

MGMT 212/810: Societal Wealth Venturing (1.0 cu)

Spring 2011- Version 1.3: 011011

This syllabus is a game plan subject to change, do not even begin to think it is a contract

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Materials

- **Textbook:** “Up and Out of Poverty” – Kotler/Lee
- **Bulkpack**

Course Description and Philosophy

For this course, societal wealth venturing is defined as entrepreneurship used as a market-based catalyst to profitably confront social problems. This definition views societal wealth venturing as a distinct alternative to public sector initiatives. The basic thesis is that many social problems, if looked at through an entrepreneurial lens create opportunity for someone to launch a venture that generates profits by alleviating that social problem. This sets in motion a virtuous cycle – the entrepreneur is incented to generate more profits and in so doing, the more profits made, the more the problem is alleviated.

However, this is by no means a simple challenge. It involves deeply understanding how to prioritize a multi-mission entity, how to analyze and engage traditional agencies, how to formulate political strategies to develop influence and social assets in target beneficiary markets, how to forge negotiating strategies for securing resources, how to capture publicity for the enterprise, and generally how to minimize resource requirements. Even if it is not possible to eventually create a profit-making enterprise, the process of planning to do so can lead to a resource-lean not for profit.

Note: MGMT 806: *Formation and Implementation of Entrepreneurial Ventures* and MGMT 810 apply a common theoretical framework to businesses with differing value

propositions; therefore, students should **not** plan their course of study to include both of these courses.

Societal Wealth Venture Business Plan (VBP)

In this course we will begin to demonstrate the validity of this societal entrepreneurship thesis. Student groups will conceive of possible social wealth generating ventures and then develop a plan to seed the formation of a business to implement the social solution as a formal experiment. Our hope is that a meaningful fraction of these plans will result in the actual launch of a societal wealth generating enterprise.

The development of business plans for societal wealth venturing poses a unique and significant challenge. Unlike a conventional course in entrepreneurship where the main focus is on the creation of a rent-generating enterprise, in this course we will be looking at the combination of analysis of the social problem plus the potential of its rent-generating enterprise, followed by the development of a business plan. In addition, seeking viable funding sources for social enterprises also presents unique challenges. Funding for these ventures may stem from nontraditional sources such as not-for-profit foundations which are disposed to provide funding for the alleviation of social problems. Thus a major component of the course is for teams of students to develop a Venture Business Plan. Individual students' grades will be determined by the score their team receives, adjusted by a peer review rating of their contribution, as described below.

"Live Case Study" Methodology

Instead of traditional cases this course will employ what we call a "live case" methodology. The projects on which the student groups are working will be used as live cases to demonstrate the principles to be applied in societal wealth venture situations. Instead of student groups having to prepare written cases we will employ live case methodology in the course through active discussion of the projects which the students are developing. In the live case study, a student will present operational or strategic challenges that he or she is facing in the societal wealth venture. Class members will be expected to participate in the live case studies by making suggestions and presenting possible solutions to the speaker's challenges.

Readings Report: Group report

In addition, a considerable component of the course will involve your reading and internalizing theoretical materials germane to societal wealth venturing. You should submit a readings report which summarizes the key insights you obtained from the readings and the degree to which they applied to your projects. **This is a group report.**

Readings report description

You will be required to submit a five page report describing how the Bulkpack (not textbook) readings applied to your societal venturing project.

The structure is simple: Pick the five readings that you think were the most useful for a decision your team made about your venture. The reading does not have to support your decision, but please explain what concepts and conclusions were useful to you and how you incorporated the learnings into your venture.

Appendix: List all readings (including your five) and rate each reading's usefulness along the spectrum: no value, some value, useful, very useful.

Here is a scorecard an earlier group used for rating the readings, rating each under each heading on a 1 to 4 scale, with 14-16 rated very useful, 11-13 useful, 8-10 some value:

	Relevance (1 to 4 scale)	Practicality (1 to 4 scale)	Current usefulness (1 to 4 scale)	Clarity and Ease of Reading (1 to 4 scale)	Total (All values added)
Example Reading XYZ	3	2	2	4	3+2+2+4 = 11 (useful)

At the end of the appendix also include recommendations of any readings your team is aware of that did not appear in the required readings list, but you feel should be included. This report will then be used to improve the readings for this course.

The readings report will count 15% towards your final grade

Prerequisites

MGMT230 or MGMT801 are strongly recommended prerequisites. It is expected that much of the materials covered in MGMT 230 or MGMT 801 will have already been mastered or will be mastered early in this course.

The assigned readings in the course are in the range of moderate to heavy, particularly at the beginning of the course. For each session the required readings must have been studied in advance.

From time to time, mid-course changes in presentations or materials may be made to accommodate schedule changes of visiting speakers.

Bulkpack

The bulkpack is divided into two components: Required Readings and Supplemental Materials. Mastery of the Required Readings should be demonstrated in the final business plan presented at the end of the program. The Supplemental Materials are provided for those students who are determined to pursue a career in entrepreneurship focused on societal wealth generation and want more insight and depth of understanding of the challenges they will face. This is not a career choice for the faint of heart.

Venture teams

Extensive group work outside of class is an essential part of this course. Course participants are to form new venture teams of **five students** whose talents, skills and knowledge are complementary. To the extent possible, the formation of teams should begin before the first class. However, if students are not in groups by the end of the add-deadline we will assist them in finding a group that they would like to join. Other factors crucial to your team's functioning are the management and coordination of group effort by appropriate means (telephone, eRoom, e-mail, sub-group meetings, etc.).

GRADING

Team and individual performance will be measured in determining the final grade of each student. Therefore, individual grades are likely to vary within each team.

The team grades will be determined as follows:

Venture business plan The overall quality and cohesiveness of the written Venture Business Plan will count 60% toward the grade, but for the individual team members this will be adjusted by the team's weighting of their individual contributions. Individual contribution to the team performance in the conceptualization, development, and presentation of the VBP will be determined through peer review. The peer review scheme is as follows:

You will be asked to use the TEAM MEMBER EVALUATION FORM (attached at the end of the syllabus) to rate the contribution of each of the team members by assigning a percentage effort score to that member. These scores will be used to calculate the weight that will be applied to the individual's teamwork as illustrated by the example below:

PERCENTAGE GIVEN TO →		TO Person A	TO Person B	TO Person C
PERCENTAGE GIVEN BY →	BY Person A	NA	100	65
	BY Person B	85	NA	55
	BY Person C	75	100	NA
AVERAGE		80	100	60

NOTE: You allocate EACH member up to 100 points, you do NOT allocate 100 points across all group members

GRAND AVERAGE $(80 + 100 + 60)/3 = 80$

The Member Weighting will then be calculated as follows:

	Person A	Person B	Person C
Weighting = Avg./Grand Avg. = Adjustment	80/80	100/80	60/80
Adjustment	1	1.25	.75
So if the team report score was 50 points then: Person A would get $1.00 \times 50 = 50$ Person B would get $1.25 \times 50 = 62.5$ Person C would get $0.75 \times 50 = 37.5$			

Class participation throughout the semester determines 25% of the final individual grade. Class participation will be determined by considering your attendance and active participation in class discussions. Your ability to demonstrate that you have prepared the materials assigned to a particular class and both the quality and the quantity of your contributions will be evaluated.

Readings report. You are should submit a readings report which summarizes the key insights you obtained from the readings and the degree to which they applied to your projects. This will count 15% in your final grade.

To repeat, the following weights determine the final course grade:

- **60%** of your grade will be based directly on the grade given to the team for the VBP, **adjusted by the group weighting system described above**
- **25%** of your grade is based on individual class participation and presentations
- **15%** of your grade will be based on the readings report

Some ground rules: If you elect to take this class you are assumed to agree to the following conditions:

1. You recognize that the course is graded to a curve. There will be no more than 15% As and 40% Bs in the class. There will be at least 10% LTs in the class
2. You recognize that the instructor will take great care to grade as fairly and evenly as possible and will not discuss grades at the end of the course.
3. You recognize that if you work in a group then a significant percentage of your grade will be dependent on group work and will therefore abide by the weighting score developed from your peer group members' ratings of your contribution.

In addition:

4. Laptops are NOT to be open in class unless they are needed for a group exercise OR unless you take your class notes on your computer. No cell phones. No texting/ use of Smartphones, etc.

Confidentiality

The University is a community for the exchange of ideas and knowledge; policy discourages confidentiality arrangements. In those instances where confidentiality does not interfere with learning, the instructor will honor requests for confidentiality of student projects on a case-by-case basis. Students will be expected to respect the intellectual property of others.

DETAILED SYLLABUS

The numbers in the column headed "Readings" are the numbers of the articles in the readings list below. Required Textbook Chapter readings are labeled CHX.

12-Jan	Introduction to the class		7, CH1
17-Jan	No classes - Martin Luther King Day		
19-Jan	Introduction to societal entrepreneurship; objectives, examples and defining success. Near-Knightian uncertainty Societal Wealth objectives		1,2, 6, 19
24-Jan	Guest Speaker: Jim Thompson		4, 26, 27
26-Jan	Project presentations: Prepare a maximum 5-minute proposed presentation. No PowerPoint PATH Case Consumption chain analysis/attribute maps		22, 24, 25, CH6
31-Jan	Identifying desired consumer behaviors and the push to change (Acumen Case)		3, 21
2- Feb	Groups announced. Identifying potential markets. Can't tackle all of poverty. How to choose areas to address and prioritize.		8
7 -Feb	Most Competitive Offering, Desired Positioning Capability ladders		10
9- Feb	Application workshop: consumption chain and attribute map		
14-Feb	Introduction to DDP: Case: Call center for the Blind		13, 20
16-Feb	Application workshop DDP		
21-Feb	Guest Speaker: Gene Wade, Platform Learning	Due: Market Opportunity, The Social Need, Stakeholder Analysis	5, CH6
23-Feb	DDP & Monte Carlo analysis: Call Center case		CH7-8
28-Feb	Application workshop: Monte Carlo Analysis	Due: Product Overview, Beneficiary Chain, Attribute map	16
02-Mar	Operations Challenges Checkpoint/assumption tables Barebones NPV		12,14
SPRING BREAK			
14-Mar	Guest Speaker: Rimmy Malhotra, Gratio Capital		
16-Mar	DRAT Analysis Disengagement planning		9, 17, 23
21-Mar	Application workshop: DRAT/Disengagement		20 again
23-Mar	Politics of Execution and stakeholder analysis	Due: Marketing Plan/ Comp. Analysis	11
28-Mar	Application Workshop: Politics of Execution		
30-Mar	Political strategy	Due: DDP Financial Model, Monte Carlo Analysis	
4-Apr	Guest Speaker: Jack May, Circulator Boot		
6-Apr	Application Workshop: Political strategy		
11-April	Bottom of the pyramid		15
13-April	Application Workshop: Bottom of the Pyramid		18
18-April	Negotiations Strategy	Due: Readings Report	
20-April	Guest Speaker: Guest Speaker: Jim Smith, Digital Network Group		
25-April	Course wrap up	Due: Full Business Plan and Peer Ratings	

Readings list.

1. Dees and Backman, "Social Enterprise: Private Initiatives for the Common Good," Harvard Business School note #9-395-116.
2. Dees & Oberfield, "Note on Starting a Nonprofit Venture," HBS 391-096
3. Stevenson & Roberts, "The Start-Up Process," HBS 384-179
4. Andreasen, "Profits for Nonprofits: Finding a Corporate Partner," HBR 96601
5. IBM's Reinventing Education (A) Harvard Case 399-008
6. Rangan, Karim, and Sandberg, "Do Better At Doing Good," HBR 96308
7. Dees, "Enterprising Nonprofits," HBR 98105
8. New Profit Inc.: Governing the Nonprofit Enterprise, HBS N9-100-052
9. Surviving Success: An Interview with the Nature Conservancy's John Sawhill, HBR 95508
10. Letts, Ryan, & Grossman, "Virtuous Capital," HBR 97207
11. MacMillan, I.C. "The politics of new venture management," HBR Nov./Dec., 1983.
12. Dees & Dolby, "Sources of Financing for New Nonprofit Ventures," HBS 391-097
13. MacMillan "Call Center for the Blind" case – **no reading, case will be verbally presented**
14. Foroohar, Rana, "Where the money is"
15. C.K. Prahalad, Allen Hammond "Serving the World's Poor, Profitably" September 2002 Issue Reprint # R0209C
16. Excerpts from "Everybody loves a good drought" by P. Sainath
17. Excerpts from "Dark Star Safari" by Paul Theroux
18. Cents City business plan
19. "Where the rubber meets the road"
20. R. Gunther McGrath and Ian C. MacMillan "Discovery-driven planning," Harvard Business Review, Volume 73, No. 4, July-August 1995. pp. 44-54.
21. Acumen case
22. PATH case
23. "Planners versus Searchers" Excerpt from The White Man's Burden by William Easterly. Penguin Books, 2007
24. R. Gunther McGrath and Ian C. MacMillan "Discovering New Points of Differentiation" with. Harvard Business Review, Vol. 75, no. 3, July-August 1997. pp 133-145

25. R. Gunther McGrath and Ian C. MacMillan "Discover Your Products' Hidden Potential" with R. Gunther McGrath. *Harvard Business Review*, Vol. 74, no. 3, May-June 1996. pp. 58-73.
26. D.G. McNeil "Five years in, Gauging Impact of Gates Grants" *New York Times*, December 20, 2010.
27. Bajaj, V "Microlenders, Honored with Nobel, are Struggling" *New York Times*, January 5, 2011

Recommended Readings

- Hopkins, Bruce. *A Legal Guide to Starting and Managing a Nonprofit Organization*. New York: John Wiley & Sons, 1993.
- Kotler, Philip and Alan Andreasen. *Strategic Marketing for NonProfit Organizations*. New Jersey: Prentice Hall, 1996.
- Smith, Bucklin and Associates. *The Complete Guide to Nonprofit Management*. New York: John Wiley & Sons, 1994.
- *Down to Earth* by Forest Reinhardt (Cambridge, MA: Harvard Business School Press, 2000)
- *Natural Capitalism* by Amory Lovins, Hunter Lovins, and Paul Hawken (New York: Little Brown, 1999)
- *The Inner City* by Thomas Boston and Catherine Ross (New Brunswick: Transaction Publishers, 1997)
- J. Gregory Dees, Jed Emerson, Peter Economy: *Enterprising Non Profits*. Wiley. 2001
- *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* by CK Prahalad
- *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty* by Rita Gunther McGrath and Ian MacMillan (Aug 2000)

Additional Resources:

- Southern Center for Non-profit Management: www.cnmsocal.org
- Guidestar: A database of more than 700,000 non-profits: www.guidestar.com
- The Nonprofit Quarterly: www.tsne.org

- The Chronicle of Philanthropy: www.philanthropy.com
- Roberts Enterprise Development Fund: This venture philanthropy fund has many resources on their website, including their recently published report on Social Return on Investment: www.redf.org
- Kellogg Foundation's report on "Unleashing New Resources and Entrepreneurship for the Common Good. A Scan, Synthesis, and Scenario for Action." www.wkkf.org/Documents/PhilVol/UnleashingEntrepreneurship/unleashingsummary.asp
- Venture Philanthropy Partners www.venturephilanthropypartners.org
- Wet Feet Press - The Wet Feet Press Guide to Social Entrepreneurship www.wetfeet.com
- The Foundation Center - Locations in Washington, DC, New York. (800) 424-9836. A great resource for the non-profit sector. www.fdncenter.org
- The Independent Sector - (202) 223-8100. A membership organization representing many of the largest and most prestigious non profits, foundations and companies in the country. They conduct research, provide information and lobby on behalf of the entire sector, promoting giving and volunteering. A good source for facts, figures and trends. www.indepsec.org
- Community Wealth Ventures - This resource highlights entrepreneurial strategies non-profits have employed to generate resources to support their missions. Topics such as nonprofit/for-profit partnerships, cause related marketing, social entrepreneurship, venture philanthropy and nonprofit business ventures. www.communitywealth.org
- Ashoka - Ashoka's mission is to develop social entrepreneurship around the world. ashoka.org
- EchoingGreen.org - a non-profit foundation that offers Fellowships to individuals from over 135 institutions. The Fellowship applies a venture capital approach to philanthropy by providing seed money and technical support to emerging societal entrepreneurs creating innovative public service organizations or projects that seek to catalyze positive social change. www.echoinggreen.org
- The Business Enterprise Trust - seeks to identify and celebrate exemplary acts of socially concerned business leadership. (415) 321-5100. www.betrust.org
- The National Center for Social Entrepreneurs - is a nonprofit organization founded in 1985, and the International Center for Social Entrepreneurs is a wholly owned

subsidiary. The mission of both organizations is to encourage entrepreneurship throughout the non-profit sector and to help individual non-profits think and act in an entrepreneurial manner. www.socialentrepreneurs.org

- Net Impact – a network of emerging business leaders committed to using the power of business to create a better world. They have network chapters at MBA schools around the country. www.netimpact.org.
- Social Venture Network – founded 11 years ago, the Social Venture Network has advanced the movement for social responsibility in business and the creation of a more just, humane and sustainable society. www.svn.org
- Business for Social Responsibility – a member based organization of 1400 companies trying to practice social responsibility including Nike, Kodak and Ben and Jerry's. www.bsr.org
- Investors Circle – The Investors' Circle is a nonprofit organization whose members are private equity investors (angles) committed to supporting the development and growth of companies commercializing products or services that meet social or environmental needs. www.lcircle.org
- Social Venture Business Plan Competition - haas.berkeley.edu/groups/socialventure/home.html

TEAM MEMBER EVALUATION FORM
(to be submitted on the last day of class)

You may send via email

Team Name:

Your Name:

Team Member's Name
(Please print)

% Effort

(Min 0%, Max 100%)

DO NOT RATE YOURSELF

NOTE: Each team member, other than yourself, should be assigned a percent effort score between 0% and 100%. The % effort column will therefore NOT add up to 100