

# Social Entrepreneurship: Overview, Our Hybrid Model

Monday Call: August 26, 2013

- Weekly Mission Live Stream Monday at 8 PM EST, 9 PM EST, 10 PM EST, 11 PM EST. <http://www.m5mlive.tv> or 24/7  
<http://www.m5mlive.com>
- TNL – Kevin Robbins – 7:30 Pm CDT at Mannatech Corporate offices or [www.mannatechlive.com](http://www.mannatechlive.com)
- Branson- You **Do Not** want to miss this event.  
<http://events.mannatech.com>
- Last week of BP 9

As the colorful populist from Texas Jim Hightower said "There's nothing in the middle of the road but yellow stripes and dead armadillos."

## 1. What is Social Entrepreneurship?

History:

Bill Drayton, born in NY 1943, with intelligence, passion and civic activism. In 1980, he committed himself fully to the idea and practice of creating a professional organization to promote the work of social entrepreneurs worldwide. Hence, ASHOKA.

He believed these people were 1 in 10 million. He has since helped over 3,000 of these people (a number of stories in Borenstein's book).

- a. Who and what is a social entrepreneur?
- b. Nature of work they do: system changing and innovative
- c. Social Enterprise versus Entrepreneurship

The non-profit sector focusing on entrepreneurial qualities versus actual transformation into businesses. Today shift is clear in organizations such as Goodwill who provide job training and employment placement and other services raising most of its 3.5 billion budget through retail thrift stores.

d. Today, the shift is where the business sector has been seeing new entities created with the intention of generating funds AND social or environmental benefits. Tom's Shoes is a classic.

e. Also, in the public domain, social entrepreneurs in gov't are looking to incent and advance innovation throughout the social sector.

2. What is happening in Education on Social Entrepreneurship in our Country and Around the World?
  - a. Business Schools (see attached article)
  - b. Undergraduate Programs
    - UND, Univ of Virginia, etc.
  - c. Independent Organizations
    - 1) Clinton's CGI University
    - 2) Covey's Program for Leadership
    - 3) Lots of non-profits
    - 4) ASHOKA
    - 5) 7 Mountain Strategies
3. Case studies in the US as great examples
  - a. Teach for America
  - b. City Year
  - c. Jumpstart
  - d. Working Today
4. New Models developed for Impact Assessment
  - a. First models were Cost effectiveness analysis and cost benefit analysis.
  - b. SROI...Social Return on Investment has arisen from Roberts Enterprise Development Fund
 

ROI in corporate is ratio of money gained or lost on an investment relative to it's cost.
  - c. Today everyone is using impact analysis in funding programs, etc. and the review process has become very sophisticated. Not surprisingly the internet has radically changed how measurement and evaluation works in the nonprofit sector.
4. Hybrid Model of Social Entrepreneurism: Mannatech steps out alone
 

The SIX categories from which the Mannatech Model is based

  - a. Tom's Shoes: Matching donation model**
  - b. Apple: Disruptive technology**
  - c. Direct Sales: Revenue sharing rewards program**
  - d. Grameen Bank: Focus on global problems**
  - e. Amazon.com: Leverage commerce and buying power
  - f. Unicef: Heart and passion

5. Language to get in your Heart and Head
  - a. Articles in Navig8 from Europe are excellent (category called M5M)
  - b. Read "How to Change the World" outline on Mannatrain June 28, 2010

***Know who you are, who we are and then you can truly educate the world!***



## HBR Blog Network



### **The Rise of Social Entrepreneurship in B-Schools in Three Charts**

by Katie Smith Milway and Christine Driscoll Goulay | 11:00 AM February 28, 2013

Twenty years ago, on two different business school campuses a continent away, the seeds of social entrepreneurship were planted.

At INSEAD, two students Philippe Dongier and Katie (co-author of this post) sent a school-wide email asking if anyone was interested in cultivating coursework and careers related to nonprofits. Overnight, 126 students, staff, and faculty responded — a number equal to 50% of the newly arrived class. With a student-faculty steering committee and 50,000 Euros of seed funding from the school's administration, they founded INDEVOR, INSEAD's social enterprise club.

Across the pond, John Whitehead, the former managing partner of Goldman Sachs and the board chair for several nonprofits, approached the dean of Harvard Business School with a similar idea. He asked how could HBS apply its distinctive competencies to help improve management within the social sector? Over the next few years, he provided small amounts of money to seed experiments and to challenge the institution to come up with innovative approaches to address his question. Like a venture capitalist, he said if these experiments delivered on their goals, more funding would follow. From this, the Social Enterprise Initiative was born.

In Europe, the seed planted at INSEAD grew steadily over the years and led to the development of the INSEAD Social Entrepreneurship Initiative, which now coordinates conferences and other forums, sponsors research, and supports students to learn more about the link between social impact and business.

In Boston, the HBS Social Enterprise Initiative was experiencing a similar growth trajectory.

**GROWTH OF THE SOCIAL ENTERPRISE INITIATIVE AT HARVARD BUSINESS SCHOOL**

Teaching cases, course enrollment, and program participation have greatly increased since program's inception.

	1995-96	2000-01	2005-06	2010-11
Cases and teaching notes produced	45	164	360	607
Students enrolled in social enterprise courses or independent projects	71	308	395	600
Participants in social enterprise career program*	20	92	122	221

\*INCLUDES THE SOCIAL ENTERPRISE TRACK OF THE HBS NEW VENTURE COMPETITION, SE SUMMER FELLOWSHIP PROGRAM, HBS LEADERSHIP FELLOWS, LOAN REPAYMENT ASSISTANCE PROGRAM, SOCIAL ENTREPRENEURSHIP FELLOWSHIP

SOURCE HBS SOCIAL ENTERPRISE INITIATIVE

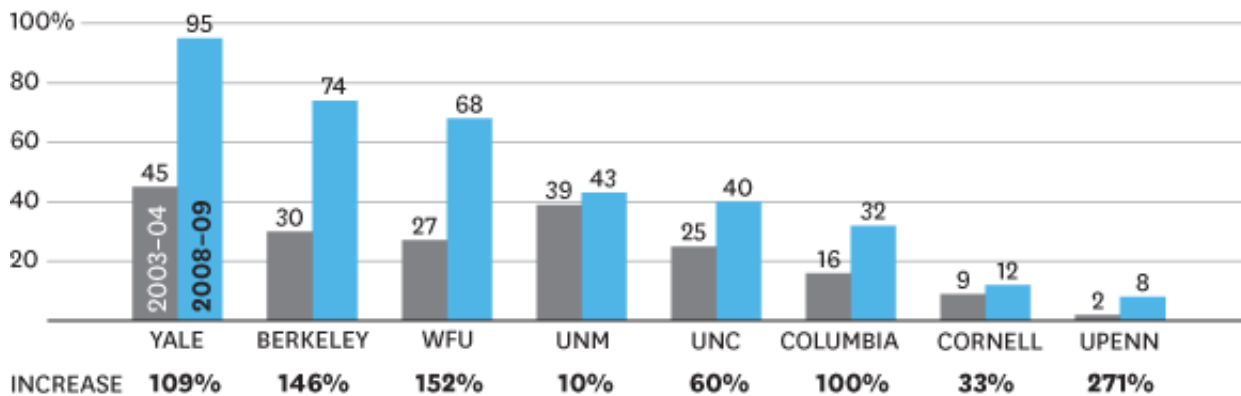
HBR.ORG

([http://blogs.hbr.org/cs/assets\\_c/2013/02/harvardgrowth100-3332.html](http://blogs.hbr.org/cs/assets_c/2013/02/harvardgrowth100-3332.html))

INSEAD and HBS aren't the only schools where the drive for social change has taken hold. Across all of the top MBA programs there has been soaring interest in social enterprise in recent years and schools have grown their offerings to meet the demand, as this data from The Bridgespan Group shows.

**COURSES AT TOP MBA SCHOOLS THAT INCLUDE SOCIAL BENEFIT CONTENT**

Between 2003 and 2009, the average increase in courses was 110%.



SOURCE THE BRIDGESPAN GROUP, "THE MBA DRIVE FOR SOCIAL VALUE"

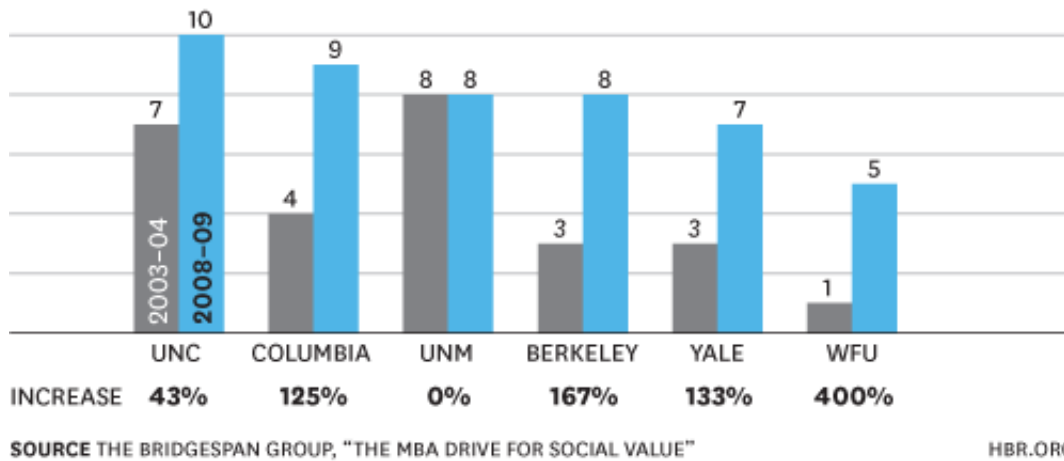
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([http://blogs.hbr.org/cs/assets\\_c/2013/02/socialcontent100-3338.html](http://blogs.hbr.org/cs/assets_c/2013/02/socialcontent100-3338.html))

Dr. Nora Silver, the director of the Center for Public and Nonprofit Leadership at UC Berkeley Haas School of Management, which today offers nine courses specifically related to social or public sector management (up from eight at the time of the Bridgespan study), told us, "This generation of students is the first that was required or expected to do community service in high school and college. These students grew up expecting to integrate social impact into their work — no matter what sector they join."

### COURSES RELATED TO MANAGING SOCIAL SECTOR ORGANIZATIONS

Top schools offer twice as many courses on nonprofit management than they did in 2003.



([http://blogs.hbr.org/cs/assets\\_c/2013/02/socialmanagement100-3359.html](http://blogs.hbr.org/cs/assets_c/2013/02/socialmanagement100-3359.html))

Across the programs studied, Yale School of Management topped the chart with 95% of its course offerings in 2009 incorporating social benefit content.

Faculty interest has grown too, fueling research with social sector practitioners, which translates into new cases and discussion for the classroom. Valerie Malter, Director of Social Impact at the Wharton School at the University of Pennsylvania noted in the Bridgespan study: "The level of interest from faculty members is extraordinary in this whole area."

MBA programs today are minting not just captains of industry, but also crusaders for social good. Any program teaching business skills needs to train their graduates to serve both companies and society. This means equipping would-be entrepreneurs with an understanding of multiple bottom lines and equipping would-be corporate professionals with intrapreneurial vision to connect business interests to social value. Steeped in both social and business principles this new breed of MBAs will be able to navigate complexity and create opportunities to sustain the world we live and work in.

Follow the Scaling Social Impact insight center on Twitter @ScalingSocial (<https://twitter.com/ScalingSocial>) and give us feedback (<http://vovici.com/wsb.dll/s/1549g52d90?wsb2=ictr>).

## Scaling Social Impact

Insights from HBR and The Bridgespan Group



(<http://hbr.org/special-collections/insight/scaling-social-impact>)

Corporations: Donate Your Skills, Not Just Your Money

([http://blogs.hbr.org/cs/2013/02/corporations\\_doi](http://blogs.hbr.org/cs/2013/02/corporations_doi))

Want to Change the World? Be Resilient

([http://blogs.hbr.org/cs/2013/02/want\\_to\\_change](http://blogs.hbr.org/cs/2013/02/want_to_change))

A New Vision for Retirement: Productive and Meaningful

([http://blogs.hbr.org/cs/2013/02/a\\_new\\_vision\\_fc](http://blogs.hbr.org/cs/2013/02/a_new_vision_fc))

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