Teaching a Social Entrepreneurship Course: Empowering Students to Affect Social Change

Experiential Classroom
September 2014

Debbi D. Brock, Wingate University
How do we Shape the World
Introduction to the Social Entrepreneurship Model
Social Innovation
Developing a Sustainable Business Models
Scaling Social Impact
Implementing Social Entrepreneurship Course
Toolkit of Experiential Learning Activities
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?
Social Entrepreneurship

Social Mission

Social Impact

Innovative Solutions

Sustainable Business Model

Social Entrepreneurs

Brock & Steiner, 2010
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

Social Entrepreneurs: Pioneering Social Change
Typology of Ventures

VENTURE MISSION

Traditional

Social Ventures
(Social Entrepreneurship)

Socially Responsible
(corporate social responsibility)

Enterprising Nonprofits
(charities and NGOs)

= Hybrids Exist

## Triple Bottom Line

<table>
<thead>
<tr>
<th>Economic (Profit)</th>
<th>Equity (People)</th>
<th>Environment (Planet)</th>
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</thead>
<tbody>
<tr>
<td>Provide Jobs</td>
<td>Pay Fair Wages</td>
<td>Conserve Natural Resources</td>
</tr>
<tr>
<td>Produce Goods &amp; Services</td>
<td>Provide Benefits</td>
<td>Reduce Waste</td>
</tr>
<tr>
<td>Provide a Return on Investment/ R on Assets</td>
<td>Practice Non-Discrimination in Hiring and Promotion</td>
<td>Conserve Non-Renewable Resources</td>
</tr>
<tr>
<td>Engage in Corporate Social Marketing (Changing Behavior)</td>
<td>Adopt Family-Friendly Policies / Improved Quality of Life</td>
<td>Adopt Green Purchasing &amp; Investment Policies</td>
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<tr>
<td>Offer Employee Ownership Options</td>
<td>Promote Healthy Work Environment</td>
<td>Design Ecological Systems</td>
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<tr>
<td>Invest in Good Causes (Corporate Philanthropy)</td>
<td>Consider Future Generations</td>
<td>Promote Biodiversity</td>
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Social Innovation
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 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).
Process for breakthrough innovations. Four conditions the innovation must:

- Result in a *world-class quality product or service*.
- Achieve a *significant price reduction*—at least 90 percent off the cost of a comparable product or service in the West.
- **Be scalable**: Must be produced, marketed, and used in many locales & circumstances.
- **Affordable at the bottom of the economic pyramid**, reaching people with the lowest levels of income in any given society.

Grameen Dannone

Impact: 200,000 people served, 84 plants in 350 villages, reaching 400 people each and employing 350 villagers. Power systems profitable in six months, breakeven in 2.5 yrs.
“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
Pivotal Components: The Business Model

- But what exactly is a “business model”, anyway? No one ever defined the term precisely – it seemed to mean either ‘what we do’ or ‘how we hope to make money someday.’ HBR 2001

- 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).

- 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).
Impact: Organization sees more than 2.5 million patients, 3,000 employees many from BOP, conducts as many as 2,000 surgeries per day with a $2 intraocular lenses.
KickStart

160,000 enterprises created, 800,000 people moved out of poverty, $330 one family out of poverty. Impressive results.

www.kickstart.org
Business Model Execution Failure

- **Innovation** is central to the solution of the intractable problem.

- Need to take into consideration the **ecosystem**: the **economic and social pressures** that challenge the business model.

“A social entrepreneur finds what is not working and solves the problem by changing the system, spreading the solution and persuading entire societies to take new leaps.

– Bill Drayton, ASHOKA
Goal: Sustainable Value Creation

- Technologically Appropriate
- Environmentally Benign
- Socially Acceptable
- Economically Sustainable

Khanjan Mehta, Penn State University
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
Change Model for Scaling Social Impact

Effective Business Models

Efficient, Scalable Operations

Strategies for Scaling Social Impact
### Three Step Change Model for Creating Social Impact

<table>
<thead>
<tr>
<th>Scalability of Operations</th>
<th>Scalability through Business Modeling</th>
<th>Scaling through Expansion</th>
<th>Ultimate Goal</th>
</tr>
</thead>
</table>
| Increased Organizational Capacity | Development of Business Model that can be replicated by external organizations because | Scaling Up through (a) larger scope, range of products or services or (b) increased number of beneficiaries served | Systematic Social Impact  
Scaling by Sharing Knowledge with other organizations/partners (dissemination) or other organizations take your model and replicate it in multiple ways (adaptive blueprinting) |

- (a) increase in the efficiency of processes
- (b) increase internal resources (e.g., number of employees)

- (a) theory of change is sound and/or
- (b) operational processes are turnkey

- (a) serving more beneficiaries in home community or
- (b) providing more services per beneficiary

- (a) social franchising the business model through affiliation
- (b) wholly owned branches
- (c) a combination of the two (creating alliances)

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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
Mindmapping

Social Need. Target Market. Location.
The Theory of Change model was inspired by Carol Weiss (1972) when she researched small steps lead to long term goal attainment. For more information on the theory of change, go to [www.theoryofchange.org](http://www.theoryofchange.org).
Empowering Students to Affect Social Change: Course 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

- Reading: 10%
- Listening: 20%
- Demonstration: 50%
- Discuss Concepts: 70%
- Practice by Doing: 75%
- Teach Others or Perform the Skill: 90%

Rita McGrath, Harvard University
<table>
<thead>
<tr>
<th>Course Model</th>
<th>Description</th>
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<tbody>
<tr>
<td>Social Change Project</td>
<td>Students can complete an actual project on an issue that interests them in relation to social entrepreneurship.</td>
</tr>
<tr>
<td>Social Change Business Plan</td>
<td>Individuals, who plan to start a social venture, should write a social change business plan.</td>
</tr>
<tr>
<td>Social Change Consulting</td>
<td>Students can consult with a social change organization in the community or abroad to develop and/or implement a project.</td>
</tr>
<tr>
<td>Global International Immersion</td>
<td>Students work with local entrepreneurs in an economically distressed area of the world.</td>
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</table>
Global Impact & Immersion

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

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
Innovative Teaching Tools

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Plethora of Written Materials
## Knowledge Sharing

<table>
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<tr>
<th>Organization</th>
<th>Website</th>
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</thead>
<tbody>
<tr>
<td>Social Entrepreneurship Dropbox</td>
<td><a href="mailto:debbi.brock@gmail.com">debbi.brock@gmail.com</a></td>
</tr>
<tr>
<td>AshokaU – Exchange!</td>
<td><a href="http://www.ashokau.org">www.ashokau.org</a></td>
</tr>
<tr>
<td>Social Entrepreneur Toolbelt</td>
<td><a href="http://www.setoolbelt.org">www.setoolbelt.org</a></td>
</tr>
<tr>
<td>Teach a Man a Fish</td>
<td><a href="http://www.teachamantofish.org.uk/">www.teachamantofish.org.uk/</a></td>
</tr>
<tr>
<td>Unltd Social Entrepreneur Toolkit</td>
<td><a href="https://unltd.org.uk/socialentrepreneurshiptoolkit/">https://unltd.org.uk/socialentrepreneurshiptoolkit/</a></td>
</tr>
<tr>
<td>Videos</td>
<td>Frontline Now, TED.com, Enterprising, Skoll</td>
</tr>
<tr>
<td>Cases</td>
<td>CasePlace, HBS, Duke (free)</td>
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</table>
The Human-Centered Design (HCD) will help you *hear the needs* of constituents in new ways, *create innovative solutions* to meet these needs, and *deliver solutions* with financial sustainability in mind.”

**Goal:** More people will use the process to improve the lives of people living on less than $2/day.

**OpenIDEO:** University Toolkit


**Design Challenge** class project

[https://openideo.com/challenge](https://openideo.com/challenge)
Teaching Videos & Cases

http://usasbe.org/knowledge/syllabus/
Share your Syllabi

SPEAKERS VIA VIDEO

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

Cases
Traditional Cases
Video Cases
Interactive Cases
Live Cases
Support Organizations & Courses

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

Share your Syllabi

Coursera Social Entrepreneur - Penn State

Coursera Social Impact Course
It’s Social Entrepreneurship if:

- Systems-changing
- Innovative
- Replicable
- Empowers Beneficiaries
- Scaling Social Impact
- Measurable
- Ultimately, Sustainable

Source: Ashoka U Presentation, 2010
Outcome: Empowering Students to Affect Social Change

- How do we **Empower Students** and Beneficiaries?
- Do Student **Learning Outcomes** Differ?
- How do we **Engage Practitioners** in our Work?
- How do we **Measure Tangible** Student Outcomes?

Ultimately, are we really making a difference?
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
It’s Social Entrepreneurship if:

- Systems-changing
- Innovative
- Replicable
- Empowers Beneficiaries
- Scaling Social Impact
- Measurable
- Ultimately, Sustainable

Source: Ashoka U Presentation, 2010
Experiential Learning Exercises

Nearly every problem has been solved by someone, somewhere. The frustration is that we can't seem to replicate them anywhere else.

~ Former United States President Bill Clinton ~
Experiential Learning Activities

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

[Link to website: www.unmillenniumproject.org]
I. Executive Summary
Value Proposition: Provide a summary of the key elements in the plan.

II. Theory of Change
Value Proposition: End impact your organization seeks to achieve?

III. Sustainable Social Venture B-Model
Value Proposition: How does your organization create value?

IV. Social Impact Plan
Value Added: How much social value can your organization create?

A. Management Team Infrastructure
Who will serve the beneficiaries?

B. Social Business Opportunity
How does your organization create value?

C. Service Beneficiaries Value Creation and Marketing Plan
Who are the beneficiaries and how to reach them?

D. The Infrastructure Plan
How can we do what we do better?

E. Building a Sustainable Financial Plan
How do we make money/breakeven?

F. Galvanizing Resource Model
How do we do more with less?
Community Asset Mapping

1. Identify a Community Issue/Problem to Address
2. Identify Community Assets
3. Community Survey
4. Evaluation Information
5. Pitch/Launch Ideas
Ideaspace: Shoot for the Stars

Heidi Neck & Steve Schiffman, SED 2009
Eradicate Extreme Poverty and Hunger

Achieve Universal Primary Education

Promote Gender Equality and Empower Women

Reduce Child Mortality

Improve Maternal Health

Combat HIV/AIDS, Malaria and Other Diseases

Ensure Environmental Sustainability

Develop a Global Partnership for Development
Kiva Frontline Video

Select an entrepreneur and make a loan

Get Repaid
Withdraw your money or lend again!

Kiva Transfers funds abroad to a microfinance partner

Watch entrepreneurs' small business grow

www.Kiva.org

Empower People Around the World with $25.
Highlighted Social Entrepreneurship 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
Harlem Children’s Zone
Injaz
Interface
KickStart
Investor’s Circle
Jenessis Group
Int’l Development Enterprises
Interfaith Youth Core
HIP Investor
Endeavor
Edna McConnell Clark Foundation
Intellecap
GlobalGiving
Junior Undiscovered Math Prodigies
Gray Matters Capital
Impact: Reached 200 countries, translated in 20 languages, 10 million students per month reached, 3 billion exercises per day. Goal: Free world class education for anyone, anywhere.
Find practical solutions to social and environmental problems

Innovate by finding a new product, service or new approach to a social problem

Focus on creation of social value

Be a transformative force... reforming or revolutionizing dysfunctional systems and industries
Education is Power.

Latoya Francis, Accounting Major and Nonprofit Leadership Minor

Knowledge is Power Program

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

Dr. Martin Luther King, Jr.
<table>
<thead>
<tr>
<th></th>
<th>Traditional View on Needs</th>
<th>Entrepreneurial Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Needs</strong></td>
<td>Meeting Needs</td>
<td>Reducing Needs, Empowerment</td>
</tr>
<tr>
<td><strong>Owners</strong></td>
<td>Non-Profit/Government Services</td>
<td>For-Profit and Hybrid Forms</td>
</tr>
<tr>
<td><strong>Public vs. Private</strong></td>
<td>Public Services</td>
<td>Privatization of Public Services</td>
</tr>
<tr>
<td><strong>ROI</strong></td>
<td>Traditional Financial Return on Investment</td>
<td>Social Return on Investment (Impact, Scale, Sustainability)</td>
</tr>
<tr>
<td><strong>Approaches</strong></td>
<td>Needs-based Approaches</td>
<td>Market-based Approaches</td>
</tr>
<tr>
<td><strong>Metrics</strong></td>
<td>Bottom Line</td>
<td>Double/Triple Bottom Line</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Services Provided</td>
<td>Outcome Based Approach</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
<td>Charitable Relief</td>
<td>Systematic Solutions</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Needs Met</td>
<td>Lives Changed</td>
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</tbody>
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Adapted from Greg Dees, course syllabus