

DRAFT

Social Entrepreneurship in Emerging Economies

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Course Overview

This course is designed as a seminar for graduate students interested in business approaches to solving global social and environmental problems that have not been effectively addressed by government, non-profit or traditional business.....problems such as poverty, disease, environmental degradation, illiteracy, and lack of clean water, sanitation, electricity, healthcare and access to credit.

We will study and work directly with social entrepreneurs who are tackling these problems because they want to make the world a better place. These are change makers who have limited resources, but who are leveraging their powerful new ideas, their determination and their know-how. Successful social entrepreneurs must have more than a good idea; they must know how to address social and environmental problems while operating sustainably, according to a model that can be replicated for significant regional, national and even international impact.

The course is project-focused. Students will form small teams and select a project that is being planned or was recently launched by a social entrepreneur. After determining how they can best provide value to the social entrepreneur, each team will conduct interviews and research designed to meet the social entrepreneur's needs. For example, a team might revise a business plan, develop a comprehensive strategy for marketing, fundraising or income-generation or conduct a sustainability analysis of the business' operations, making recommendations for improvement. The deliverable to the entrepreneur and for the class will be a Final Project Report/Recommendation.

In order to make sure our business skills and recommendations are suited to these social entrepreneurs and social organizations, our readings will focus on topics such as the nature of poverty in developing countries, product design and market strategies that are tailored to meet the needs of emerging markets, and supply chains and distribution systems that are effective in countries that lack basic infrastructure. We will also focus on different types of social entrepreneurs, social businesses, hybrid businesses and "citizen sector organizations," evaluating which are most likely to achieve scalability and sustainability. Often the biggest challenge for a social entrepreneur is achieving long-term financial sustainability.

Course Objectives

Build appreciation of the nature of poverty, the needs of the poor and the obstacles to development in emerging markets

Enhance capacity to analyze the challenges, opportunities and potential of social entrepreneurs and social organizations that are addressing global problems

Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.

Build empathy, teamwork and leadership skills

Gain hands on experience, laying the ground work for students' own potential career paths in social entrepreneurship.

Potential Projects

Comunidad Connect in Nicaragua –

Description: Sustainable development in a small community, including financial literacy training for local small business owners, a recreation center, municipal recycling program and VolunTourism program.

Needs: Comprehensive marketing and fundraising strategies, development of database and website, sustainability analysis of operations in terms of environmental, economic and social impact. Students providing assistance would be able to participate in the VolunTourism program at cost.

Verde Ambiente in Honduras

Description: Business and marketing strategies for an organic coffee farm that will provide jobs and income to a small community in Honduras; project has related objectives for sustainability of the community: ecotourism, environmental stewardship, education, health.

Needs: business, marketing and financial strategies for ecotourism project. Social entrepreneur is willing to host two students for a week (in-country transportation and lodging) in summer (e.g., early June) so they can become acquainted with the site.

Five-Squared – refugee camps in various countries

Description: provision of socially and environmentally sustainable shelter alternatives (e.g., in refugee camps) for people displaced by natural and manmade disasters. Social Entrepreneur is an architect and professor at C.U. who is still in planning phase of new non-profit. He has plans for designing building material, appropriate technologies and community plans that would include training programs (for residents to become builders), water and food distribution as well as housing.

Need: Business and funding strategies

Engineers without Borders in Nepal

Description: CU Chapter of Engineers Without Borders has been working with a local non-profit organization to provide sanitation, clean water and sustainable technologies (water treatment, sanitation, hygiene, cook stoves, waste management) in certain areas of Nepal. May be ready to

develop a microenterprise to provide clean water education. Other possible projects in Nepal relate to the non-profit organization's efforts in other areas, such as sustainable agriculture, education and renewable energy.

Need: Revision of business model and development of successful business plans for various programs.

Engineers without Borders in Rwanda

Description: CU Chapter of EWB has designed and implemented a high-efficiency cooking stove that reduces firewood usage and is less toxic than stoves used today in homes of the poor. It would now like to work with a local social entrepreneur to develop a self-sufficient micro-enterprise related to cooking stoves.

Need: Business plan and answer to questions related to start up funds, time to reach financial sustainability, microfinance, revenue predictions, etc.

Educate! Africa in Uganda

Description: Educate! equips young leaders (high school students) across Uganda with the ability to find local solutions to the greatest challenges faced by their communities. 375 young leaders in 25 schools across Uganda are participating in Educate!'s two-year leadership curriculum and receiving long-term mentoring geared at empowering the students to create a social enterprise - a financially sustainable, innovative, and effective project that addresses a community challenge.

Need: Further development of business plan, financing strategies and a financially sustainable model.

Ashoka Fellows in developing countries ...Example: David Kuria with Ecotact in Kenya

Description: Social Entrepreneurs who are receiving some support from the Ashoka Foundation may need help in scaling up their organizations and in achieving financial sustainability and greater impact.

Need: Will depend on the entrepreneur and the venture. For example, David Kuria, who visited Leeds recently, has launched the Ikotoilet (public toilet) in urban areas of Kenya, where 70% of the population lacks access to latrines. His greatest challenges are finding investors and reaching financial sustainability. He would be interested in having students come to Kenya for a period to begin the assessment.

Other possibilities: Assistance for Peace Corps Volunteers involved in Small Enterprise Development projects; projects in conjunction with organizations founded by Paul Polak: IDE or D-REV.

Course Materials (tentative)

Rangan, V. Kasturi, Quelch, John A., Herrero, Gustavo and Barton, Brooke (2007), Business Solutions for the Global Poor. John Wiley and Sons. ISBN 0 7879-8216-4

Mahajan, Vijay and Banga, Kamini (2006), The 86% Solution: How to Succeed in the Biggest Market Opportunity of the 21st Century. Wharton School Publishing. ISBN 0-13-148907-0

Bornstein, David, How to Change the World: Social Entrepreneurs and the Power of New Ideas, 2007, Oxford University Press, ISBN 978-0-19533476-0

Elkington, John and Hartigan, Pamela, The Power of Unreasonable People, 2008, Harvard Business Press, ISBN 978-1-4221-0406-4

Additional reading material distributed in class or posted on CULearn

Grading

Individual:

Class Participation 20%

Paper 20%

Group:

Team project 50%

Team-led discussions 10%

Tentative Class Schedule

Module 1: What is poverty like at the bottom of the pyramid (BOP)?

Module 2: What do we know about BOP markets?

Module 3: How can we meet the needs of the BOP through innovation in product design and marketing strategies?

Module 4: What is the role of the social entrepreneur? What qualities and practices are common to successful social entrepreneurs? What is the value of strategic alliances with other organizations?

Module 5: How can we evaluate the performance of social entrepreneurs, social businesses, hybrid businesses and “citizen sector organizations”?