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Finance says the dollar is worth more than a dollar tomorrow. That's because money devalues value over time due to variables such as inflation. When calculating the current value of income that will be earned down the road, the enterprise must account for the time value of the money. Net present value is a method of comparing potential projects on the basis of their projected cash inflows in the future. There are two formulas for calculating net present value depending on whether the project generates revenue in equal or uneven amounts for the project period. The net present value calculation is a two-step process. First, you need to estimate the net cash flows from the project over its lifetime. Net cash flow is the sum of revenue generated by a project during a specific period minus cash outflows in the same period. After that, these cash flows should be discounted at the target rate of return. Most organisations use weighted average capital costs as the required rate. There are two different formulas for calculating npv depending on whether your net cash flows remain the same at different project periods, or whether your revenue fluctuates. If the revenue is generated evenly throughout the project, the NPV formula is:  $NPV = R \times \left\{ \frac{1 - (1 + r)^{-n}}{r} \right\} - \text{Initial investment}$ . When a project generates cash inflows at different rates, the formula is:  $NPV = \left( \frac{R}{1 + r} \right) + \left( \frac{R}{(1 + r)^2} \right) + \dots + \left( \frac{R}{(1 + r)^x} \right) - \text{Initial investment}$ . R is the expected net cash flow in each period. (r) the rate of return required. n is the length of the project, i.e. Net present value is an essential tool for corporate budgeting. Shows how much money you could make or lose from a project, taking into account the time value of the money. In general, any project with positive NPV returns profit; A project that returns a negative net present value will run at a loss. When you evaluate multiple potential projects, it makes sense to accept the project with the highest npv because that project returns the most profit. Suppose the company is considering two potential projects. Project A requires an initial investment of \$50,000 and is expected to generate first, second and third year returns of \$20,000, \$25,000 and \$28,000. The required rate of return is 10 percent. As yields are uneven, the company must use the second NPV formula:  $NPV = \left\{ \frac{\$20,000}{(1 + 0.10)^1} \right\} + \left\{ \frac{\$25,000}{(1 + 0.10)^2} \right\} + \left\{ \frac{\$28,000}{(1 + 0.10)^3} \right\} - \$50,000$   $000NPV = \$16,529 + \$20,661 + \$21,037 - \$50,000$   $NPV = \$8,227$  Project B will generate \$35,000 per year for two years and also requires a \$50,000 investment. Since each period generates the same revenue, the company must use the first NET and NET formula. Assuming the target rate of return remains the same:  $NPV = \$35,000 \times \left\{ \frac{1 - (1 + r)^{-n}}{r} \right\} - \$50,000$   $USDNPV = \$60,760 - \$50,000$   $PV = \$10,760$  In this example, Project B has a higher NPV and is more profitable, even if at first glance Project A generates more revenue. There are two ways to calculate npv in Excel. The first is to attach one of the formulas described above; the second is the use of the built-in NPV function. Because the built-in formula does not match the project's initial funds, most organizations find it easier for most organizations to use the first approach. It has the advantage of providing a transparent and auditable number trail that you don't always get when numbers are hidden under a complex formula. There are plenty of Excel tutorials to help you run numbers. The intrinsic value is not necessarily the fair market value of an item, investment, asset or business, but the sum of the value inherent in parts of it. The car can be sold for \$20,000, but that includes a profit margin secured by the dealer. The internal value of the car can only be \$18,500, although it can be sold at a higher price. You can calculate the intrinsic value in different ways, depending on the value of the item. Understand that for many items, you will need to use work to calculate the intrinsic value. For example, if four people make a widget for six hours and each worker gets \$10 an hour, the value of that widget will be 24 working hours, six hours x four people, for a total of \$240. Be aware that in order to calculate the intrinsic value of commercial real estate, you will need to factor in future cash flow money that will be lost or earned as a result of the sale. Property taxes, maintenance costs, monthly rents and other costs must be used to achieve an exact number, in addition to the value of the property. The exact formula will depend on geographical location and current market conditions and must be adjusted for inflation. Calculate the intrinsic value of a stock by dividing earnings per share from the shares you are considering with annual earnings from another investment, such as bonds or real estate. For example, if the EPS per share is \$2.40 and the bond will earn 4 percent interest annually, you would split \$2.40 by 0.04 percent to an intrinsic value of \$60. Note that it is difficult to calculate the intrinsic value of a business or business. A business IV is the sum of ongoing cash flow from daily operations and can be calculated in any time span, including perency, depending on your purposes. Calculate the intrinsic value based on the sum of the item parts. For example, in the manufacture of a product, an IV can be the combined value of each screw, nail, screw, clamp, and material used to assemble it. This differs from the market value in that it does not include the seller's profit or labor costs. Inner Value Tips for stocks and other assets, in the absence of positive profits. If possible, buy the company at a price that is lower than its calculated intrinsic value. Warning Make sure that the EPS that you use to calculate the internal inventory value is as accurate as possible and based on performance for several years. Although the business world has widely accepted tools for estimating the financial returns of a potential investment, there is no analogue for evaluating supposed social and environmental rewards in dollars. The Rise Fund and bridgespan have developed a methodology for estimating the financial value of social or environmental good generated by impact investments. How it works The six-step process culminates in a number called a multiple of the impact of money or IMM, which expresses social value as a multiple of an investment. As concerns about scarcity and inequality become increasingly acute, many investors are eager to generate both business and social returns – doing good by doing good. One way is to invest with an impact: directing capital to businesses that are expected to bring social and environmental benefits as well as profits. But there's a problem: While the business world has several widely accepted tools, such as an internal rate of return, to estimate potential investment financial returns, there is no analogue for evaluating hoped-for social and environmental rewards in dollars. Predicting profits is too often a matter of conjecture. Similarly, investors hoping to use the company's social and environmental impact results to assess future opportunities will find little useful data to evaluate. Reporting on environmental, social affairs and governance issues is now common practice for almost three-quarters of the world's large mid-caps, but it is usually limited to information on commitments and processes and rarely achieves a real impact on customers or society. Key industry players recognized these analytical shortcomings and stepped up their efforts to better understand impact measurement and management. These include Root Capital, the MacArthur Foundation, the Omidyar Network, the Skopos Impact Fund, Bridges Impact+, the World Economic Forum and the Rockefeller Foundation. This work has yielded a number of interesting metrics, including Social ROI (SROI). Launched in 2016 and involving foundations and chief investment managers, the Impact Management Project aims to combine all these threads into a shared language on impact management and develop a set of practical tools for implementing best practices. Following this work, the organizations for which we work- rise fund, \$2 billion impact-investment fund for growth-stage companies driven by TPG Growth, and Bridgespan Group, global social consulting firm – in the last two years it has tried to transfer the accuracy of measuring financial performance to social and environmental impact assessments. Through trial and error, and in collaboration with experts who have worked for years in this field, the partnership between Rise and Bridgespan has developed a forward-looking methodology for estimating-before money is committed to the financial value of the social and environmental good that is likely to result from every dollar invested. Investors with a social impact, whether they are corporations or institutions, can thus evaluate the expected return on opportunity. Our new metric is called the Money Impact Multiple (IMM). Fewer people have been deeply touched, it may be worth more than many people who are almost unas touched. Calculating an IMM is not a trivial enterprise, so any business that wants to use it must first determine which products, services, or projects require effort. As a stock investor, Rise makes a qualitative assessment of potential investments to filter out trades that are unlikely to pass the IMM hurdle, as well as filtering out trades that are not financially promising. Companies with a social purpose and potentially measurable impact will get the green light to evaluate IMM. Growth will invest in the company only if the IMM calculation indicates a minimum social return on investment of \$2.50 for every \$1 invested. Businesses that accept this metric can set their own minimum thresholds. To be clear, a number of assumptions and possibilities are involved in this process, preventing any claim that our method can provide a final number. However, we believe that this approach provides valuable guidance on which investments will or will not have a significant social impact. On the following pages, we explain how to calculate IMM during the investment selection process. The method consists of six steps. 1. Assess the relevance and scope investors should start with regard to the relevance and scope of the product, service or project for evaluation. The home appliance manufacturer may want to consider investing in energy-saving features in its product lines. A health clinic provider may want to assess the potential social benefits of expanding into low-income neighborhoods. In terms of scope, ask how many people will the product or service achieve, and how profound will its impact be? A good example is Rise's experience in calculating the reach of EverFi products, one of its first impact investments. (The financial and participation data in this article are representative; the actual figures are confidential.) Rise identified three EverFi programs that already had significant reach: AlcoholEdu, an online course designed to avert alcohol abuse among college students that has been shown at more than 400 universities; Haven, which educates university students about sexual harassment and is used in approximately 650 universities; and a financial literacy programme that introduces students to credit cards, interest rates, taxes and insurance and is offered at more than 6100 secondary schools. Based on projected annual student enrollment in these programs, Rise estimated that investment in EverFi could affect 6.1 million students over a five-year period beginning in 2017. Of course, the impact of the program is not just about the number of people it has touched; it's about the improvements made. Fewer people have been deeply touched, it may be worth more than many people who are almost unas touched. Consider another rise investment, Dodla Dairy, which procures and processes fresh milk every day from more than 220,000 smallholder farmers across rural southern India. The number of farmers affected was known, so Rise needed to assess how much milk Dodla was likely to buy from them and at what price. With an estimated sales of 2.6 billion liters of milk over five years, Rise estimates that investing in Dodla would increase the annual incomes of agricultural families by 73%, from \$425 to \$735. Small-scale farmers with a reliable buyer for their milk spend less time and money on marketing and have the predictability and support needed for long-term investment, increasing milk yields and therefore income. 2. Identify target social or environmental results The second step in calculating the IMM is to identify the required social or environmental results and determine whether existing research verifies whether they are achievable and measurable. Fortunately, investors can draw on a huge range of social science reports to estimate society's impact potential. Over the past decade, foundations, nonprofits, and some policymakers (including the U.S. Department of Education's investment in an innovation fund) have relied on research results to drive funding for social programs. This movement that works has spurred the development of a sector around the measurement of social outcomes, led by organisations such as the MDRC, a non-profit social policy research organisation; Abdul Latif Jameel Poverty Action Lab (J-PAL) at MIT; and Mathematica Policy Research, based in Princeton, New Jersey. For AlcoholEdu, we drew on a 2010 randomized controlled trial showing that students who were exposed to the program experienced an 11% reduction in alcohol related incidents, such as engaging in risky behavior, doing or saying embarrassing things, or feeling bad about themselves because of their drinking. That would mean about 239,350 fewer incidents. According to the National Institutes of Health, alcohol-related deaths account for about 0.015% of all deaths among college students in the United States. Rise estimated that alcohol Edu would save 36 lives among the approximately 2.2 million students expected to participate in for five years. (Saved lives, probably the most important impact of less drinking, are relatively simple to monetize. But reducing alcohol abuse clearly has additional benefits for individuals and society.) For Haven, we focused on preventing sexual assault. Some 10.3% of undergraduates and 2.5% of undergraduate men experience sexual assault each year. According to a 2007 study that evaluated the effects of a personal course on sexual assault prevention that was taught at a college in the northeastern United States, assault dropped by about 19% among women and 36% among men among those who took the course. Using this data on 2.6 million students expected to experience the haven program for five years, and assuming the same number of undergraduates and men attended, Rise estimates that the program would stave off 25,869 cases of sexual assault among women, and 12,029 incidents among men. 3. Estimate the economic value of these results to the company After they have determined the target results, socialimpact investors must find an anchor study that thoroughly translates these results into an economic perspective. Cellulant, a regional African provider of mobile payment platforms used by banks, major retailers, telecommunications companies and governments, is a good example. Cellulate worked with the Nigerian Ministry of Agriculture to overhaul a corruption-plagued program that provided subsidies for seeds and fertilizers. The company has developed a mobile phone app that allows farmers to pick up their subsidized goods directly from local merchants, reducing the opportunity for graft. The program lost 89% of its funding due to mismanagement and corruption. Cellulant now delivers 90% of the intended support. Our task was to understand the economic impact on farmers when they received subsidised seed and fertiliser. We used a reliable study that compared the results of one season for farmers enrolled in the subsidy programme with those for similar farmers who were not enrolled. The study found that participating farmers earned an additional \$99 that season by improving corn yields. To select an anchor study we will look at several key features. First, its persuasiveness: Does the study systematically evaluate previous research results to draw conclusions about this set of research? Alternatively, does this represent findings from a randomized controlled trial—which compares groups with and without designated intervention? Both types of research are preferable to observational or case studies. Equally important is relevance: Does the study include people living in similar contexts (for example, urban or rural) and in the same income bracket? The closer the match is, the better. Recent studies are better than older ones. And studies often cited in research literature deserve special attention. If uncertainty or reliable research will stop your work, seek advice from an expert in the field. For example, we sought advice from the Center for Financial Services Innovation in Chicago when we couldn't find appropriate studies to demonstrate the impact of helping people create a regular savings habit - one of three ways of impact we examined for Acorns, a fintech company for low- and middle-income people. This challenge has led us to research that has shown that even modest savings among the target group can reduce the use of high-cost loans. To convert AlcoholEdu results into dollar terms, we contacted the U.S. Department of Transportation guidelines on the valuation of reductions in deaths or injuries, which uses a measure called the value of statistical life. According to this anchor study, the death is worth \$5.4 million. AlcoholEdu could therefore expect to save 36 lives, worth at least \$194 million. In the case of Haven, we found that researchers at the National Institutes of Health did quite a bit of work on the economic impact of sexual assault. In fact, the NIH fixed the legal, health, and economic costs of a single attack at \$16,657, adjusted for inflation. The rise multiplied the NIH number by the estimated number of sexual assaults Haven would have averted (37,898) to approach \$632 million. Since sexual assault is understated, Rise believes the impact of Haven could be even greater. Monetization of social or environmental benefits and costs sometimes raises complex questions. For example: Does an extra dollar of income have a greater impact on someone in the emerging market versus someone in the developed market? When the target result is an increased income, should we calculate this impact regardless of how much the family earned earlier, or only when they were earning below a certain threshold? When saving lives is the desired outcome, can we give a dollar of value to each person who benefits? Health economists' estimates of the value of statistical life (VSL) vary dramatically from country to country – but should people's lives be valued differently only because of a geographic accident? To address these issues, Rise, an impact investment fund, relies on research that makes decision-making as evidence and provides an analytical basis for decision making. For example, for some IMM, Rise has created a global weighted average value for life saved, rather than using a country-specific metric to avoid the unintended consequences of tipping investment in favor of developed countries. For other calculations IMM Rise looked at how impoverished people actually spend incremental dollars as opposed to those in the higher income bracket. These difficult issues deserve the continued attention of investment and research communities. For the EverFi financial literacy program, we relied on a 2016 study that looked at a similar program for high schools Program participants were found to have an average of \$538 less consumer debt at age 22 than a similar group of students who were not exposed to the program. On average, the interest paid on this additional debt reached about \$81 over five years. Assuming that 1.3 million students completed the EverFi program within five years and all saved \$81, the economic value of the program would total \$105 million. We estimated that the social impact of the three EverFi programs combined had a five-year economic value of about \$931 million: \$194 million for AlcoholEdu, \$632 million for Haven, and \$105 million for the financial literacy. 4. Adapt to risks Even though we have demonstrated to our satisfaction that social science research can be used to monetize social and environmental benefits, we are aware of the risk in applying research results that are not directly linked to a given investment opportunity. Therefore, we adjust the social values derived from the use of the anchor study to reflect the quality and relevance of the research. We do this by calculating the impact implementation index. We assign values to six risk categories and add them together to achieve an impact probability score on a scale of 100 points. Two of the index components relate to the quality of the anchor study and how directly it is linked to the product or service. Together, they make up 60 out of a possible 100 points. Anchor studies based on meta-analysis or randomized controlled trials deserve the highest scores, while observational studies are lower. The AlcoholEdu study was in the first category; Haven and financial literacy program studies were in second. Establishing a link between an anchor study and the desired outcome of a product or service sometimes requires assumptions, and with more assumptions comes more risk. For example, an anchor study of everfi's financial literacy program clearly linked training to lower student debt, leading to maximum evaluation. But AlcoholEdu and Haven relied on studies with less clear links. AlcoholEdu assumes that its training leads to fewer negative alcohol-related incidents, leading to lower rates of alcohol-related deaths. The Anchor Study for Haven assumes that training in preventing sexual assault leads to fewer attacks and therefore fewer consequences of such attacks. The four remaining index components, each of which gets a maximum score of 10, are contextual (Does the social environment match the study project? For example, are both urban or is one rural?), a country's income group (Are population studies and projects in the same country's income class as determined by the World Bank?), product or service similarity (How closely do the activities in the study correspond to what the project provides? For example, a product or service is delivered to the same age in both?), and the intended use (Is there a risk that after purchasing the product or service, it will not be used as intended? Consider that gym memberships have a high drop-off rate.). When using the index on EverFi programs, Rise calculated impact-probability scores for The AlcoholEdu, Haven, and Financial Literacy Program at 85%, 55% and 75%, respectively. It then adjusted their estimated cash impact accordingly, reaching \$164 million for AlcoholEdu, \$348 million for Haven and \$77 million for the financial literacy program. The risk impact for all three programs was \$589 million, down from \$931 million. Investors can use social science reports to estimate the potential of the company's impact. Creating an index proved challenging. Based on feedback from evaluation and measurement experts, we have refined many times the risk categories and values assigned by each category. For example, one version stressed the importance of comparing the results of studies by geographic location – say, country or continent. However, experts recommended that a more accurate comparison would be suggested side by side by studies of similar income groups regardless of country or life situation (urban versus rural). The Impact Implementation Index attempts to capture the most important elements of risk, but we recognize that it does not capture every impact threat or all the nuances of risk between anchor studies and a company product or service. We expect to improve because others will bring new ideas to the table. 5. Estimate the value of the Terminal In Finance, the value of the terminal estimates the value of the business in dollars after the explicit forecast period and usually represents a large percentage of the total projected value of the business. However, this is a new concept of social investment, where attention usually focuses on quantifying the current or historical impact. To be sure, for many projects (such as chlorinating tablet dosage) the social impact (safer water) program will not last long. But others (such as installing solar panels) can have a longer-term impact (panels save energy long after installation). In some cases, therefore, it makes sense to estimate the final value. Here's how Rise addresses this question: Starting with the estimated impact value in the last year of the investment, Rise assesses the likelihood that both output (people have achieved) and social value will continue unshrunk for the next five years. Companies with a high probability in both cases will receive a discount rate of 5%, which means that the annual residual value will fall by 5%. Those who score low get a discount rate of 25%. In estimating the final value of everfi programmes for the period after ownership from 2022 to 2026, Rise assumed that their estimated total impact for 2021 — the last year of its investment — would also be generated in each of the following This figure was then discounted by 20% per year, reflecting assumptions about the number of users completing programs and the likely duration of the training impact. This resulted in a final value of \$477 million - a five-year residual value that could increase entitlement - for three programs. Rise added that this amount is an impact on the risks adjusted for \$589 million realized during the investment holding period to achieve a total impact of approximately \$1.1 billion. 6. Calculate the social return on each dollar spent the last step in calculating IMM varies for businesses and investors. Businesses can simply assume the estimated value of social or environmental benefits and allocate it to the overall investment. Suppose the company invests \$25 million to launch a range of cheap glasses for rural people in developing countries, and its research leads to an estimate of social benefits of \$200 million, based on increased productivity and customer revenue. The company would simply allocate \$200 million by \$25 million. So glasses generate \$8 in social value for every \$1 invested. IMM expresses it as 8X. However, investors need to take the next step to take into account their partial ownership of the companies in which they are invested. Suppose Rise invests \$25 million in the purchase of a 30% ownership stake in a company that is supposed to generate a social value of \$500 million. It can only take credit for the share of that value reflected in its share: \$150 million. Rise distributes \$150 million in investments of \$25 million and for every \$1 it invests reaches \$6 million – IMM of 6X. Rise has invested \$100 million in 50% everfi. It adjusted its stake in EverFi's projected risk value of \$1.1 billion socially to \$534 million and distributed that amount by investing to reach IMM approximately 5X. The great advantage of inference of IMM is that it allows a direct comparison between investment opportunities. However, it is important to note that this figure is not an exact multiple, such as the price-earnings of shares traded. For all the thoroughness that may lie behind a given IMM calculation, it is possible that some other analysts will rely on another equally valid anchor study that leads to a completely different number. Use IMM as a directional scale. And make all the steps in the calculation transparent. When others understand your assumptions, they can help you refine them and generate more robust numbers. We also recommend that you use sensitivity analysis to see what happens to IMM if you change the underlying assumptions. This process will help you identify key factors of social value. CONCLUSION Sir Ronald Cohen, a leading innovator and advocate of investment investment, argued at the 2017 Global Impact Investment Summit that the rapid growth of this reaches a tipping point and impact response affects investors, large businesses, foundations and social organisations. This could speed up the adoption of impact assessments in day-to-day business processes and operations. However, first businesses and investors need to develop better ways of assessing the social and environmental impact. This is a priority concern not only for the impact of investors, but for all those who want to see more private capital flow to address urgent social needs. We embarked on this experiment to show the value of underwriting impact to the same level as financial underwriting. It's a model that Rise and Bridgespan are trying to share with other investors and businesses, a commitment that led Rise to launch a new entity to support the research and aggregate studies needed to inform investment impact decisions. In a world where more and more CEOs are talking about profit and purpose, IMM offers a rigorous methodology for developing the art of allocating capital to achieve social benefit. In the process of editing this article for the press, HBR omitted the paragraph provided by the authors, saying that the methodology is described on the basis of the previous work of many institutions, including in particular the existing framework developed by the impact management project, cooperation involving foundations and large investment institutions. HBR regrets the omission and has renewed the paragraph in this digital version. Version.

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