



Building a Sustainable World: Teaching Social Entrepreneurship Effectively

Centre for Peace and Commerce

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Debbi D. Brock, Anderson University



Agenda

- I. Social Change Agents
- II. How do we Shape the World
- III. Introduction to the Social Entrepreneurship Model
- IV. Imagine a Sustainable and Just World
- V. Developing a Sustainable Business Models
- VI. Scaling Social Impact Pedagogy
- VII. Toolkit of Experiential Learning Activities
- VIII. Implementing Social Entrepreneurship Course



Social Change Agents

Muhammad Yunus has often compared to a poor person to a bonsai tree. If the seed of the bonsai has the potential to grow to its full size, but in a tiny pot its growth is stunted. To Yunus, a person deprived of education or opportunity is like a bonsai.

World's Problem Solvers

World Problem's

World Problem
Solvers





GRAMEENTM
Banking for the poor



Grameen Bank
The Village Bank

Empowering Women.



KIPP
Knowledge is Power Program

Education is Power.



How We Shape the World

- What ***knowledge and skills*** do we want our students to have?
- What ***attitudes and values*** do we want them to adopt?
- What ***decisions*** do we want our students to make?
- *What* ***actions*** do we want our students to take?

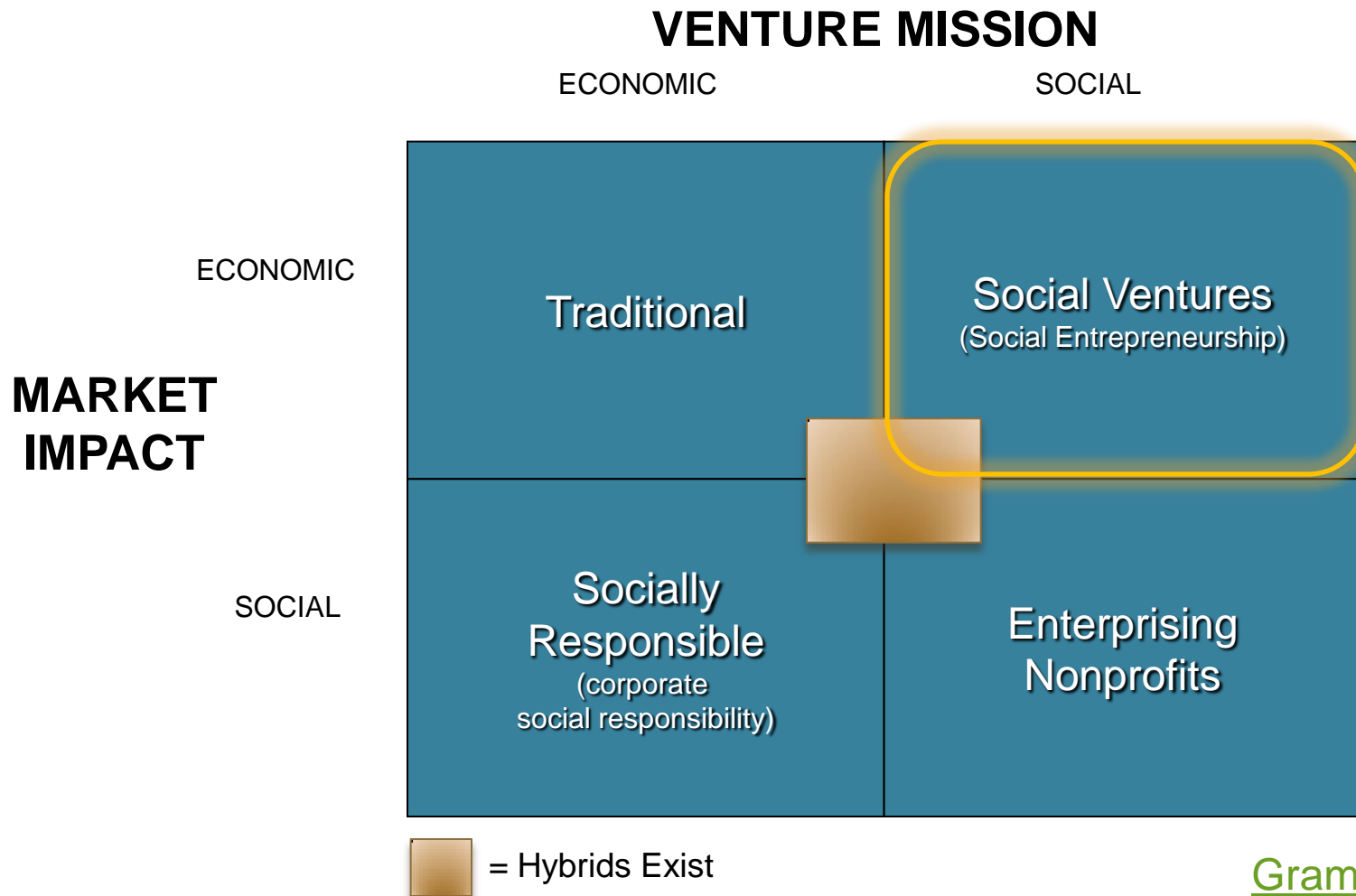


Definition

“Social entrepreneurship is a process by which citizens ***build or transform*** institutions to advance ***solutions*** to social problems, such as poverty, illness, illiteracy, environmental destruction, human rights abuses and corruption, in order to ***make life better for many.***”

- David Bornstein and Susan Davis

Typology of Ventures



Grameen Dannone

"Social Entrepreneurship: Educating, Integrating & Experiencing." Heidi Neck, Candida Brush, Patricia Greene, Stephen Schiffman, Denis Ceru, 2008 USASBE conference, San Antonio TX.

Triple Bottom Line

Equity	Economic	Environment
Pay Fair Wages	Provide Jobs	Prevent Pollution
Provide Benefits	Produce Goods & Services	Reduce Waste
Practice Non-Discrimination in Hiring and Promotion	Provide a Return on Investment	Conserve Non-Renewable Resources
Adopt Family-Friendly Policies	Engage in Corporate Social Marketing (Changing Behavior)	Adopt Green Purchasing & Investment Policies
Promote Healthy Work Environment	Offer Employee Ownership Options	Design Ecological Systems
Consider Future Generations	Invest in Good Causes (Corporate Philanthropy)	Promote Biodiversity



Social Need to Achieve Social Impact

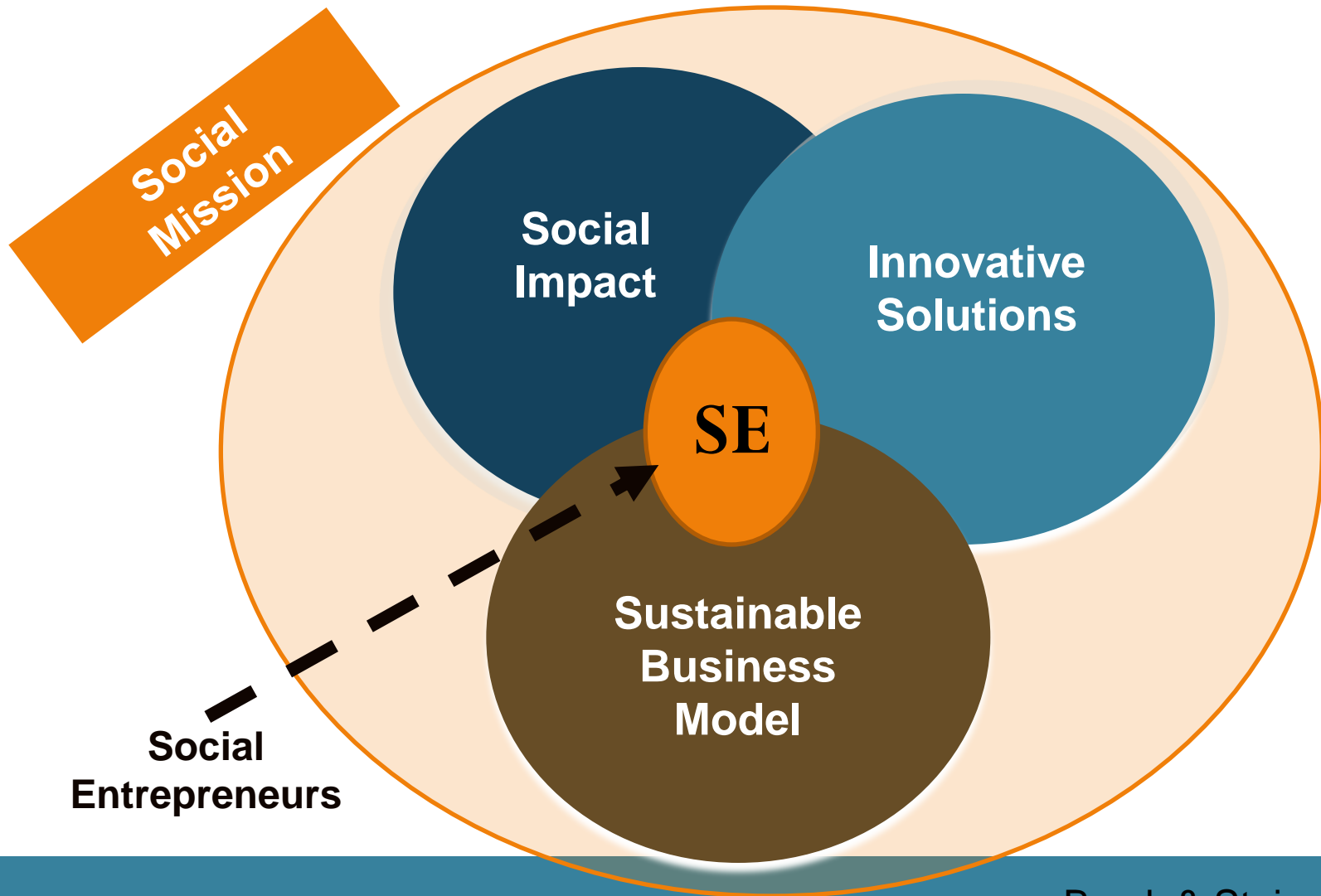
The fetishization of scaling up our work is a source of both anxiety and hope. Bringing a new innovative project to scale often feels like the only way to leave a footprint of a good kind in an afflicted world in need of good ideas.

-Paul Farmer, Partners in Health, Skoll World Forum

Rate which areas need to be included in a definition of social entrepreneurship?

Importance	least	low	neutral	somewhat important	most important	Average
USD Faculty Feedback						
Social Problems/Needs Addressed	0.0%	0.0%	5.9%	23.5%	70.6%	4.65
Community Impact	0.0%	0.0%	5.9%	41.2%	52.9%	4.47
Ethical Accountability	0.0%	0.0%	0.0%	64.7%	35.3%	4.35
Sustainable Business Model	0.0%	0.0%	18.8%	43.8%	37.5%	4.19
Innovation/Social Innovative Idea	0.0%	0.0%	0.0%	81.3%	18.8%	4.19
Scalable/Scaling Social Impact	0.0%	0.0%	20.0%	46.7%	33.3%	4.13
Mission Based	0.0%	0.0%	25.0%	50.0%	25.0%	4.00
Economic Value Creation	0.0%	13.3%	13.3%	46.7%	20.0%	3.79
Multiple Stakeholders Served	0.0%	18.8%	6.3%	62.5%	12.5%	3.69
Not Being Limited By Resources	0.0%	6.3%	43.8%	31.3%	18.8%	3.63
Blending Philanthropic and Commercial Methods	0.0%	5.9%	41.2%	41.2%	11.8%	3.59
Risk Taking/Defies The Odds	0.0%	6.3%	43.8%	37.5%	12.5%	3.56

Social Entrepreneurship





Definition

Social entrepreneurship is the creation of ***social impact*** by developing and implementing a ***sustainable business model*** which draws on ***innovative solutions*** that benefit the disadvantaged and, ultimately, society at large.

– Debbi Brock & Susan Steiner, 2010

Goal: Sustainable Value Creation

**Technologically
Appropriate**



**Socially
Acceptable**

**Environmentally
Benign**

**Economically
Sustainable**



Imagine a Sustainable and Just World

“It’s quite possible to arrive in the year 2030 where people are no longer dying of poverty. We could actually help lead a global end—not a reduction, but an end—to absolute poverty...I have always found that a committed, powerful group of leaders, can make a huge difference.”

— Jeffrey Sachs, *the End of Poverty*



Innovative Solutions

"What business entrepreneurs are to the economy, social entrepreneurs are to social change. They are the driven, creative individuals who question the status quo, exploit new opportunities, refuse to give up, and remake the world for the better."

-David Bornstein



Innovation

- Innovation is at the soul of entrepreneurship, and fostering innovative solutions to intractable societal challenges (Phillis, et. al 2008, Martin and Osberg, 2007, Drayton, 2006, Alford, Brown and Letts, 2004).
- Schumpeter's seminal work contributed to the field by explicating how the entrepreneur innovates and uses "creative destruction" for economic growth (1942).
- Social entrepreneurs create "large scale change through pattern breaking ideas" (Light, 2008).



Social Innovation

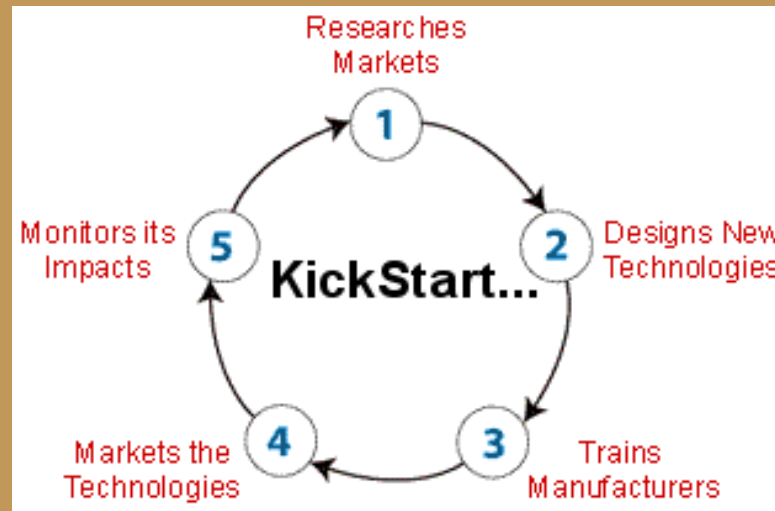
- Social innovation is, “a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals” (Phills, et. al, 2008).
- The researchers contend that the innovation is “what creates social value” (Phillis et al., 2008, p. 37).



www.aravind.org

Process Driven: Aravind Eye Institute

Impact: Organization sees more than 2.5 million patients and conducts an average of 300,000 surgeries per year.



www.kickstart.org

KickStart

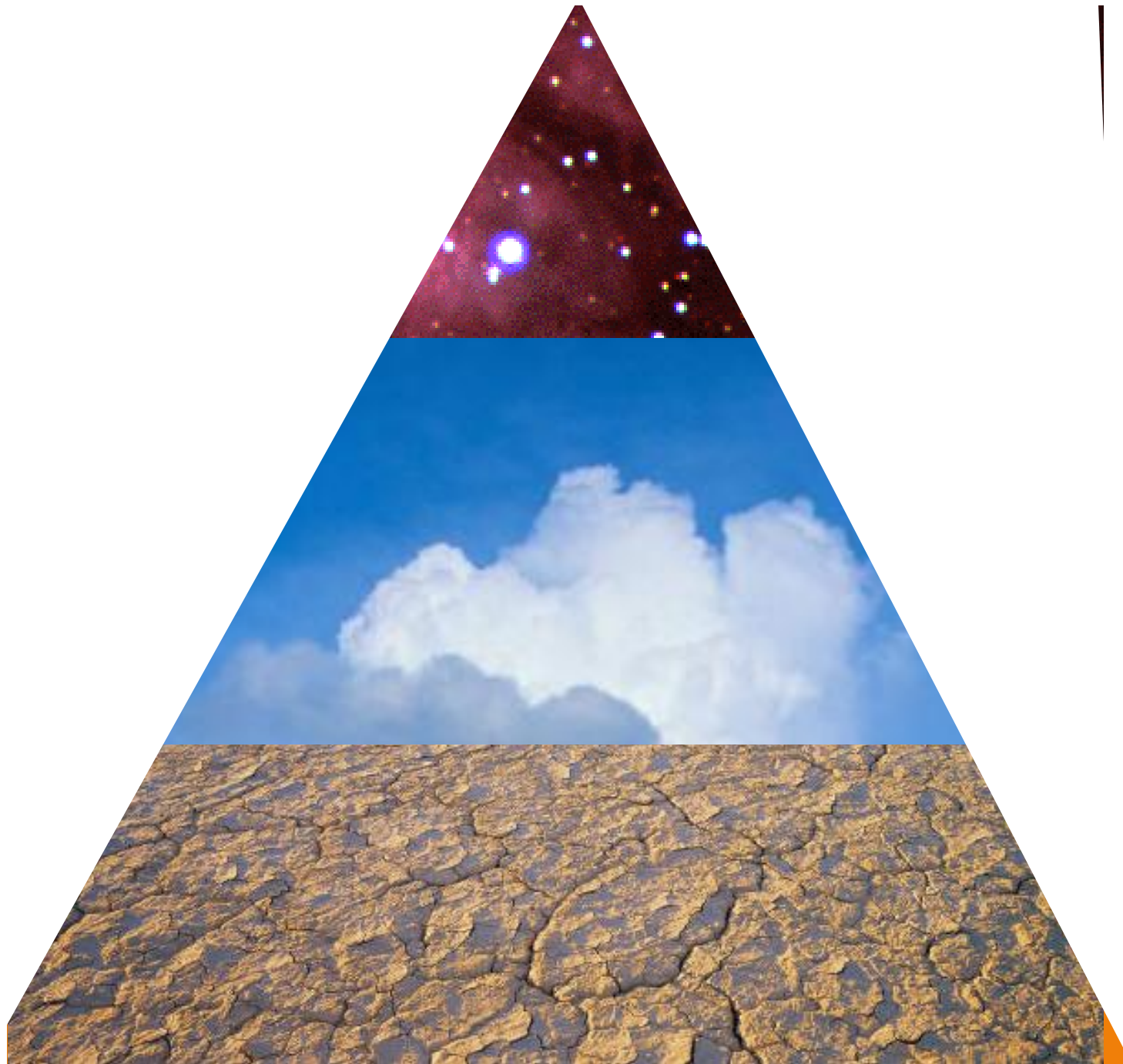
Impact: Organization sees more than 2.5 million patients and conducts an average of 300,000 surgeries per year.



Imagine a Sustainable and Just World

*True compassion is more than flinging a coin to a beggar.
...an edifice which produces beggars needs restructuring.*

Dr. Martin Luther King, Jr.



Ideaspace: Shoot for the Stars

Ideaspace
Heidi Neck &
Steve Schiffman,
SED 2009

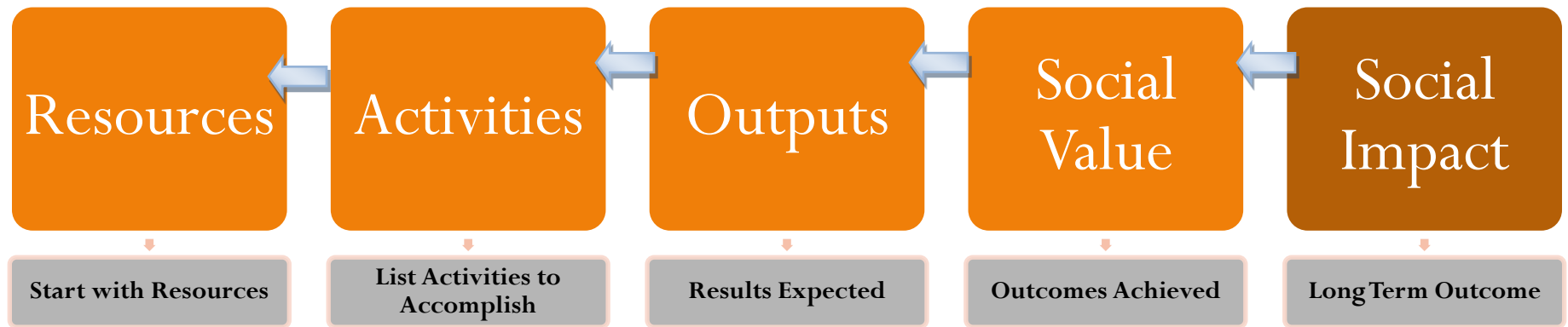


Business Models

“The gauntlet has been thrown down to social enterprises to define what this business model is and how it can truly lead to both economic wealth and sustainable value creation simultaneously. Yet the hard evidence-base is manifestly weak and often grounded in ideology.”

- Rebecca Harding, The Hidden Facts

Theory of Change



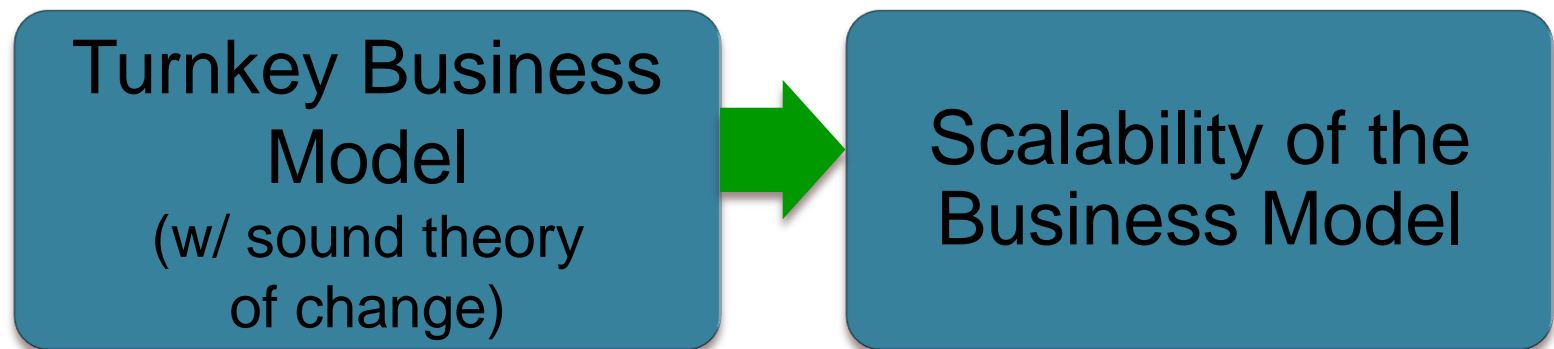


Pivotal Components: The Business Model

- New technologies and innovations often require the foresight and discipline that a well-articulated business model provides in order to achieve successful results (Chesbrough, Rosenbloom, 2002).
- Business models are opportunities to create new markets to serve the “bottom of the pyramid” (Prahalad, 2004; Thompson, MacMillian, 2010).
- Formal, documented business model act as a blueprint, which enhances the ability of a social enterprise’s operations to be successfully expanded and replicated (Steiner & Brock, 2009).

Product Driven

- Technology is central to solution of intractable issue
- Challenge is how to increase rate of diffusion of technological innovation based on non-technical as well as technical considerations



Husk Power Video




www.huskipower.com

Product Driven:
HuskPower Systems

Impact: 130,000 people served. 50 plants! Power systems profitable in 6 months, breakeven in 2.5 years.

Typology of Business Models for Technological Innovations

Type of Technological Innovation	Role of Technological Innovation	Business Model and Innovation	Example
Context	Technology creates the opportunity	High/ moderate overlap	Kiva
Process	Efficiency driven technology embedded in operations	Moderate overlap	Aravind Eye Institute
Product	Technology is the innovative solution	No overlap	Husk Power Systems



Business Model 9 Building Blocks

- I. Customer Value Creation**
- II. Infrastructure**
- III. Financial Viability**

- **Customer Segments**
- **Value Propositions**
- **Channels**
- **Customer Relationships**
- **Revenue Streams**
- **Key Resources**
- **Key Activities**
- **Key Partnerships**
- **Cost Structure**

Infrastructure

Customer Value

*Key
Partners*



**Key
Partners**

*Key
Activities*



**Key
Activities**

*Key
Resources*



**Key
Resources**

*Value
Proposition*



**Value
Proposition**

*Customer
Relationships*



**Customer
Relationships**

*Customer
Segments*



**Customer
Segments**

Channels



Channels

*Cost
Structure*

Cost Structure

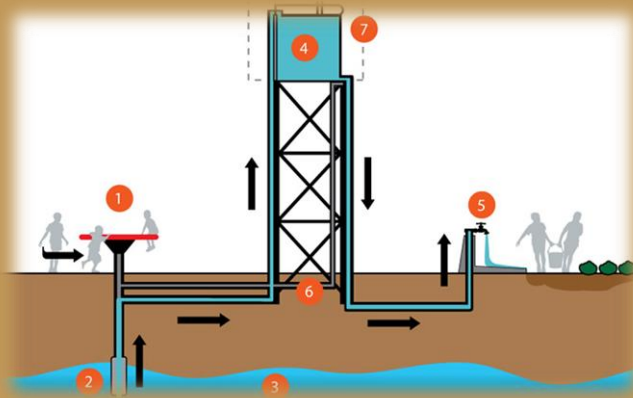


*Revenue
Streams*

Revenue Streams



Financial Viability



www.waterforpeople.org

Product Driven:
PlayPump International

Failure: Inability to understand the economic and social pressures. Failed short of its mark.

Business Model Execution Failure

- Technology is central to the solution of the intractable issue
- Need to take into consideration the economic and social pressures that challenge the business model.



Developing a Business Model Canvas





Empowering Students to Affect Social Change

*Never doubt that a small group of thoughtful, committed citizens
can change the world. Indeed, it is the only thing that ever has.*

— Margaret Mead

Serving Social Needs

	Traditional View on Needs	Entrepreneurial Approach
Needs	Meeting Needs	Reducing Needs, Empowerment
Owners	Non-Profit/Government Services	For-Profit and Hybrid Forms
Public vs. Private	Public Services	Privatization of Public Services
ROI	Traditional Financial Return on Investment	Social Return on Investment (Impact, Scale, Sustainability)
Approaches	Needs-based Approaches	Market-based Approaches
Metrics	Bottom Line	Double/Triple Bottom Line
Activities	Services Provided	Outcome Based Approach
Impact	Charitable Relief	Systematic Solutions
Outcome	Needs Met	Lives Changed

USD Context

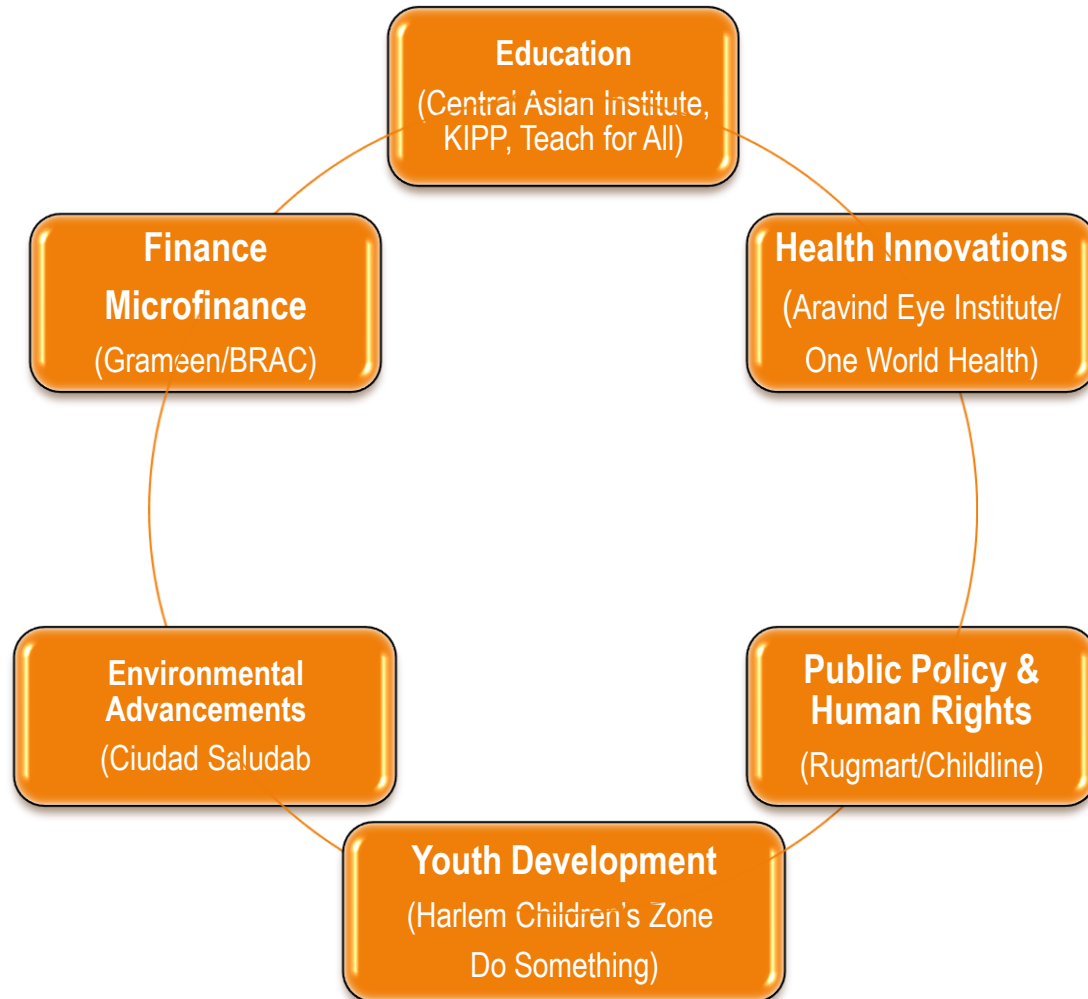
Why Social Entrepreneurship?

- 74% Using Social Entrepreneurship to Serve the Public Good
- 18% Students Interest in Serving

Confidence in Teaching

	Response %
Extremely Confident	0.0%
Very Confident	5.9%
Somewhat confident	35.3%
Not very confident	17.6%
Not at all confident	17.6%
Don't know	23.5%

Problem Solvers are Trained in Different Fields





ASHOKA
Innovators for the Public



Innovators Identifying Root Cause.



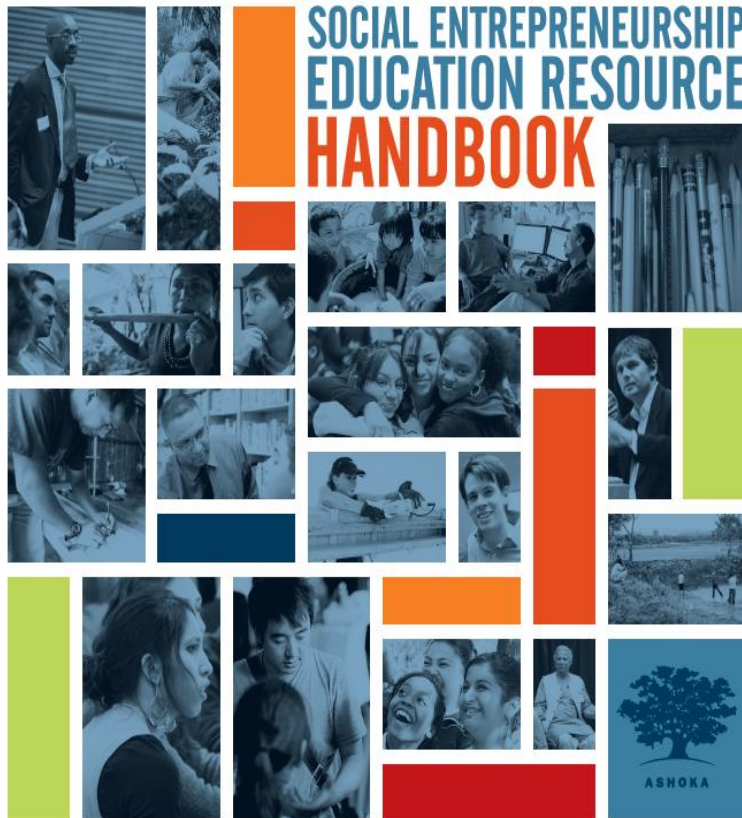
Toolkit of Experiential Learning Activities

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— Margaret Mead

Teaching Resources

ASHOKAU



SOCIAL ENTREPRENEURSHIP EDUCATION RESOURCE HANDBOOK
FOR COLLEGES AND UNIVERSITIES
ENGAGED IN TEACHING, RESEARCH AND

I. TEACHING AND CURRICULUM

- a. Innovative Curriculum, Masters Programs, and Experiential Learning
- b. Social Entrepreneurship Programs, Majors, Minors, and Certificates
- c. Case Study and Teaching Material Repositories
- e. Multimedia Teaching Resources

II. RESEARCH

- a. Books and Publications on Social Entrepreneurship
- b. Core Academic Readings in Social Entrepreneurship
- c. Journals in Social Entrepreneurship

III. APPLIED LEARNING

- a. Internships, Jobs and Volunteer Opportunities
- b. Social Entrepreneurship Competitions

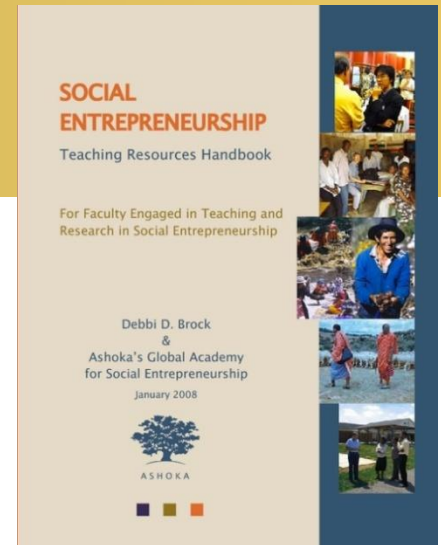
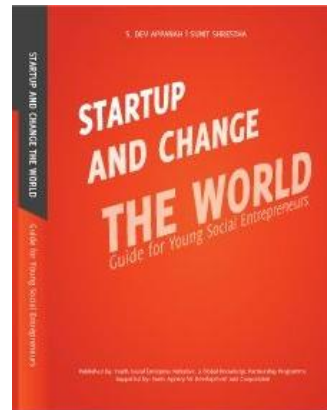
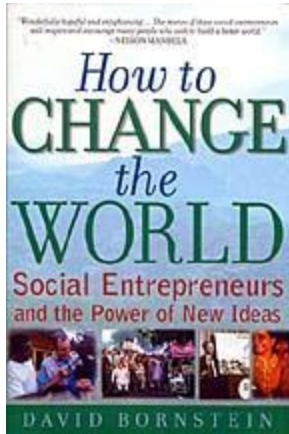
IV. RESOURCES

V. ROLE MODELS

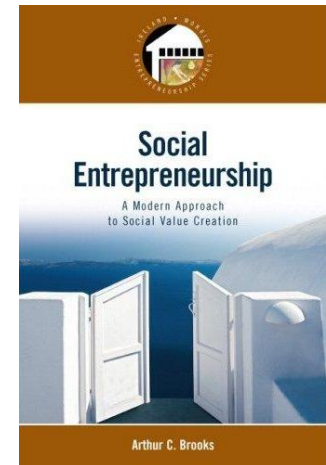
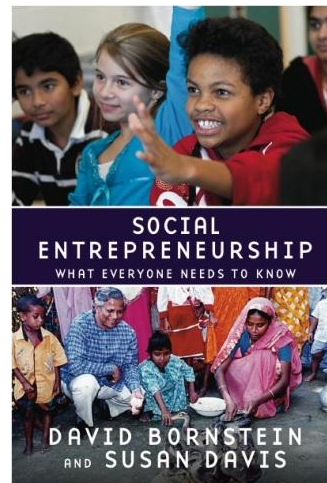
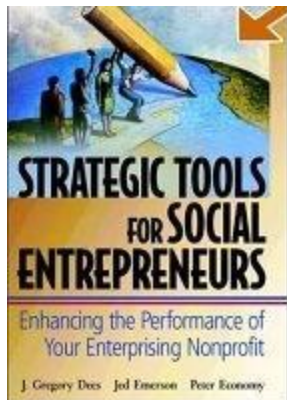
VI. COMMUNITY & CULTURE

VII. GLOBAL FACULTY DIRECTORY

Plethora of Written Materials



www.berea.edu/epg/resources.asp



Teaching Videos & Cases

<http://usasbe.org/knowledge/syllabus/>

Share your Syllabi



PBS New Heroes

www.pbs.org/opb/thenewheroes



SPEAKERS VIA VIDEO

- Frontline Now
- TED.com
- Ashoka Videos
- Enterprising Ideas
- YouTube
- Social Edge

Cases

Traditional Cases
Video Cases
Interactive Cases
Live Cases

Knowledge Sharing

Organization	Website
▪ Ashoka	www.ashokau.org
▪ Social Entrepreneur Toolbelt	www.setoolbelt.org
▪ Teach a Man a Fish	www.teachamantofish.org.uk/
▪ Social Entrepreneurship Teaching Resources Handbook	www.caseplace.org/d.asp?d=1537
▪ Change Fusion	www.changefusion.org/
▪ Other Resources	



Classroom Models

*If you want to achieve your dreams, you have to
first help others achieve their dreams.
~ Unknown ~*

Learning by Doing Model

Retention in Learning





The \$5.00 or \$20 Challenge

- Students launch a social venture
- Hands on activity
- Teaches how to mobilize resources
- Students experience risk
- Can be done without funding

Consulting Model

- Supporting Emerging Enterprises (SEE Model), Michael Morris & Minet Schindehutte
- Students consult with social entrepreneurs in distressed areas in the US and around the world



Global Impact & Immersion

Mashavu : Penn State U www.mashavu.com

- Computer-based system set up as a kiosk with a industrial design and user-friendly interface.
- Mashavu enables medical professionals in Kenya to connect with patients in the developing world using cell phones & internet.



Social Entrepreneurship 101: Africa U of British Columbia and Strathmore U in Nairobi

- Partnered to lead business development workshops for youth in Kenya.

www.africa.sauder.ubc.ca



Experiential Learning Activities

- Audience Ideas?
- Making the World a Better Place: Big Sky Ideas
- The Boat Game
- Millennium Development Goals
- Kiva/Global Giving

www.unmillenniumproject.org





UN Millennium Development Goals

Girl in
the Cafe
Movie

1



Eradicate Extreme Poverty and Hunger

2



Achieve Universal Primary Education

3



Promote Gender Equality and Empower Women

4



Reduce Child Mortality

5



Improve Maternal Health

6



Combat HIV/AIDS, Malaria and Other Diseases

7



Ensure Environmental Sustainability

8



Develop a Global Partnership for Development



loans that change lives

Kiva Frontline Video



www.Kiva.org

KIVA
Microfinance Supports Enterprise

Empower People Around the World with \$25.

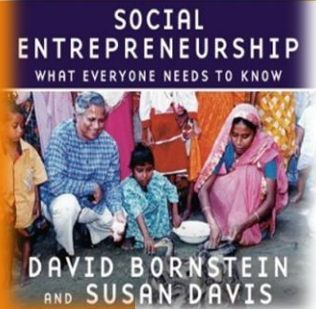


Egyptian Revolution

Ashoka Invocators for the Public

Citizens Rise Up. Empowerment.

Highlighted Organizations



1Sky
Acumen Fund
Ashoka
B Lab (108)
BRAC USA
Bridgespan
Genocide Intervention
Network
Childline
Civic Ventures
Deutsche Bank Eye Fund
Draper Richards
Foundation
Energy Action Coalition
Free the Children
Groundviews

Global Voices Online
The Grameen Bank
Green Dot Public Schools

350.org
America Forward
Atlantic Philanthropies
BRAC
Bridges Ventures
Bridgestar
Centre for Social
Innovation
City Year
Commongood Careers
Do Something
Echoing Green
Foundation
First Book
CanadaHelps
FSG Social Impact
Advisors
Good Capital
Grameen Danone
Int'l Youth Foundation

HIP Investor
Injaz
Interface
KickStart
Investor's Circle
Jenesis Group
Int'l Development
Enterprises
Interfaith Youth Core
Endeavor
Intellectap
Edna McConnell Clark
Foundation
GlobalGiving
Gray Matters Capital
Junior Undiscovered Math
Prodigies
Harlem Children's Zone

How to Change the World

- ***Powerful, emerging field***
- Seeks to make ***sweeping long term impact***
- Developing ***attitudes, skills and behaviors***;
- Creating ***advocates*** who will be leading the 21st century ***social change***.



Ultimately, are we really making a difference?

Three white arcs of varying sizes are drawn on a solid green background, creating a stylized, abstract design.

Debbi Brock

ddbrock@anderson.edu

EVERYONE A CHANGEMAKER

Whatever you want to do or dream you can do, the hardest part is making a beginning. Once you take that first step in following your heart, the rest will follow naturally...and lead to who knows where."

- Jeffrey Sachs, the End of Poverty



Developing your Course: One on One Feedback

*If you want to achieve your dreams, you have to
first help others achieve their dreams.*

~ Unknown ~