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**case 4-693-108**  
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## **Gigawatt Global: Electricity in Africa Fueled by the Power of Purpose**

*"A for-profit company with a non-profit soul"* was written on the lobby wall at Gigawatt Global Coöperatief's Jerusalem office. The "non-profit soul" part was critical to the Israeli-based, Dutch multinational renewable energy company that was known for innovative solutions in renewable power and its on-site developments in sub-Saharan Africa. In the last 10 years, it had developed power projects in Burundi, Ethiopia, Kenya, Nigeria, Rwanda, and South Sudan. Gigawatt Global provided solar and wind energy projects in emerging communities and, along with them, the power that changed lives—an impressive sustainable social entrepreneurship venture focused on equitable and inclusive energy solutions. The company was proud to have been nominated for the Nobel Peace Prize in 2015 for bringing power to rural Africa.

At the end of December 2022, Weldon Turner, an American wearing many hats at Gigawatt Global—director, chief operating officer, and chief compliance officer—looked at the map on the wall of his office. As the company had grown, maintaining operational control had proven increasingly difficult with its vast global operation extending far from its Dutch and Israeli bases. Turner wondered if the company was taking on too much and growing too fast. While he knew he needed to prioritize growth, the scope and scale was daunting as the company built energy projects in some of the world's toughest markets in Africa. Sustaining the soul of the company led to many corporate social responsibility (CSR) activities in addition to standard business concerns. Cumulatively, the small, dedicated team at the head office in Jerusalem was feeling taxed. Turner wondered whether doing good could become a bad—intractable and overwhelming—idea.

### **Gigawatt Global Coöperatief U.A.**

Founded in 2010, Gigawatt Global developed and managed utility-scale solar fields and other sustainable energy projects in emerging markets.<sup>1</sup> The company began with solar and entered the wind market in 2016 with the creation of Gigawatt Global Wind, in partnership with investor Ilan Goldstein,<sup>2</sup> a pioneer in the wind energy field.

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