



## Session 6: Beneficiaries and Payers

**Overview** Many social impact models aim to benefit people and communities who have little to no capacity to pay for the entrepreneurial solutions. This session highlights the special challenges social entrepreneurs are likely to encounter in developing impact models wherein beneficiaries are distinct from actual payers of a solution.

- Key Points**
- ❖ Beneficiaries are the people and communities who stand to be positively impacted by your social venture.
  - ❖ Payers, also known as customers, are the people who actually pay for or fund your product, service, program or policy. Payers might be consumers, businesses, governments or other organizations who exchange money for the value provided by your solution.
  - ❖ When working on a social impact model-whether a business or non-profit venture, you may or may not have different groups of payers and beneficiaries. In some cases, beneficiaries and payers are the same people or organizations.

- Discussion Questions**
1. At the end of the video, Mike McIntyre is quoted with the saying, “Sometimes those who give the most are the ones with the least to spare.” How does this sentiment make people feel? What does he mean by this?
  2. What are some positive and negative outcomes of providing “free” services to beneficiary groups?

**Additional Resources** [Link to the Horn Program Social Impact Canvas](#)  
[Visit the Harvard Business School’s Social Enterprise page to learn about courses and alumni making an impact](#)

- Possible Assignments**
1. Research & present cases where social impact organizations have distinct groups of payers and beneficiaries, and others that do not.
  2. Brainstorm, list & discuss what “privileges” you may have as compared to other beneficiary groups you may want to serve.

