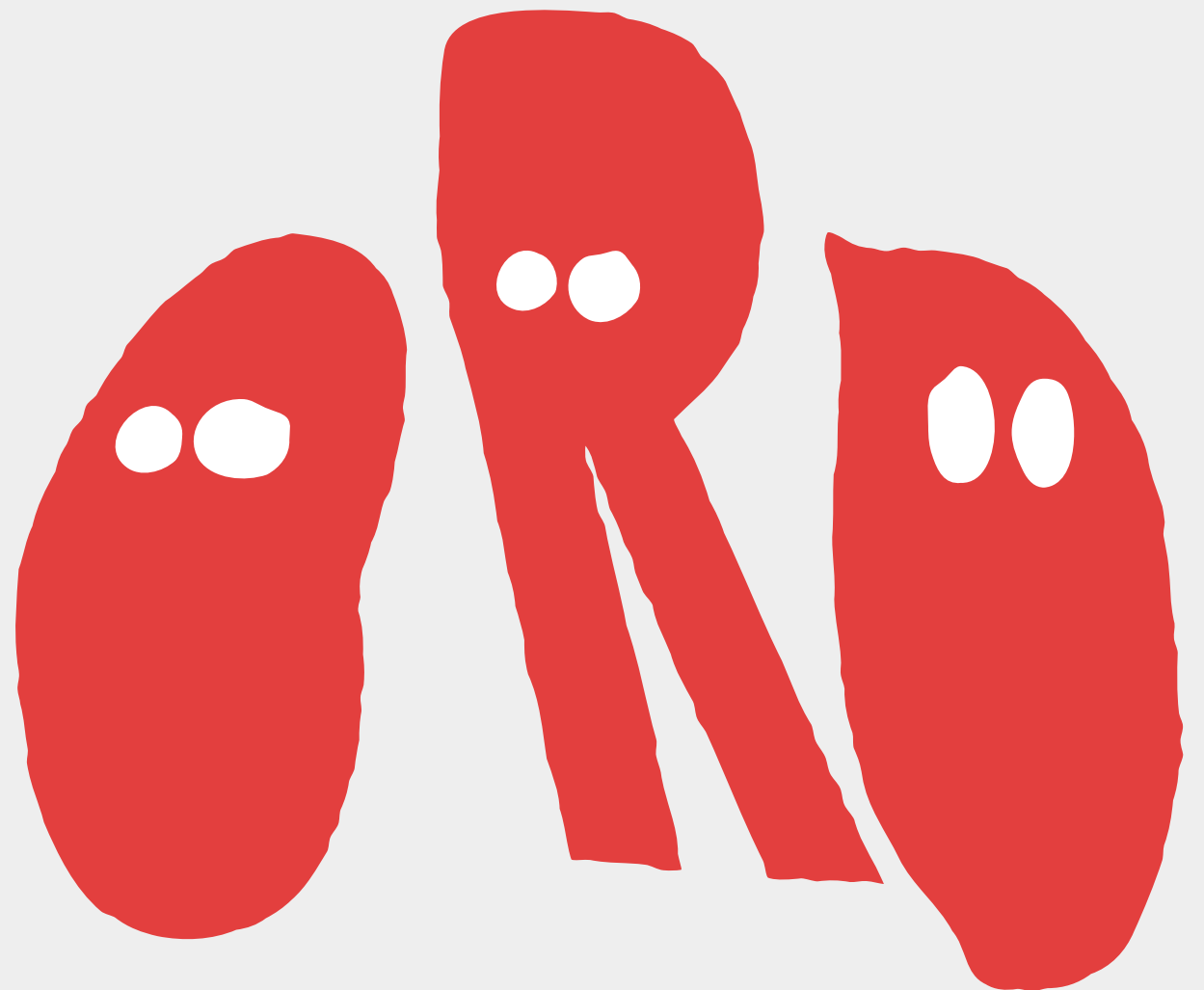


# Intro to Social Impact Planning

for Game Studios

Jennie Robinson Faber • Weird Ghosts 2022



# Who this is for

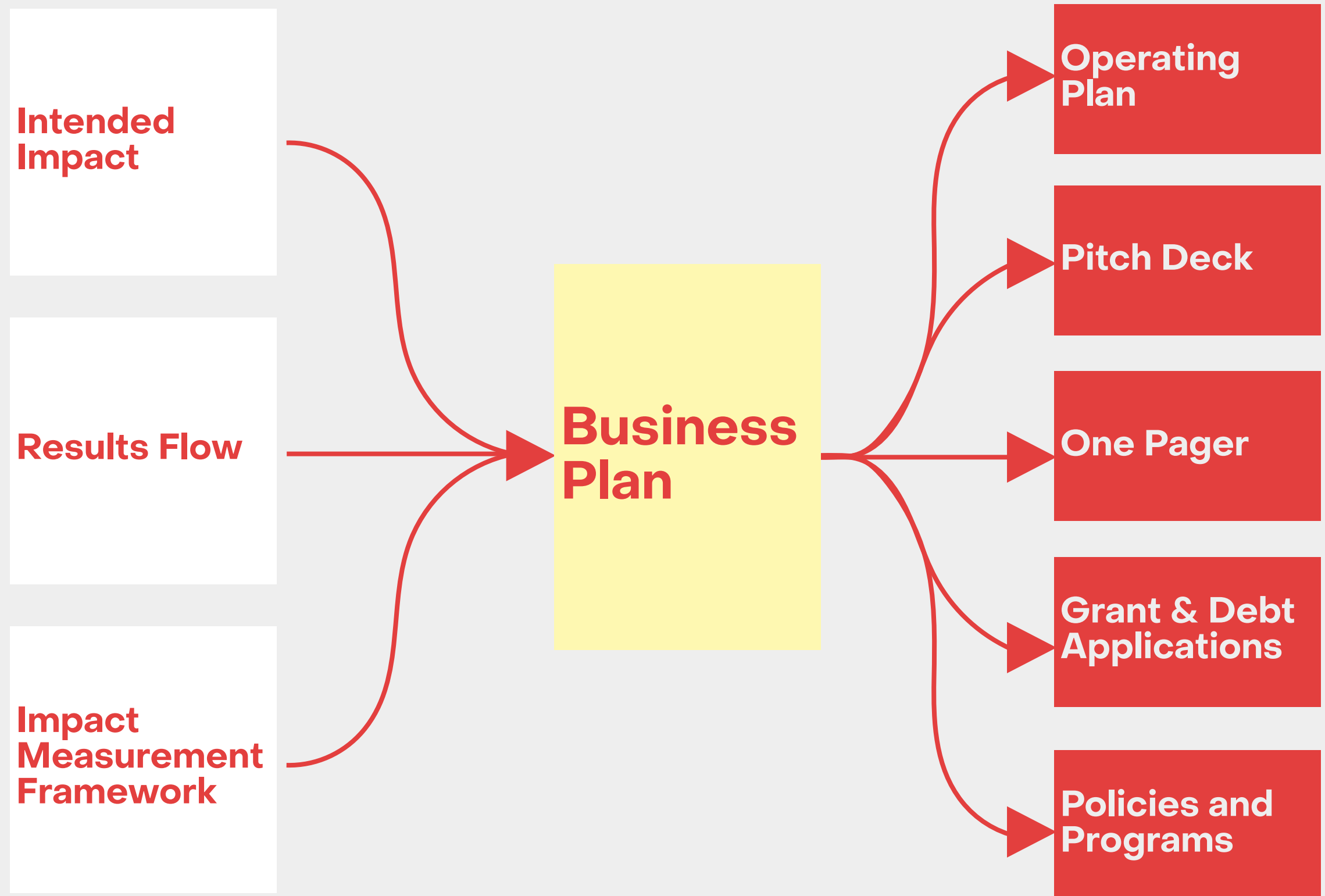
- You!
- Studios interested in accessing social finance funds
- Studios interested in improving transparency and accountability



# Today we'll:

- Review social financing
- Introduce the concepts of **intended impact, ultimate outcome** and **impact measurement framework**
- Draft an initial **intended impact statement**





# Accounting for and valuing social impact



# Impact is inherent

- We work with humans
- We make cultural products
- Our ideas have an effect on the world

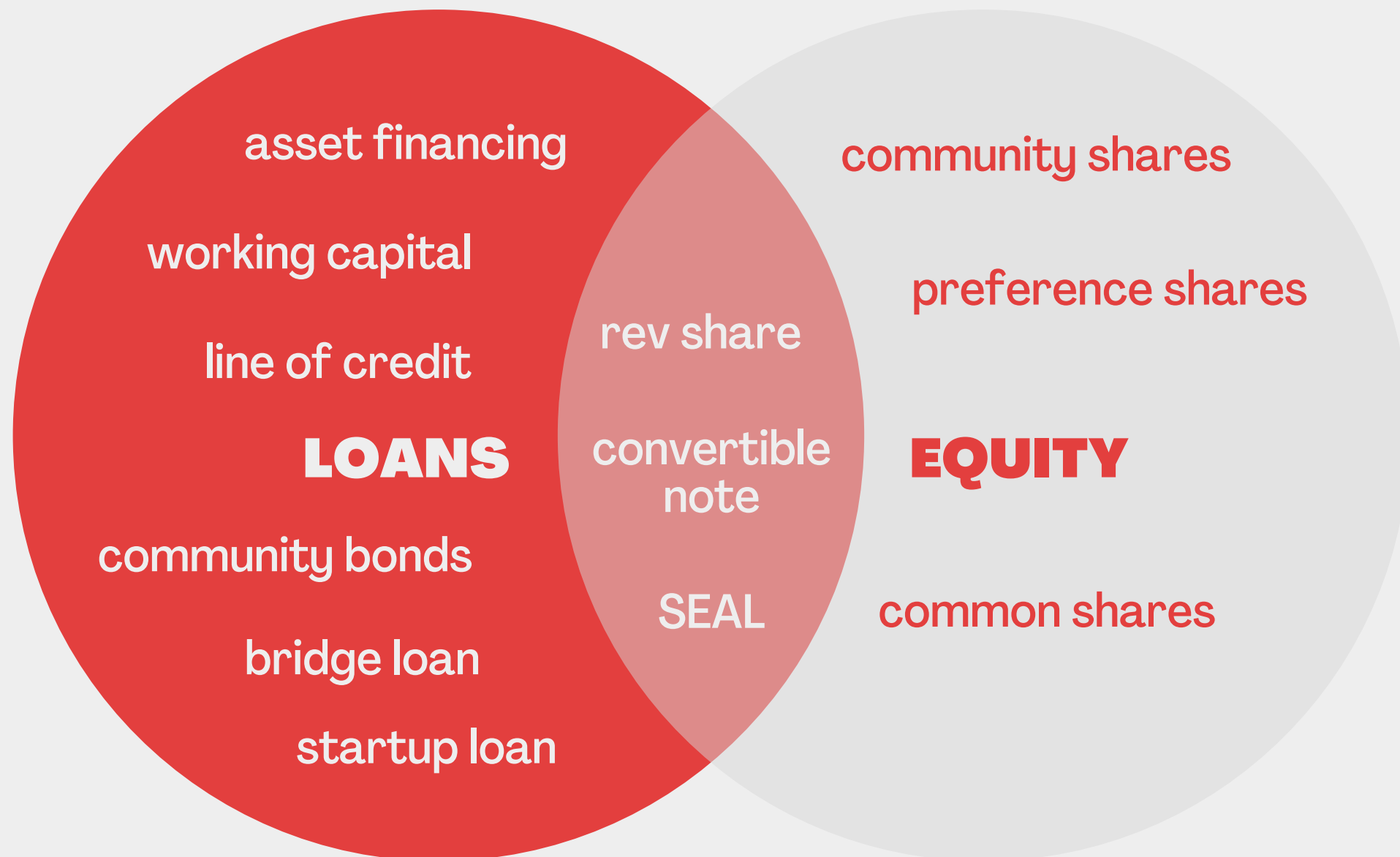


# Social impact strategy

- A **human-centred approach** to adapting, scaling and focusing your work in response to social problems
- Definable
- Measurable
- Not widely used by game/IDM studios



# (Some) types of social finance



Example funds: Weird Ghosts, Raven Indigenous Partners, March Capital, Marigold Capital, Ulnooweg, Jubilee Fund, VERGE Capital



# The Social Finance Fund

- The federal government will match **dollar-for-dollar**.
- The cost of this capital is "**below market rate**" (or low financial return)
- You can be a **non-profit**, a **co-op**, a **hybrid structure**, **for-profit** etc.



**For-profit**

**Co-op**

**Non-profit**

**Charity**

Commercial  
corporation

Socially  
responsible  
corporation

**Social  
purpose  
business**

**Co-operative  
social  
venture**

Non-profit  
social  
venture

Social  
venture arm  
of a charity

**Financial**

**BLENDED RETURNS**

**Social**

*Source: Adapted from Spectrum of Organizations:  
From Charities to Traditional Businesses, Mobilizing  
Private Capital for Public Good, Canadian Task Force  
on Social Finance.*

# Why create a social impact strategy?

- Accessing certain types of investment, like social finance
- Telling a clear and compelling story about your work
- Creating your values and aligning your team on them



# Tools

1. Intended impact statement
2. Results Flow
3. Impact Measurement Framework



# INTENDED IMPACT

What are we holding ourselves accountable  
for achieving, and on what timeframe?



# Purpose

- It's grounding
- Helps you prioritize work based on values
- Specifies the good you're doing
- Answers the ***why***
- **Commitment to a specific good**



**Mission  
vs.  
intended impact**



## Example 1

**We create narrative-driven games featuring authentic characters in the midst of pivotal moments and life-changing stories.**



## **Example 2**

**We're creating nourishing experiences for refuge, resilience and transformation by inviting dreamers, witches and leading technologists on a shared journey.**

## Example 1

We create narrative-driven games featuring authentic characters in the midst of pivotal moments and life-changing stories.

## Example 2

We're creating nourishing experiences for refuge, resilience and transformation by inviting dreamers, witches and leading technologists on a shared journey.

# Your intended impact statement addresses:

- **What** will we achieve?
- **Who** benefits?
- By **when**?
- **TIP:** Don't take into account your resources or lack thereof. This is a dream world.



## **Mission**

**We create narrative-driven games featuring authentic characters in the midst of pivotal moments and life-changing stories.**

## **Intended Impact**

**By 2022, we will develop and release an app for youth on mainstream platforms that authentically represents healthy LGBTQ+ relationships in order to help trans, queer and questioning teens around the world learn to navigate relationships in their own lives.**

## Mission

**We're creating nourishing experiences for refuge, resilience and transformation by inviting dreamers, witches and leading**

## Intended Impact

**By 2025, games that foster experimentation and positive transformation in players will, as a category, make up 20% of the catalogue on mainstream distribution platforms and increase sales share worldwide by 50%.**

# The difference

- We are describing the impact of our work
- From “**What we do**” to “**What we contribute**”
- Allows ourselves to be held accountable



# Exercise – 10 min.

- **What** will we achieve?
- **Who** benefits?
- By **when**?
- **TIP:** Don't take into account your resources or lack thereof. This is a dream world.



# Exercise – 10 min.

- Define success for your studio
- *Not* about activities, projects or strategies
- What's the result? Intended impact is the change you will make.





# Exercise

- **What** will we achieve?
- **Who** benefits?
- By **when**?
- **TIP:** Don't take into account your resources or lack thereof. This is a dream world. 💖



# Exercise: Feedback

- What pieces are missing?
- What is clear or unclear?
- Does it explain the result of work/outcome?



**This process takes  
time!**

# Strategy



**Guides how we  
align our actions,  
resources and  
intended impact.**

# Reality is we're all pretty short on resources. :(

- We can't do everything.
- **Good news:** We don't HAVE to do everything!



# Clear strategy = the **TIGHTEST** FIT we can make between:

- **Actions** we take

- **Resources** we expend

- **Our intended impact**

**...so how do we map this?**



**5-min break!**



# RESULTS FLOW

What strategies will we undertake to achieve our ultimate outcome?



# Why use a results flow?

- Demonstrates links between activities and outcomes
- Basis for measurement
- Agreement between partners
- Highly visual
- Compelling story for your supporters



# What does it show?

- **WHAT** is the outcome you want to see?
- **HOW** do your activities lead to that?



Intended  
impact

Ultimate  
outcome  
statement

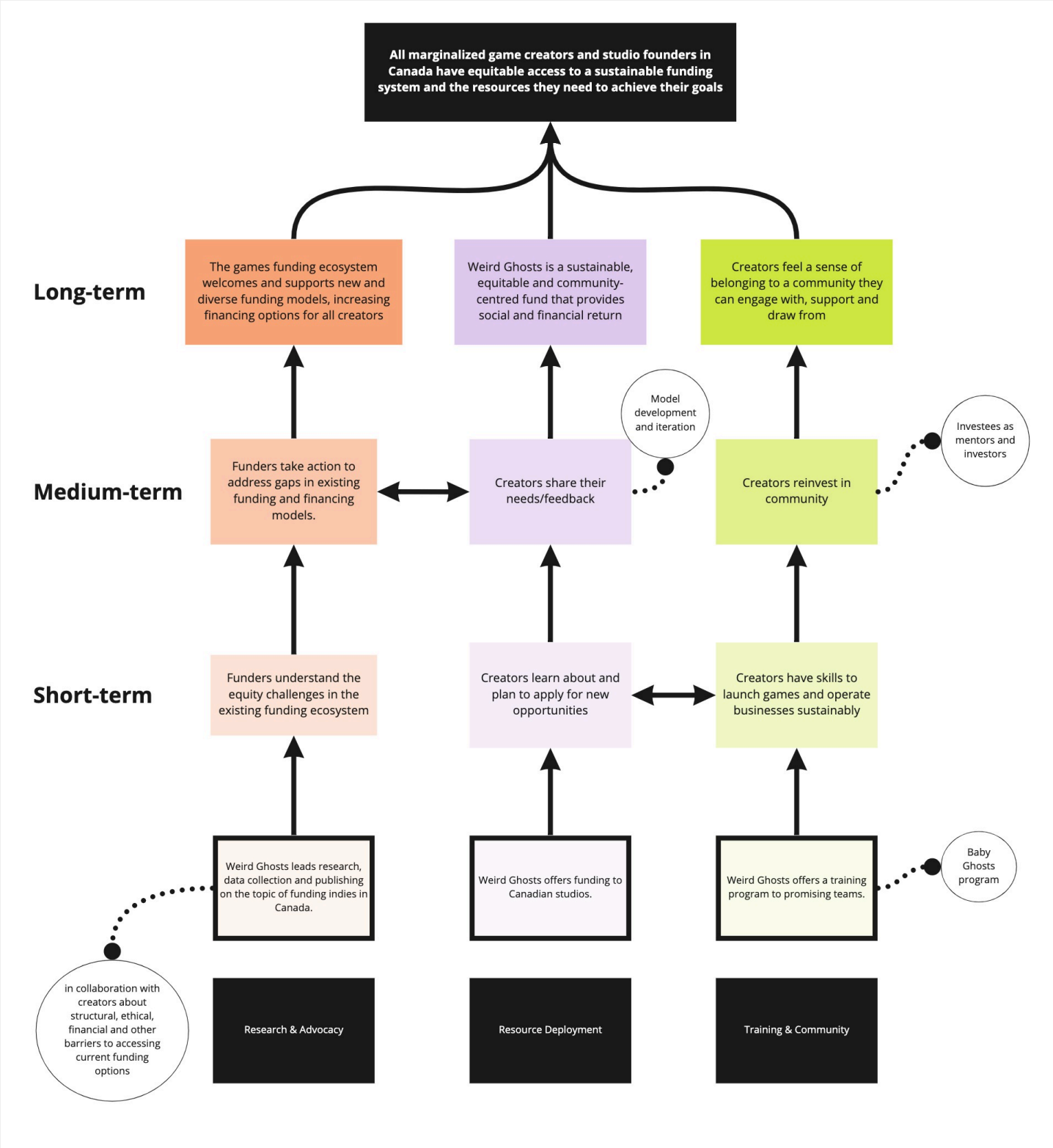
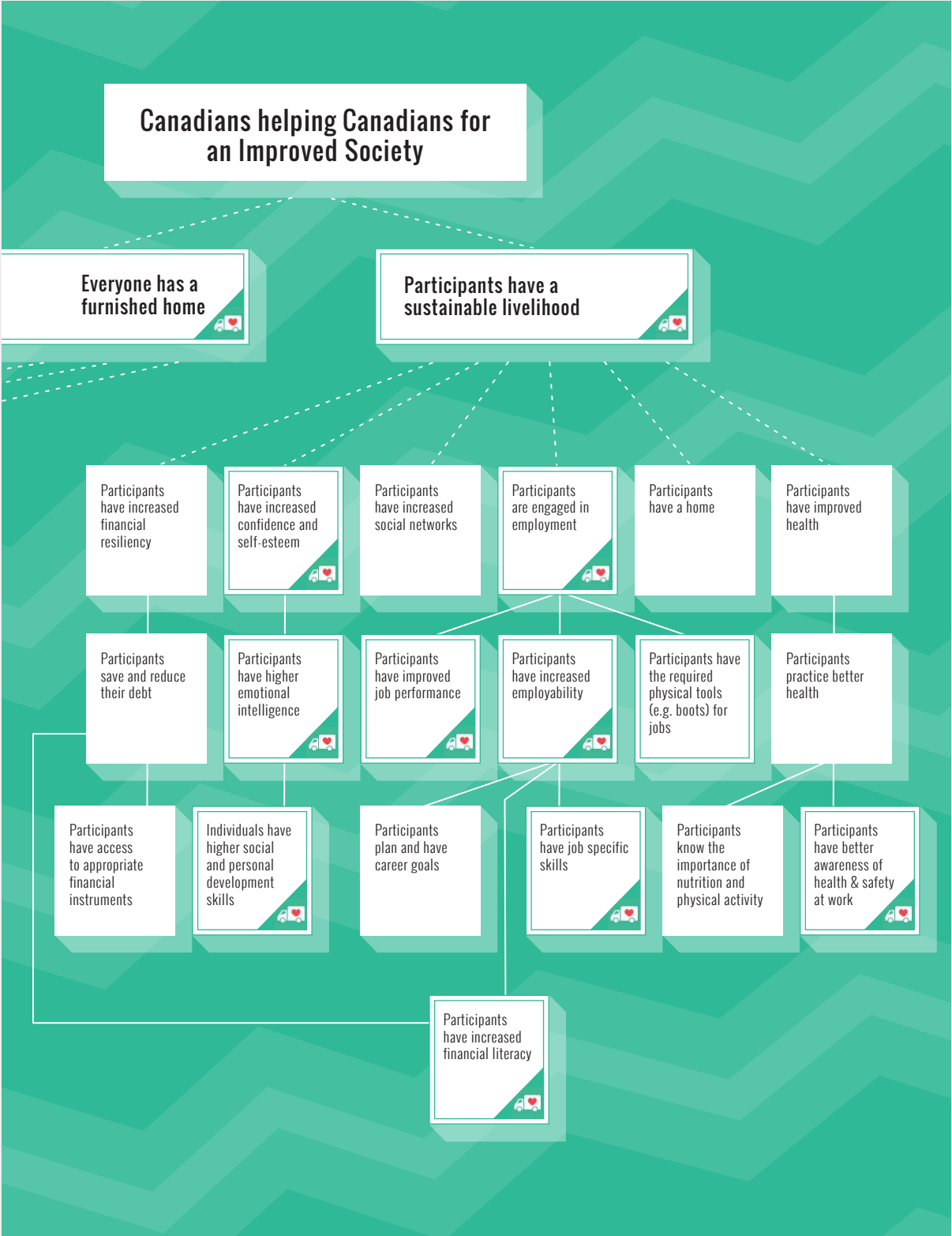
**Results  
Flow**



the change we  
will make

the way the  
world will be  
when we're  
successful

**a road  
map of  
linked  
strategies**

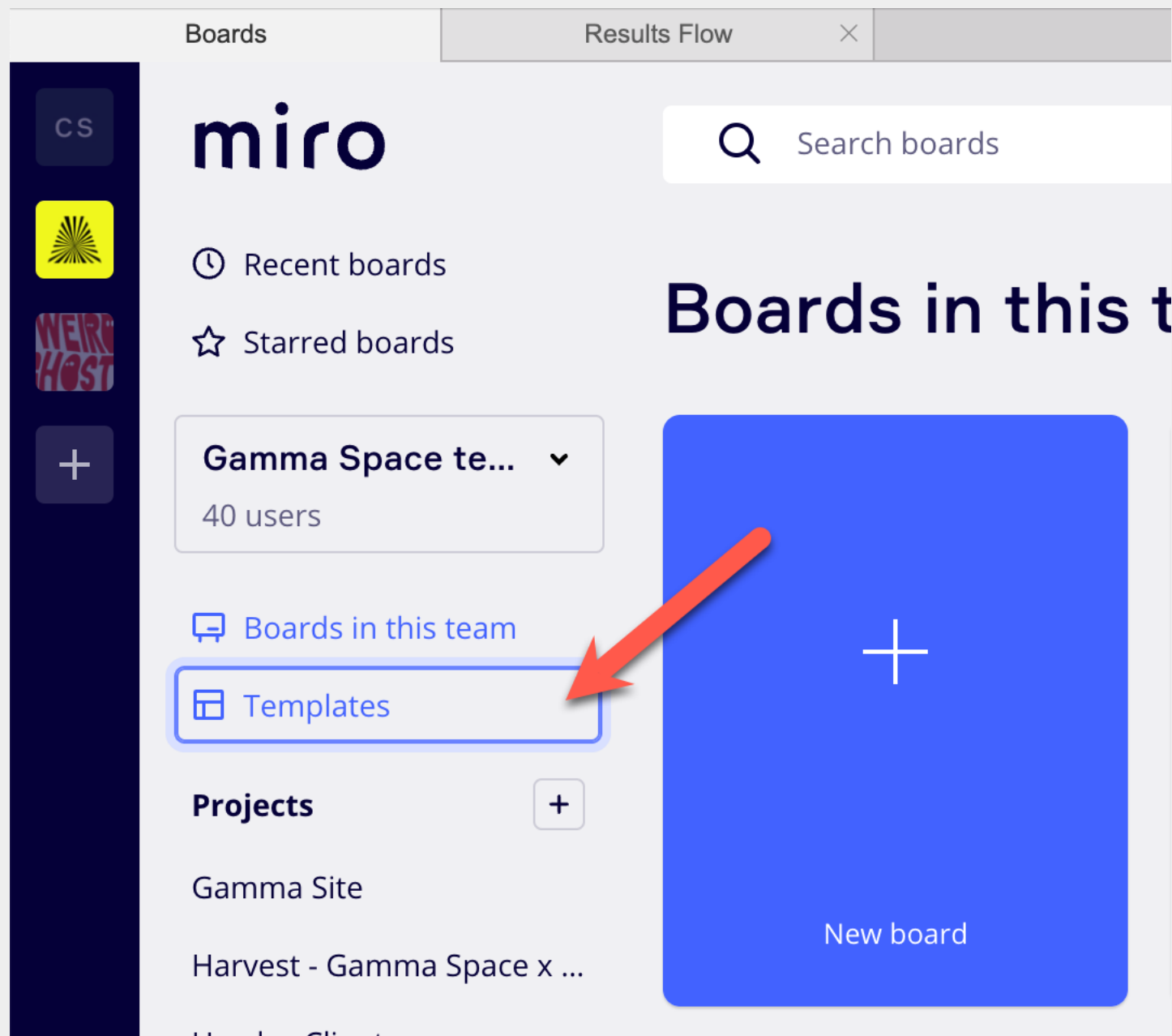


# Recap

- Intended impact:  
*What are we holding ourselves accountable for achieving, and on what timeframe?*
- Results flow:  
*What strategies will we undertake to achieve it?*



# Template



For you

All templates

Recent

Popular

Building Blocks

## USE CASES

Meetings & Workshops

Brainstorming & Ideation

Agile Workflows

Mapping & Diagramming

Research & Design

Strategy & Planning

## MIROVERSE

Community Templates

Icebreakers **NEW**

## CUSTOM TEMPLATES

Personal

**Shared**

# How to create a results flow

1. **At the top:**  
Describe the way you want the world to be when you are successful
2. **At the bottom:**  
Write out your activities





# How to create a results flow

## 3. **Short Term**

**Outcomes:** Changes in skills, knowledge, awareness, interests and motivation

in action: behaviour, practice, and attitude.

## 4. **Medium Term**

**Outcomes:** Changes

## 5. **Long-term**

**Outcomes:** Changes in state or condition.



TIP: Each outcome  
should reflect  
**WHO** is impacted  
and **WHAT** the  
impact is.

**Ultimate outcome**

What the world looks like.

**Founders in Canada have equitable access to a sustainable funding system and the resources they need to achieve their goals**



**Long-term Outcomes**

Changes in state or condition.

**Creators feel a sense of belonging to a community they can engage with, support and draw from**



**Medium Term Outcomes**

Changes in action: behaviour, practice, and attitude.

**Creators reinvest in community**



**Short Term Outcomes**

Changes in skills, knowledge, awareness, interests and motivation.

**Creators have skills to launch games and operate businesses sustainably**



**Activities**

What you do and/or what happens.

**Weird Ghosts offers a training program to promising teams.**

**START HERE**

# Examples of ultimate outcome statements

## Example 1

LGBTQ+ youth can relate to authentic characters and learn to build healthy relationships through the games they play.

## Example 2

Games that are nourishing and create space for refuge, resilience and transformation are welcomed by players.



**Evaluation tips in  
resources we'll share**

# IMPACT MEASUREMENT FRAMEWORK

Are we living up to our intentions?



# Other frameworks

- B Corps
  - Useful if you are focused on broadly applicable measures like environment, workers, governance.
- Demonstrating Value toolkit  
[demonstratingvalue.org](https://demonstratingvalue.org)
- IRIS impact investor focused  
[iris.thegiin.org](https://iris.thegiin.org)
- Social Value UK  
[socialvalueuk.org](https://socialvalueuk.org)



# What is an IMF?

- A tool that makes it difficult to avoid accountability
- Requires you to implement learning
- Are we living up to our intentions?





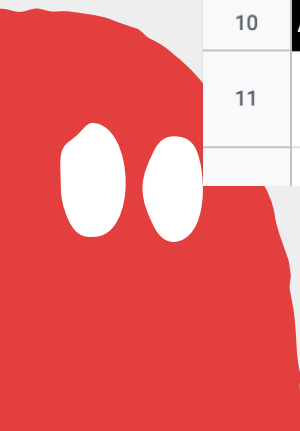
# What does an IMF do?

- Lets you track **progress** towards change in measurable terms
- **Documents** that change




# It's mostly just a spreadsheet!

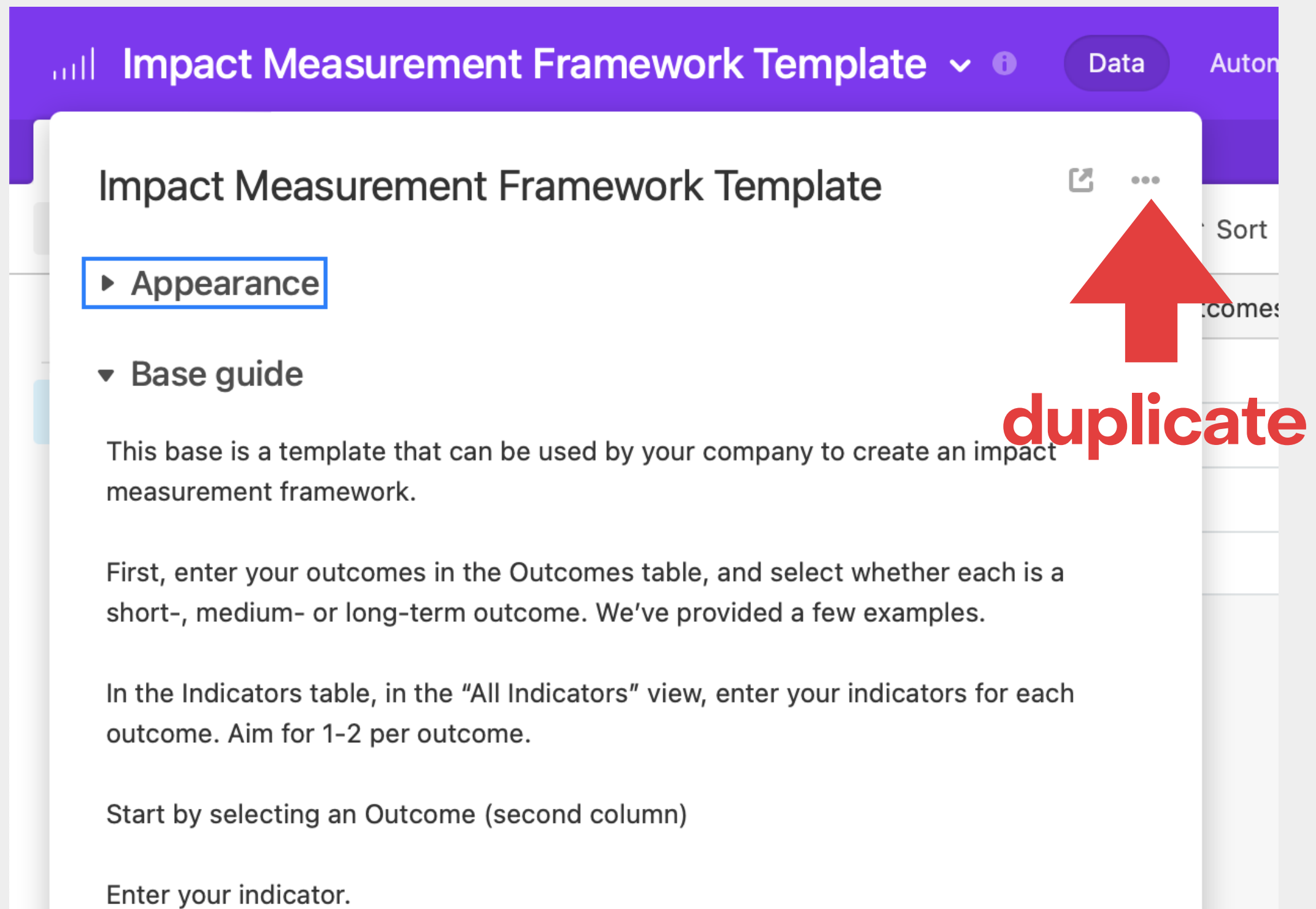
1	Ultimate Outcome:							
2			Who will take the lead in collecting this data?	How often will you collect this data (monthly, semi-annually, annually?)	Where will you get this data? How will you collect this data?	Who is this data collected from? What is the audience?	What is current performance (baseline) or initial measure?	What target performance do you want (based on baseline)?
3	Outcome	Indicator	Responsibility	Frequency	Data Source & Tool	Who	Baseline Performance	Target Performance
4	LONG-TERM OUTCOMES							
5								
6	MEDIUM-TERM OUTCOMES							
7								
8	SHORT-TERM OUTCOMES							
9								
10	Activities							
11								



# Or spreadsheet-like!

<div>  <div> <div>PMF</div> <div>Outcomes</div> <div>+ Add or import</div> </div> <div> <div>SHARE</div> <div>AUTOMATIONS</div> </div> <div>HELP</div> </div>									
<div> <div>Indicators by Data Source...</div> <div>5 hidden fields</div> <div>Filter</div> <div>Grouped by 2 fields</div> <div>Sort</div> <div>Color</div> <div>Share view</div> </div>									
Indicator	Outcomes	Type (from Outcom...	Why?	Responsible for ...	Frequency	Data Source & Tool	Who	Internal Notes	
<div> <div>FREQUENCY</div> <div>Annually</div> <div>9</div> </div>									
6	Percentage of studio workers surveyed who feel valued, and that their security and wellbeing is prioritized by their employer	Employers value workers, a	Medium-term	Research Staff ED	Annually	Survey	Workers in industry/sector		
7	Percentage of workers who feel they are treated fairly by their employer	Every person working in gar	Long-term	ED	Annually	Survey	Game studio employees in Canada		
8	Number of creators who attempted or wish to access these supports who feel they are accessible and adequate.	Government and industry su	Long-term	ED	Annually	Survey	Members	Whether or not these programs *are* adequate is irrelevant if there are underlying reasons people have a sense they are not. E.g., the existence and ...	
9	Percentage of people interested in creating games who feel free to create the kind of work they want to.	Every person working in gar	Long-term	ED	Annually	Survey	Game-making community members	Include space for qualitative responses here, because we are trying to learn more about what exactly this means to different people and may ...	
10	Percentage of workers who are financially secure, or feel their security is increasing, regardless of employment situation	Every person working in gar	Long-term	ED	Annually	Survey	Game studio employees in Canada	Cohort analysis of studios lifecycles in Damage Labs, or even DMG members? Is security increasing	
11	Number of these studios still operating one year later	Creators facing systemic di	Medium-term	Resource barriers emerge early in studio founding lifecycle	Damage Labs staff or c...	Annually	Survey	Studio founders	
12	Percentage of studios that indicate worker health, security and wellbeing is a top priority	Employers value workers, a	Medium-term	There may be a gap between the intention of studios and what actions they have taken to date, but this should indicate a future trend toward ...	Damage Labs staff or c...	Annually	Survey	Employers and leadership	Review web sites and social

# Template



The screenshot shows a web application interface for the "Impact Measurement Framework Template". The top navigation bar is purple and contains the title "Impact Measurement Framework Template" with a dropdown arrow, an information icon, and buttons for "Data" and "Automate". Below the navigation bar, a white modal or card displays the template details. On the right side of this card, there are two icons: a share icon and a three-dot menu icon. A large red arrow points from the word "duplicate" (written in red) to the three-dot menu icon. The main content of the card includes a section titled "Appearance" (highlighted with a blue border), a "Base guide" section with a downward arrow, and several paragraphs of instructional text.

Impact Measurement Framework Template

► Appearance

▼ Base guide

This base is a template that can be used by your company to create an impact measurement framework.

First, enter your outcomes in the Outcomes table, and select whether each is a short-, medium- or long-term outcome. We've provided a few examples.

In the Indicators table, in the "All Indicators" view, enter your indicators for each outcome. Aim for 1-2 per outcome.

Start by selecting an Outcome (second column)

Enter your indicator.

duplicate

# Your goal is to:

- **Identify the right indicators** to measure each of your outcomes
- Describe a plan for **how you will collect data**



# Outcomes

- A restatement of outcomes from your results flow
- Tip: Start with a subset of outcomes that

you want to commit to being accountable for



# Indicators

- A neutral **measure** (quantitative) or **descriptor** (qualitative) of a change.
- Ex: *Average positive/belonging sentiment of investees 6 months after investment*



**Let's talk about  
indicators**





# Indicators

- Quantitative and qualitative measures that describe progress.
- They specify what is to be measured, but not the target.
- Aim for 1–2 indicators per outcome. More than one indicator may map to a single outcome.



# Quantitative vs. Qualitative

Quantitative	Qualitative
Statistical measures	Perception, opinion or quality
Number	Stories
Frequency	Presence/absence of certain conditions
Percentile	Quality of participation
Ratio	Level of user satisfaction
Variance	
e.g.: <i>Percentage of core funders with an adequate internal action plan for addressing diversity of applicants</i>	e.g., <i>Average value of sense of relevance to users' lives</i>



# A good indicator:

- Makes it easy for you to identify when changes have occurred
- Is specific, observable and measurable



# Evaluating indicators

- Does it actually measure progress?
- Will data be consistent over time?
- Is it simple to collect data?
- Is it useful in your decision making?
- Can we afford to collect this data?



# SMART goals framework

- **Specific** – who and what
- **Measurable** – can be counted and observed
- **Attainable** – achievable amount or level
- **Relevant** – aligned with your ultimate outcome
- **Time-bound** – attached to a timeframe



**Resistance to  
accountability and  
measurement?**

# IMF components



# Responsibility

- Who will collect the data and stories?
- The person or job function responsible for

collecting data for reporting and analysis; *not* who is responsible for achieving the stated targets.





# Frequency

- How often you will collect the data:  
monthly, quarterly,  
semi-annually,  
annually?



# Data Sources

- **Where** will you get the data?

*E.g. Playtesting,  
app analytics,  
SteamDB,  
employees*

- **How** will you collect the data?

*E.g. Monthly  
automated reports,  
surveys, interviews,  
research*



# Baselines vs. Targets

## Baseline

---

A description of the situation at the beginning or current performance expressed in terms of the indicator

---

e.g., 10% of users discover and use the moon journey feature

## Target

---

A description of the desired situation if the expected change was realized expressed in terms of the indicator.

---

e.g., 90% of users discover and use the moon journey feature in Q2 2021

# Data collection prioritization

## Collection Challenge

Importance

		Collection Challenge		
		Easy	Feasible	Difficult
Importance	High	Definitely collect	Worth collecting	Consider an alternative
	Medium	Worth collecting	Collect if time	Collect if time
	Low	Collect if time	Collect if time	Ignore



# Conclusion

- Great for internal planning
- Required for social finance
- Build impact-oriented activities
- Aligns work with goals

