high-tech companies benefit from this type of cooperation by offering their employees a meaningful volunteering opportunity that exploits their professionalism. The high-tech professionals can make a substantial social impact by contributing their experience, knowledge and skills to effectively improve a social challenge that was already proved to be important and valuable to the society.

3.3   Impact Measurement

Max Impact Israel is a public benefit company that aims to make an impact on multiple levels. It is therefore crucial to use impact measurement tools and methods to assess the effectiveness of its operation. There are several impact measures that Max Impact Israel has defined in terms of double bottom line: social and financial benefits, on two levels: (1) educational impact; (2) potential and actual impact of the projects initiated in the program.

The following table summarizes the measures applied by Max Impact Israel. Although the company has defined a list of measures to assess the impact on the individual level and the impact of the overall program, as well as the impact on the society at large, not all the measures have been developed, yet.

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ID	Influence	Level	Measure	Assessment Details	Results	Examples / Explanation
1	Education	Individual	Improvement of participants' skills and competencies	Under development	NA	*"Participating in the Max project allowed me to see how a professional team works, that everyone wants the success of the project and therefore everyone invests the most of their resources, it made me learn how to work in such a team. The project taught me a lot about achieving short-term goals that make a big difference in our way of establishing the application. The program provides a small glimpse into the many topics of project management, empowers us, and gives the best tools to establish a project"* Roi Segev, 2022.
2	Employability	Individual	Improvement of professional portfolio / work experience	Questionnaire based on self-assessment	- 80% (participants, 2021) mentioned acquired professional experience - 76% (participants, 2021) confirmed improvement of personal professional portfolio	*"When I was interviewed for the job I started this week, Max project was one of the most discussed topics (besides professional questions). Beyond the importance of the project, it really occupies a place of honor in the resume of an average student"* Shahar Ganot, 2022 *"My background is industrial design, with no prior experience in UI/UX. Following Covid-19, I found myself without a job for several months. I applied for a position in the field of graphic design and mentioned my experience at Max. I was accepted and today I work (and also study) in a graphic design studio. . . Volunteering at Max gave me confidence, significant experience*

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ID	Influence	Level	Measure	Assessment Details	Results	Examples / Explanation
						and an opportunity to get to know the field in a friendly way" Hadas Boni, Designer, 2020.
3	Social entrepreneurship	Individual	Increased awareness to social challenges	Questionnaire based on self-assessment	NA	
4	Social entrepreneurship	Program	Initiating/developing Impact (double bottom-line) startups	Number of new impact startups	Total of 13 new impact startups (2017-2022) in various stages	Nobook (Control Your Future) – an interactive digital notebook adapted to students with disabilities and learning difficulties.
5	Social entrepreneurship	Society	Number of beneficiaries	Under development. Sporadic and initial measurement is made for each impact project by the team	NA	Initiative Imutz Kilvavi – aims to increase the number of people who adopt abandoned dogs - 250k users. Initiative Special Jimmy - An accessible fitness app for people and athletes with intellectual developmental disabilities – potentially relevant to 200 million people. Initiative Kalil Net - A digital space that allows users to develop basic and complex digital skills in a humane and supportive way – potentially relevant to 700k people.
6	Finance	Society	Financial saving for social partner organizations – Innovation process	Estimated per project, based on working hours	Estimated value of 125k NIS per project, compared to ~150k-300k NIS per project in the "free market"	Estimation is based on value of work per project, invested in initial market research, design, and prototype development. Initiative Alumeet – A shared platform for special education teachers.
7	Finance	Society	Financial saving for social partner	Estimated per project, based on	Estimated value of 125k-150k NIS per	Estimation is based on average value of high-tech professionals' hours (volunteering, under

ID	Influence	Level	Measure	Assessment Details	Results	Examples / Explanation
			organizations – Development process	contribution of high-tech professional volunteers	project, compared to ~500k NIS per project in the "free market"	Corporate Social Responsibility (CSR) framework) per project, invested in developing the prototype into deployed implemented application. Based on cooperation with high-tech companies. Collaborating companies: Appsflyer, Taboola , Gloat, Ironsource, Perion.
8	Economy	Society	Contribution to the national economy	Under development. Potential growth and/or saving to the national economy	NA	Initiative Jobli - A smart employment matching app, designed for special needs populations. Potential annual growth of 5 billion NIS. Initiative Nobook – An interactive learning environment (also) for students with learning disabilities. Potential saving of 1,500 NIS per student with learning disabilities. * Data provided by the teams
9	Finance	Program	Increased income to Max Impact Israel	Income from successful ventures	NA	According to a new developed economic and legal model that regulates the holdings in a venture and the profits from its operation
10	Economy	Individual	Improved sense of competence and success	Questionnaire – Will you recommend others to join the program?	- 78% (participants) - 83% (mentors) - 87% - (social organizations) * Results of 2022 survey	*I left with the motivation to create technological tools for social and environmental change. Your mode of activity, which creates so many high-quality collaborations, inspires our organization as well"* (representative of "Ventata" association)

4   Success Stories

To demonstrate some aspects of the impact that Max Impact Israel has achieved thanks to its program, the following sections present success stories and references to additional information.

1. **Students who, thanks to their participation in the program, were able to be join the labor market**

"Good morning, I just wanted to share that I passed the first professional interview, and a meeting is being arranged for me with the CEO. And thanks to Max for bringing me this far 😍 🤍 " [Designer, Graduated in 2022]

"The program allows new designers to lead significant design processes for a real product, to work with a real client and face real limitations. The rich experience you get in the program – specification, development, design, research - is translated into real experience that you can include in your resume. And together with the resume, in creating the process and presenting it in the portfolio, it is possible to show future recruiters how the designer thinks, designs, and produces the appropriate solution. Personally, after a year of looking for a job after finishing my degree, thanks to the experience and the product of my volunteering in the program, I was accepted to work in a design studio, and finally start my career" [Maya Rothbaum, Designer, Graduated in 2020]

"Just participating and knowing that you are doing something significant already gives you confidence and a back for job interviews. The knowledge and concepts gained during the program are impressive in interviews and when it is an interview for a job in a field that overlaps with volunteering it is also practical experience" [Marketing Student, Graduated in 2020]

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2. Empowerment and experience

Video: Max Impact Demo Day 2022

"This is the fourth year that we at Kalai High School get to work with you and we thank you for the privilege of giving our students an amazing experience, tools for life and a feeling that they are an important part of something good, that they do for other people, who will enjoy the products that they started developing. Our graduates tell everyone how much the project they did thanks to you is remembered as a very significant experience in their lives and we have a significant number of projects that are continuing" [Sarah Fish, Technology Majors Coordinator, Kolei Givataim High School]

"I'm so glad I didn't run away to the comfortable place of letting someone speak for me, I really think I opened a door here for myself to overcome the fear. Thank you for the opportunity, it's not obvious at all" [Design Student, about the pitch night event where the teams present their projects for the first time, 2022]

3. Non-profit organizations that, thanks to the participation in the program, promote social and technological innovation

"The Kesher application developed in the MAX program is a groundbreaking innovative development that will help a variety of audiences, parents and staff in rehabilitation dormitories, and in the future for others. The process gave us a lot of food for thought about the technological world and the importance of bringing it into the world of integrating people with disabilities into the community and society" [David Marko CEO Alvin Israel, 2020]

"I would like to point out the exciting and professional cooperation with the MAX program and the privilege to take an active part in a project to teach people with blindness and visual disabilities to play the piano" [Yalon Ginat, Project Coordinator, The Center for the Blind in Israel, 2018]

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"The Special Jimmy app is the first app built from the ground up to support a population with developmental intellectual disabilities. This was made possible thanks to the Max organization. For the first time in Israel, athletes with disabilities will be able to train and maintain fitness in a dedicated training session in their free time, and as a result to improve their health" [Sharon Levy-Belanga, CEO of the Special Olympics Association, 2020]

"The Jobli application that we developed in collaboration with MAX is an innovative, available and effective tool for making the free labor market accessible to people with intellectual disabilities, thereby contributing to the success of integration into society. Akim will allocate resources for further development and implementation of the application for the benefit of people with disabilities in Israel and around the world, as part of its mission to create a good and respectful society which recognizes diversity and enables equal opportunities. Thank you from the bottom of my heart for the assistance in developing the app" [Sigal Peretz Yahami, CEO of Akim Israel, 2021]

4. **Ventures that were initially developed in the program, and further developed to fully operated products**.

Forest-City. An application for registering and managing the activities of the "Forest-City Citizens" community was recently purchased by Ventata association that aims to make the urban space greener. The association will be able to manage "green urban cells", hold and present meetings and activities, and create a sustainable income model. The association is interested in taking part in the MAX CSR model where employees in high-tech companies volunteer for the continuity of the project.

Losty. A distress button that allows a user with special needs to send an alert to predefined contacts was purchased by a project participant. The product allows the user's "close circle" to receive a report, communicate and close a circle within the application. A beta version should be released at the end of 2022. A business plan has been prepared as well as a new website. It is expected that marketing to associations and individuals will start in six months.

Tennis for All. An application that makes tennis training accessible to the entire population, including those with disabilities and special needs was purchased by the association, which is interested in taking part in the MAX CSR model where employees in high-tech companies volunteer for the continuity of the project.

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Eatself. *A platform that allows people with disabilities to independently choose the ingredients of their meals in only three steps, thus be able to participate in the preparation of the daily dishes. The venture was purchased by the Alvin Israel association. First implementation in one of the Alvin Israel dormitories in East Jerusalem is expected next month (December 2022).*

5. **MAX CSR (Corporate Social Responsibility) model allows employees in high-tech companies to volunteer for the continuity of the project**

Appsflyer company collaborates with Avoda Shava Association.

"We are in the midst of a significant change in the employment market and in Israel. We joined the important project of MAX and together with the great team members we developed an excellent demo of the product. The connection with Appsflyer was natural for further development - together we create a new standard for the employment market in Israel" [Michal Litmanovitz, CEO, Avoda Shava]

"Our connection to Avoda Shava and its product is natural due to our values and array of actions aim to reduce gender gaps. It is demonstrated in the amazing contribution of our employees with their expertise and skills, in their connection and love for the project. We are proud to partner with Max. The joint work is good, professional and influential. Thanks!" [Shelly Luftig, CSR Coordinator, Appsflyer]

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5 The Dilemma: Deciding How Best to Move Forward

Since 2017 the founders of Max Impact Israel have made a change in the lives of dozens of students, providing them with knowledge, experience and tools that will benefit them in their professional career. Furthermore, there are several success stories, in which the students' project has evolved into an actual product that non-profit organizations can utilize, and potentially make an income in the long run. During the years, Max Impact Israel has grown and expand its capacity to involve also employees in high-tech companies.

Max Impact Israel is a success story. However, the founders wish to take the company to the next stage and currently, the top management faces several major open questions.

- **Scalability**. The number of employees in Max Impact Israel is relatively small and the initiation of each activity requires a lot of efforts. Considering the constraints, the question is how to scale up the activity so it will reach out to wider audience of students, academic institutions, third sector organizations, high-tech companies, etc.?

- **Measurement**. The company has started to develop a measurement system, but it is incomplete. Some of the measures require long-term assessments, and others are still too vague. Hence, the questions are what will be the best measurement scheme for Max Impact Israel? and how to develop clear and precise impact measures and measurement system?

- **Financial Sustainability**. One of the main challenges for any social-tech entrepreneurship initiative, and also for Max Impact Israel, is how to ensure financial sustainability. Up to date, the company has managed to operate The Collaborative Impact Hub, which requires substantial funds, based on the founders' contribution with the support of several philanthropic funds. The company also established a procedure for long term collaboration based on legal agreement with the aim to benefit from successful developed product. It seems like a progress in the right direction but the question is what else can the company do on this respect?

- **Projects continuity and deployment.** MAX Impact Israel aims all seed projects created through its collaborative Impact Hub in Education to be developed and deployed in society. As the teams participating end their role after the 6 months program, MAX Impact Israel is looking for ways to continue the newborn projects for full social influence. What would be the potential methods to continue these projects?

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