

A NEW WAY TO **CREATE**  
VALUE IS EMERGING. IT  
CALLS FOR **MARKETS** WITH  
MEANING AND PRINCIPLE  
ALONGSIDE PROFIT. IT  
DEMANDS SOLUTIONS  
**THAT** DELIVER LONG-TERM  
SUSTAINABILITY OVER  
SHORT-TERM GAIN AND  
RESPONSIBILITY OVER  
ANONYMITY. IT **ANSWERS**  
PERSISTENT **SOCIAL**  
AND ENVIRONMENTAL  
**PROBLEMS** THAT WE HAVE  
IGNORED FOR TOO LONG.





# AT THE WORLD NEW WAY OF LOOKING THIS IS SOCIAL ENTREPRENEURSHIP.

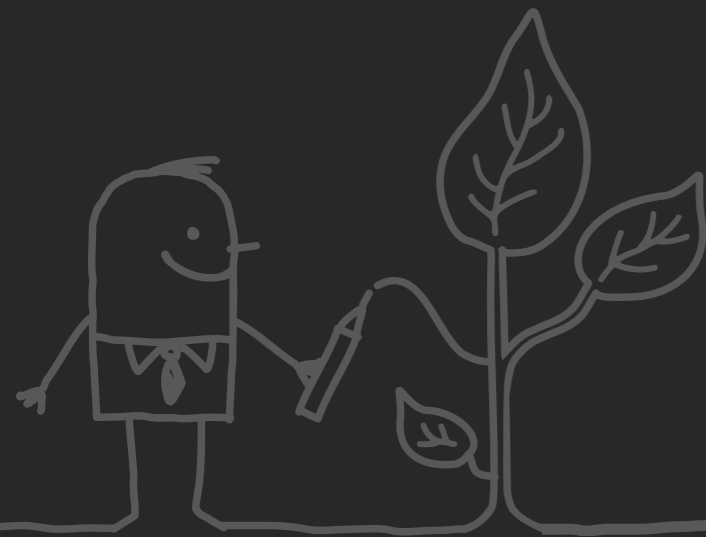
As our world becomes more complex, markets and governments are failing to meet growing social needs. Charities might provide a palliative stopgap, but the gap between the very rich and the rest grows. More sustainable, innovative answers are needed to address the root causes of social and environmental challenges. Could there be a new approach to solve these problems? One that brings together financial value and social values?

Social entrepreneurship is the story of how entrepreneurship can be channelled for public interest. It is the story of the people and organisations driving sustainable impact. It is the story of markets underpinned by fundamental values, and a new business architecture created with respect for human dignity and for the planet.

While social entrepreneurs are not a new phenomenon, the movement of social entrepreneurship certainly is. Over the past 30 years, it has become a social movement in and of itself, inspiring a whole new generation to create a more holistic, values-based sensibility about the way we live and interact.

**WHAT IS SOCIAL ENTREPRENEURSHIP?**

SOCIAL ENTREPRENEURSHIP USES INNOVATIVE, MARKET-ORIENTED APPROACHES TO ADDRESS THE ROOT CAUSES OF OUR MOST PRESSING SOCIAL AND ENVIRONMENTAL PROBLEMS. IT GENERATES SYSTEMIC CHANGE AND PROVIDES SUSTAINABLE SOLUTIONS.



Social entrepreneurs create organisations that are efficient, transparent, and have measurable impact. They have the potential to disrupt assumptions and conventional business models, and signal changes to how value can be defined and co-created. In essence, they forge new models for how value is created for society, rather than only focusing on how financial wealth is accumulated for managers and shareholders.

Entrepreneurs, whether primarily commercial or social in orientation, are cut from the same cloth: resourceful, pragmatic, innovative, visionary. In that sense, the

term “social entrepreneur” has done entrepreneurs-so-designated a disservice, as people often classify them alongside “do-gooders” that deliver palliative social services. Yet, all entrepreneurs, social or otherwise, are driven by the opportunity to solve a problem.

Social entrepreneurship is based on three key concepts:

**SOCIAL FOCUS:**

The primary mission of the individual, network or organisation is to create social and/or environmental change. Organisations may take different forms: some non-profit, some hybrid social businesses, some for-profit. The choice of

structure is a function of its social mission and the business model applied to achieving that mission.

**INNOVATION:**

A social entrepreneur may develop new products or services, use existing products and services in new, more socially productive ways, or redefine social problems and suggest radical new ideas to solve them.

**MARKET-ORIENTATION:**

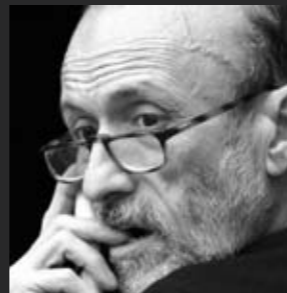
A social entrepreneur adopts a performance-driven and competitive approach to solving social and environmental problems. This may include making use of commercial markets or commercial approaches.

**SOCIAL ENTREPRENEURS** ARE UNREASONABLE. THEY **PURSUE** NEW IDEAS WITH DETERMINATION AND TURN MARKET FAILURES INTO **OPPORTUNITIES**. THEY DRIVE **FORWARD** THEIR INNOVATIONS THROUGH **PUBLIC** DOUBT, QUIETING THE SKEPTICS FOR **GOOD**.

## SO WHO ARE THESE SOCIAL ENTREPRENEURS?



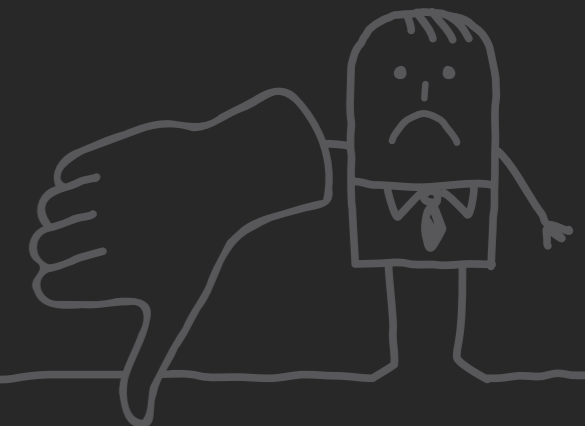
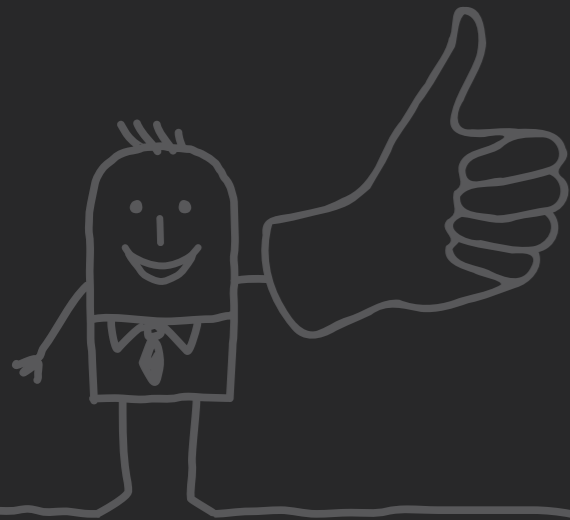
**Muhammad Yunus.** Founder of Grameen Bank which spearheaded microfinance globally and provides credit for the poor as a means of poverty alleviation. Winner of the Nobel Peace Prize in 2006.



**Carlo Petrini.** Founder of the Slow Food movement, which currently has 100,000 members in 132 countries committed to rescuing cultural traditions and preserving biodiversity of food and food supply.



**Wendy Kopp.** Founder of Teach for America, which transforms educational opportunities for low income groups whilst recruiting top university students to work in America's worst performing public schools.



**A successful business woman** has decided to help the less privileged in society and “give back”. She endows a foundation to support early childhood education and to set up hospitals in poor countries. Such a person is a philanthropist who has set up a charity. Philanthropists are critically important in society – and many of them support social entrepreneurial activities. But philanthropic largesse is not social entrepreneurship.

**A passionate animal rights activist** volunteers to boycott and campaign against the practice of whale hunting. Later, he raises money to lobby governments to protect the rights of laboratory animals. This person is an activist working to bring pressure on policy makers and the public to stop a specific practice. No alternative options or solutions are proposed. We need activists – but they are not social entrepreneurs.

**A global discount grocery chain** promotes employee safety, wellbeing and community service, and achieves high marks in environmental standards across the supply chain. The company is a socially responsible business that has incorporated corporate citizenship into its business practice. We would love more responsible companies like this - but their priority is to make money for their shareholders – which is not social entrepreneurship.

## AND WHO ISN'T?

TRANSFORMATIVE CHANGE  
NEW WAY TO LOOK AT  
A

We are a leading academic entity for the advancement of social entrepreneurship worldwide. We foster innovative social transformation through world-class education, cutting-edge research, and collaboration. The Centre was launched in 2003 at the University of Oxford, Saïd Business School with a £4.4 million investment by the Skoll Foundation, the largest funding ever received by a business school for an international programme in social entrepreneurship.

THIS IS THE SKOLL  
CENTRE FOR SOCIAL  
ENTREPRENEURSHIP.

We achieve our mission by working in three critical areas:

**DEVELOPING TALENT:**

We offer world-class graduate education that provides students with the vision and skills to bring together market-based approaches and social innovation.

**ADVANCING RESEARCH:**

We generate research that contributes to the theory of social entrepreneurship and its practical applications. We develop and support a network of academics and practitioners to disseminate this knowledge globally.

**CREATING A COLLABORATIVE**

**HUB:** We connect social entrepreneurs with thought leaders and key players in business, government, and philanthropy to enhance social impact.

**WE** SEE A NEW GENERATION OF INNOVATORS.  
 A **MOVEMENT** OF **STUDENTS** WHO WANT **TO** DO  
 WELL AND DO GOOD. WE IGNITE THEIR PASSIONS  
 AND CHALLENGE THEM TO **ACT** ON  
 THEIR VISION OF A BETTER WAY.

WE LIVE IN A WORLD OF ENTRENCHED POVERTY, CLIMATE CHANGE AND EXTREME INEQUALITY, BUT YOUNG PEOPLE ARE DEMANDING SOLUTIONS. WE SEEK TO NURTURE THIS NEW GENERATION SO IT IS BETTER PREPARED THAN ANY BEFORE IT TO FIND INNOVATIVE RESPONSES TO SOCIAL AND ENVIRONMENTAL CHALLENGES.

Entrepreneurship is deeply embedded in the ethos of Saïd Business School and the student community. Our network of support – both in the classroom and outside - enables aspiring social innovators to gain the skills and resources to create social value. We support students across Oxford University, particularly on the MBA programme, by:

- » **Providing five MBA scholarships** to social entrepreneurs each year;
- » **Teaching three social entrepreneurship courses** on the MBA programme, and one on the EMBA programme;

- » **Sourcing and connecting students** with leading social enterprises around the world for their consulting projects and treks;
- » **Developing an incubation programme** and peer community for Skoll Centre Associate Fellows;
- » **Bringing leading social entrepreneurs to Saïd** for speaker series, guest lectures, practical workshops and our landmark student conference Emerge;
- » **Mentoring students about their career paths** and social enterprise development.

Interest in social entrepreneurship at Saïd Business School has been growing steadily.

Over half of the full-time MBA students each year engage with social entrepreneurship, either through coursework or projects.

Over 50 MBA students each year take elective courses in social entrepreneurship, and in 2008-2009, over 40% of students were members of the Student Business Network for Social Entrepreneurship.

Each year, active students are self-motivated to organise a wide portfolio of offerings, including

lectures from leading social entrepreneurs, treks to visit social enterprises across the world, career panels, and peer-support workshops.

Our aim at the Skoll Centre – and the reason for our presence in Saïd Business School - is to ensure that all entrepreneurs balance value appropriation with social value creation goals from the outset of their ventures.

It is in that spirit that we engage and educate the leaders of tomorrow, including social and commercial entrepreneurs, and all those who support the landscape of social innovation.



**SKOLLARS** CAN'T  
SIT BY AND WATCH  
WHILE THE WORLD  
GETS IT WRONG.  
THEY WOULD  
RATHER **BUILD**  
**SUSTAINABLE**  
MODELS AND  
**SOLUTIONS**. THEY  
COME TO OXFORD  
WITH IDEAS AND  
LEAVE WITH THE  
TOOLS TO CREATE  
TRANS**FORMATIONAL**  
**CHANGE**.

#### THE SKOLL SCHOLARSHIP

Each year, five passionate, entrepreneurial individuals, who have been accepted into Saïd Business School, are awarded full funding by the Skoll Centre. These students – known as Skollars – have created social and environmental impact throughout their career, and are committed to continuing to do so long after the Oxford MBA. Over the past 6 years we have funded 30 Skollars. This community forms a network of leading pioneers of change, and represents our commitment to nurturing emerging talent, with a new vision for the future.

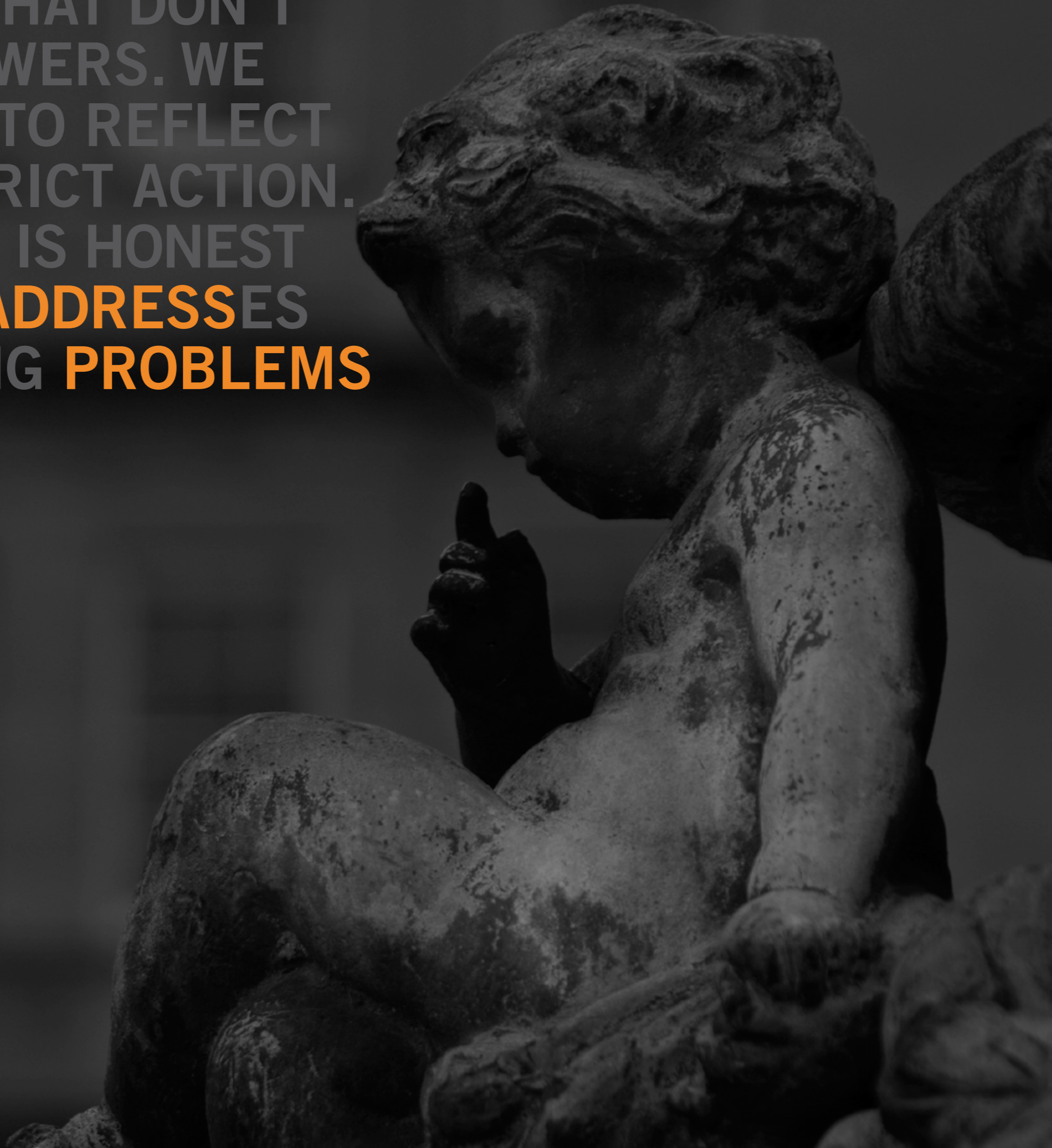


**Druv Lakra** is the Founder of Mirakle Couriers, a for-profit courier company that employs low-income deaf adults in India. Mirakle Couriers aims to become the number one employer for the deaf community, generating economic independence for over 10,000 Indian adults. Dhruv began his career in investment banking, but came to Saïd in 2007 to develop his interest in business models that produce both financial and social results. In 2009, he won an Echoing Green Fellowship for social innovation and The Helen Keller Award for his work in the deaf community.

**Keely Stevenson** has been active in the global field of social entrepreneurship for over a decade. She arrived as a Skollar in 2004 with a passion for social business, keen to develop her thinking about the growing social investment landscape. She credits the Skollar programme with giving her “a community of like-minded leaders who have supported her ever since.” Keely now leads the portfolio strategy at Bamboo Finance, a firm she helped create that specializes in the financing of commercially viable enterprises designed to generate large scale social impact.

**Henry Gonzalez** came to Oxford in 2004 after spending years with the United Nations, World Bank, the Ministry of Agriculture and the Legislative Assembly in his home country of Costa Rica. He believes his time as a Skollar helped him better understand how to use markets to improve economic development efforts. After Saïd, Henry persuaded Morgan Stanley to launch their Microfinance Initiative, focusing on financing bottom of the pyramid solutions. The result: an intrapreneurial opportunity to champion a new model for Morgan Stanley to support micro-entrepreneurs in emerging markets.

**WE** ASK QUESTIONS THAT DON'T YET HAVE CLEAR ANSWERS. WE **USE THIS RESEARCH** TO REFLECT NEEDS, NOT **TO** RESTRICT ACTION. OUR ACADEMIC WORK IS HONEST AND RELEVANT, AND **ADDRESSES** THE **GLOBAL PRESSING PROBLEMS** OF OUR TIME.



Founded on the scholarly tradition of Oxford University, we generate cutting-edge research on social entrepreneurship. Our home within the University gives us unrivaled access to the world's leading experts and presents the opportunity to introduce social entrepreneurship to the mainstream, through diverse areas of scholarship. Our work is multi-disciplinary and theory-based and reflects the urgency of advancing knowledge on how social entrepreneurial solutions are being applied to looming global challenges.

We set a research agenda that has relevance to academics, policy-makers, other thought leaders and practitioners, generating mutually supportive knowledge and charting pathways for action. Specifically our research focuses on the following areas.

**SOCIAL FINANCE:**

Why are there insufficient resources for social entrepreneurs? What new financial tools and models can support a robust investment

landscape? We explore areas such as blended value investment, venture philanthropy, social capital market structure, and risk capital instruments.

**SOLUTION DIFFUSION THROUGH NETWORKS:**

How do social entrepreneurs leverage partnerships and alliances to address challenges of global significance? Taking critical issues where social entrepreneurs have proven solutions, we examine the

various strategies they deploy to engage public, commercial and media actors in spreading the solution for wider impact.

**PERFORMANCE IMPACT AND MEASUREMENT:**

How do we know social entrepreneurs are really making a difference? What are appropriate and effective ways to measure impact? We explore areas such as impact metrics, performance measurement, accountability and accounting, and governance.

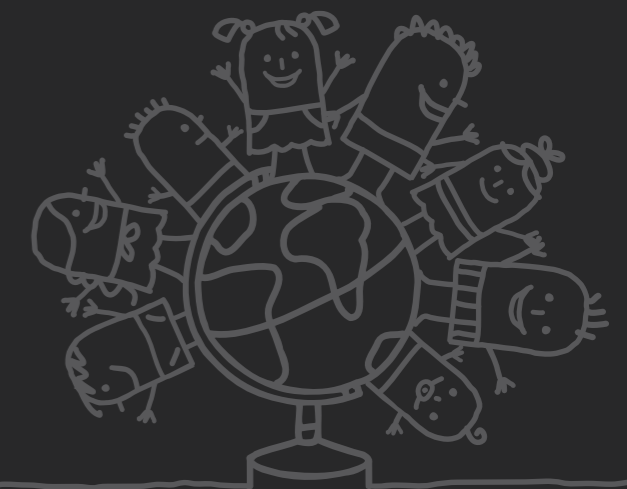
**WE** KNOW TODAY'S CHALLENGES **HAVE** SOLUTIONS AND THAT SHARING OUR IDEAS MAKES THEM **GREATER**. IT'S NOT EASY TO STAND UP AND BE COUNTED, BUT WE BELIEVE WE CAN ACCELERATE OUR **IMPACT** IF WE ALL MOVE **TOGETHER**.

We believe that for social entrepreneurs to flourish, there must be a strong landscape of support – from business to governments, media to civil society, academia to philanthropy. Similarly, for business and governments to lead into the 21st century, they must grasp the new markets and models that social entrepreneurs are creating.

As such, we serve as a network hub for key leaders in social entrepreneurship, creating new and effective partnerships for sustainable social change. We are a platform for these individuals to converse,

exchange, and act, many of whom otherwise may not have engaged with one another.

Our unique positioning between researchers and practitioners - the academic space and social entrepreneurship world - enables us to serve as a bridge between thinking and action. We invite others to join our growing base of those committed to social innovation – from wherever they may be.



### THE SKOLL WORLD FORUM

The Skoll World Forum on Social Entrepreneurship is an annual gathering of the world's most impactful and influential social entrepreneurs and key partners. They gather at the University of Oxford for three days in a series of debates, discussions and work sessions. The Skoll World Forum accelerates the impact of social innovators by uniting them with essential partners in a collaborative pursuit of learning, leverage and large scale social change.

Speakers and attendees are drawn from social, academic, finance, corporate and policy sectors.

Speaker alumni include:

- » Jimmy Carter, Former US President
- » Soraya Salti, Senior Vice President, INJAZ al-Arab, JA Worldwide
- » The Honourable Mary Robinson, President, Realizing Rights: The Ethical Globalization Initiative

- » Al Gore, Former US Vice President
- » Bunker Roy, Founding Director, The Barefoot College
- » R. K. Pachauri, Chair, Intergovernmental Panel on Climate Change
- » Mohammad Yunus, Founder, Grameen Bank
- » Her Majesty Queen Rania Al-Abdullah of Jordan
- » Paul Farmer, Co-Founder, Partners In Health

**WE ARE A NETWORK  
OF INNOVATORS AND  
FUTURE LEADERS**

**WE BRIDGE  
THE GAP BETWEEN  
PRACTITIONERS AND  
ACADEMICS**

**WE BELIEVE IN  
SUSTAINABLE  
PATHWAYS AND  
SOLUTIONS**

**WE ARE GLOBAL  
IN PERSPECTIVE,  
REACH AND SCOPE**

**WE PURSUE  
SCHOLARSHIP  
WITH RIGOUR  
AND HONESTY**

**WE HOST THE WORLD'S  
PREMIER GATHERING  
FOR SOCIAL  
ENTREPRENEURSHIP**



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