

Defining Social Problems + Opportunities

September 13, 2023

image source: caglecartoons.com

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- 01 what's happening + in the news
- 02 Interview + Grameen Veolia reading
- 03 opportunities in solving the world's problems
 - social business differs from low cost business
- 04 stages of transformation
 - stakeholder theory
- 05 wicked problems

TODAY'S CLASS

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Dhillon Centre Alumni Event


Join the Peter P. Dhillon Centre for Business Ethics at UBC Sauder to hear from six inspiring alumni who were involved with the Dhillon Centre as students and are now making their mark on the world.

It's an opportunity to connect virtually with members of the UBC Sauder community who are passionate about responsible business as a lever for social and environmental change.

Friday, September 15, 2023
12:00–1:30 pm

For more information and to register:
www.sauder.ubc.ca/dhilloncentre





Hear from UBC Sauder alumni: Sarah Caven, Samuel Chen, Luk Pham, Natalie Youssef, Menaka Albuquerque, and Tony Pringle about their inspiring careers driving social and environmental change

Peter P. Dhillon
Centre for Business Ethics

Sarah Caven
Samuel Chen
Luk Pham
Natalie Youssef
Menaka Albuquerque
Tony Pringle

When:
September 15, 2023
12:00–1:30 pm

Where:
Virtual

To register and receive Zoom link: [ubc.zoom.us/meeting/register/u5YvcQ2rrz0pGNKq4Xs5Wc8VTnp2KYXVQefe](https://ubc.zoom.us/join/register/u5YvcQ2rrz0pGNKq4Xs5Wc8VTnp2KYXVQefe)

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FUTURE STEWARDS



COUNTDOWN Global Launch

10.10.2020

COUNTDOWN

To a resilient future

Countdown is a global initiative to champion and accelerate solutions to the climate crisis, turning ideas into action.

Watch the global launch
Countdown launched globally on 10.10.2020. Check out all the [talks and performances](#).

The goal: To build a better future by cutting greenhouse gas emissions in half by 2030 in the race to a zero-carbon world – a world that is safer, cleaner and fairer for everyone.

**Urgency
Leadership
Transformation
Breakthroughs
Action**

<https://countdown.ted.com/>
<https://www.ted.com/series/countdown>






RESOURCE

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COUNTDOWN Global Launch

10.10.2020

Urgency	Leadership	Transformation	Breakthroughs	Action
 JOHAN ROCKSTRÖM 10 years to transform the future of humanity -- or destabilize the planet 7:34	 REBECCA HENDERSON To save the climate, we have to reimagine capitalism 7:47	 VARUN SIVARAM India's historic opportunity to industrialize using clean energy 10:52	 THOMAS CROWTHER The global movement to restore nature's biodiversity 11:24	 ROMAN KOZHARENKO How to be a good ancestor 7:01
 DAVID LAMMY Climate justice can't happen without racial justice 9:18	 ELIF SHAFAK If trees could speak 3:45	 MONICA ARAYA How cities are detoxing transportation 10:12	 BRENT LOKEN Can we create the "perfect" farm? 6:48	 SOPHIE HOWE Lessons on leaving the world better than you found it 5:20

<https://www.ted.com/series/countdown>

RESOURCE

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Can "Leapfrogging" Mentality Be Applied to Accelerate the Transition to a Circular Economy in the Developing World?

September 2022



FROM PURPOSE TO ACTION: BUILDING A SUSTAINABLE FUTURE TOGETHER

Technological Ingenuity in African Nations: How They Are Solving the Plastic Waste Challenge

African nations often "leapfrog" outdated Western ways of doing things (i.e. communication infrastructure, banking access, solar energy)

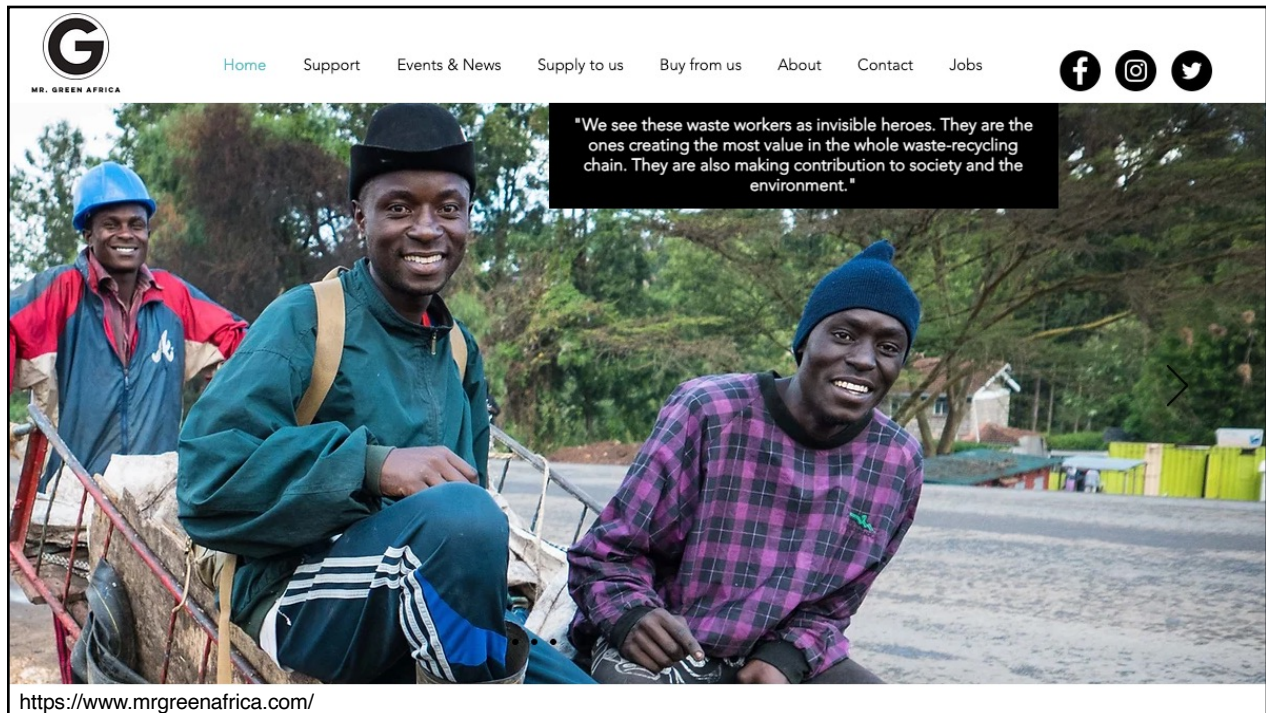
informal waste collection (50%) + technology

Pilot w/ Mr. Green Africa and M-Pesa ~ provides additional collection method (reducing carbon footprint)

<https://sustainablebrands.com/read/from-purpose-to-action-building-a-sustainable-future-together/technological-ingenuity-in-african-nations-how-they-are-solving-the-plastic-waste-challenge>

IN THE NEWS

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Devex excerpt from Osberg

- "A system of actors can and often will produce a relatively stable equilibrium that is unpleasant and unproductive for some of those actors, **typically for the most underprivileged and marginalized.**"
- "Moving from one stable state to a new one, therefore, is **rarely a smooth and uncontested process.** It is not always clear during the transition that the new state will be achieved."
- "Models that require constant reapplication of the same level of investment regardless of scale will commonly fail to produce sustainable equilibrium change. Such an approach may be too expensive to achieve transformational scale, especially when intended beneficiaries are **unable to pay for the benefit.**"

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UN Sustainable Development Goals

<https://sdgs.un.org/goals>



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“...social business is about making the economy work for everyone, including the poor people at the bottom of the pyramid...”

Muhammad Yunus

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“...Look to your core business, not a peripheral one as a source of inspiration...”

Muhammad Yunus

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what issues/barriers did the Grameen/Veolia venture face?

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Grameen Veolia Water

Business models to make the service accessible to all income levels:

- cross-subsidization among customer segments for same service (affluent vs. poor, urban vs. rural)
- cross-subsidization across different services (water and electricity)
- technological streamlining of access ~ i.e. delivery and payment
- other means of financing ~
 - local taxation
 - microcredit
 - PPP (public/private partnerships)

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Grameen Veolia Water

GVW's options:

- cross-subsidize with bottled water sales to institutions
- cut out the dealers and sell direct to some households
- other direct sales methods?

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Grameen Veolia Water

<https://www.youtube.com/watch?v=EJvAte-2IXM>



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Who is “the beneficiary” of clean water?

“Public education does not exist for the benefit of students or the benefit of their parents. It exists for the benefit of the social order.

We have discovered as a species that it is useful to have an educated population. You do not need to be a student or have a child who is a student to benefit from public education. Every second of every day of your life, you benefit from public education.

So let me explain why I like to pay taxes for schools, even though I don't personally have a kid in school: it's because I don't like living in a country with a bunch of stupid people.”

John Green

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Reaching the World's Poorest Consumers

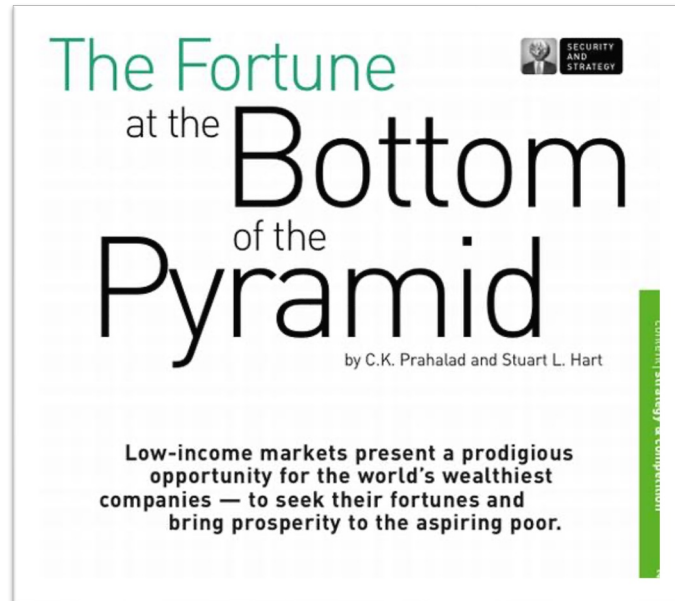
Exhibit 1: The World Economic Pyramid

Annual Per Capita Income*	Tiers	Population in Millions
More Than \$20,000	1	75-100
\$1,500-\$20,000	2 & 3	1,500-1,750
Less Than \$1,500	4	4,000

* Based on purchasing power parity in U.S.\$

Source: U.N. World Development Reports

<https://www.strategy-business.com/article/11518>



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Opportunities in Poverty Reduction

Drivers of Innovation	Implications for MNCs
Increased access among the poor to TV, cellular, information	Increased awareness of and aspiration for beneficial products
Deregulation, diminishing role of government and foreign aid	More hospitable investment climate for MNCs, more cooperation from NGOs
Global overcapacity and intense competition in other pyramid tiers	BoP represents a huge untapped market for profitable growth
Need to discourage migration to overcrowded urban centres	MNCs must create products for rural populations

Exhibit 2: Innovation and MNC Implications in Tier 4

source: Prahalad et al., 2002

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Social Business ≠ Low-Cost Business	
Low-Cost	Social
OBJECTIVE TO MAKE A PROFIT BY IMPROVING ACCESS TO PRODUCTS AND SERVICES	TO IMPROVE ACCESS TO ESSENTIAL PRODUCTS AND SERVICES IN A FINANCIALLY SUSTAINABLE MANNER
EXCLUSIVITY ANY CONSUMER CAN BUY THE OFFER	THE COMPANY DECIDES WHO THE TARGETS ARE AND HOW TO FILTER THEM
QUALITY LOWER, TO AVOID CANNIBALIZING THE REGULAR OFFER	UNCHANGED
FOCUS LOW-PRICE PRODUCTS AND SERVICES	AFFORDABLE SOLUTIONS TO SOCIAL PROBLEMS

source: Yunus et al., 2015

Low-Cost	Social
OPERATIONS RECONFIGURING THE PRODUCTION SUPPLY CHAIN TO REDUCE COSTS	RECONFIGURING THE DISTRIBUTION SUPPLY CHAIN TO REACH TARGETED CONSUMERS
PARTNERSHIPS OPTIONAL CO-CREATION WITH PROFIT-MAXIMIZING ORGANIZATIONS	REQUIRED CO-CREATION WITH THIRD PARTIES THAT HAVE A SOCIAL WELFARE OBJECTIVE
INNOVATION PRODUCT-CENTERED	CUSTOMER-CENTERED AND ECOSYSTEMIC
EMPLOYEE MOTIVATION WEAK	STRONG
REPUTATION MAY BE QUITE LOW	LIKELY TO BE HIGH

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The Blue Sweater

Jacqueline Novogratz





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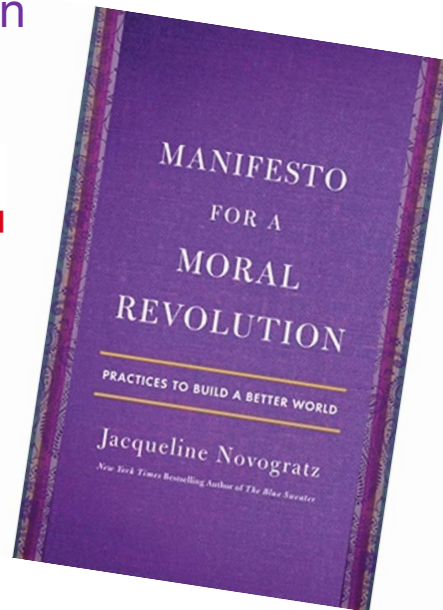
Manifesto for a Moral Revolution

Jacqueline Novogratz

The Path of Moral Leadership

Hard-edged skills to start building a better world

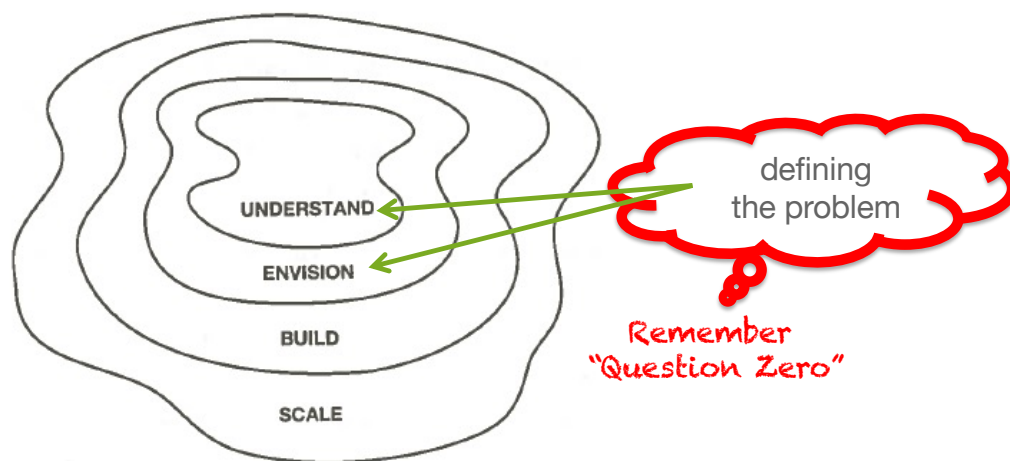
<https://www.acumenacademy.org/course/the-path-of-moral-leadership>



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Stages of Transformation

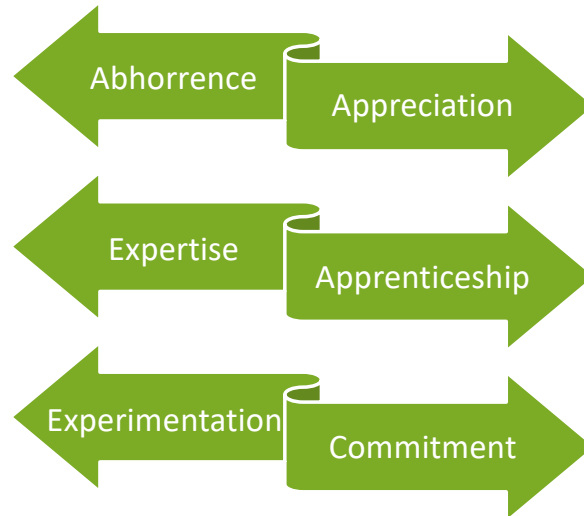
(a model for equilibrium change)



source: Martin & Osberg, 2015

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Tensions in the Process of Understanding



source: Martin & Osberg, 2015

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Envisioning a Transformed Future

1. Systemic approach

- Specific constituents targeted
- System actors understood and accounted for

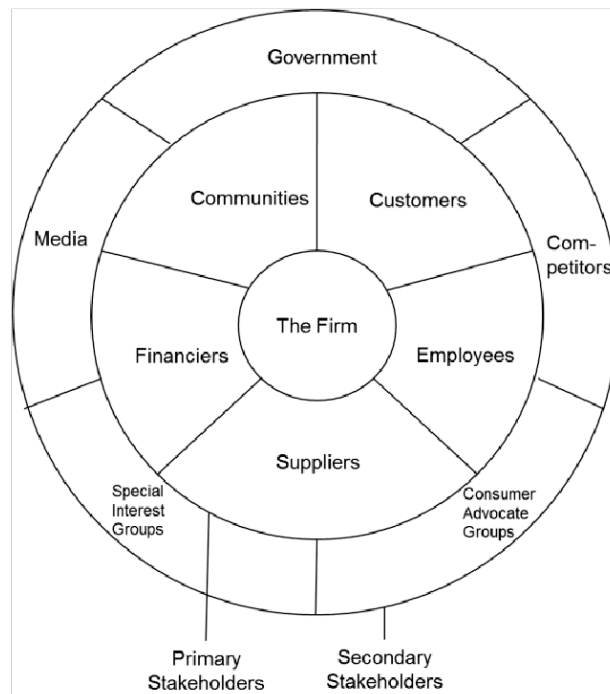
2. Compelling future state

- How are specified beneficiaries' prior conditions transformed?
- How is the system transformed – and sustained?

Source: Martin & Osberg, 2015

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Stakeholder Theory



source: Freeman, 2013

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wicked problems

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Greatest Problem Solving Challenges

1. Defining problems
2. Locating problems
3. Identifying the actions that might effectively narrow the gap between what-is and what-ought-to-be (p. 159)

“Social problems are never solved. At best they are only re-solved –over and over again”. (p. 160)

Rittel & Weber (1973)

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10 Distinguishing Properties of Wicked Problems

1. No definitive formulation of a wicked problem
2. Wicked problems have no stopping rule
3. Solutions to wicked problems are not true or false, but good-or-bad
4. There is no immediate and no ultimate test of a solution to a wicked problem
5. Every solution to a wicked problem is a “one shot operation”

Rittel & Weber (1973)

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10 Distinguishing Properties of Wicked Problems

6. Wicked problems to not have an enumerable set of potential solutions
7. Every wicked problem is essentially unique
8. Every wicked problem is considered to be a symptom of another problem
9. The existence of a discrepancy, representing a wicked problem can be explained many ways.
- 10.The planner has no right to be wrong

Rittel & Weber (1973)

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what problem would you like to solve?

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what problem would you like to solve?

1. what is the fundamental problem?
2. who are the beneficiaries; other system actors?
3. what/who preserves the current equilibrium?
4. what would the transformed future look like?
5. what would you do first to tackle this problem?
 - Remember the stages of transformation: understand, envision, build, scale
 - Consider who might be a good collaborator

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Assignment 1: SOCIAL PROBLEM SITUATIONAL ANALYSIS

The purpose of a situational analysis written assignment is to help increase knowledge about the context of a social problem, identified and selected by the student. The selected problem may be local, national, global or specific to another country. With this in mind, it is important to understand the context and system of which the problem is a part, as well as the circumstances and influences that may have resulted in the situation. This type of exercise is essential to developing a deeper understanding of how any proposed future recommendations or initiatives might impact the system, all communities and stakeholders.

Students are encouraged to follow their interests and passions, looking broadly (locally, nationally, globally, etc.) to identify a compelling social problem. Through research, students will learn about the context of the problem; describe the current status of the issue; examine the causes and factors that have contributed to the problem; and provide an analysis of key strategies addressing the issues.

In preparing the situational analysis, please reference appropriate sources (literature and reports) and interpret and apply findings to regional issues (i.e. nutrition, health, education, the economy, environmental sustainability, etc.). This macro level background information will provide an important contextual backdrop. Elements of the situational analysis include:

- **Background/Context** – brief description of the situation in the region (i.e. country, province/state, city, etc) in terms of economy, climate, political structure, religion, gender and other factors that could have an impact on the problem space you are exploring. Consider regional differences and particularities.
- **Issue Status** – research and statistics about the relevant issues.
- **Causes of Issues** – summary of factors (i.e. historical, political, cultural, climatic, etc.) that might be contributing to the current state of affairs relating to the current situation.
- **Current Key Intervention Strategies** – brief analysis of strategies that are currently being implemented to address the issues, including why the strategies may have been selected (consider appropriateness from a cultural and national perspective). What might be some of the challenges with these strategies?
- **Resources** – references clearly indicated for all sources used.

Please Note: This assignment is to be completed with a partner, in groups of two students and represents 20% of the final grade. The main body of the situational analysis should be five (5) pages. References and supporting appendices (if required) are to be included in addition. Clear structure, communication and grammar are essential to a well-written piece.

DUE: Due 6pm Sunday October 2, via Canvas.

ASSIGNMENT 1



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Intro Card

1. full name + preferred name (if different)
2. faculty + year
3. specialization
4. why are you here?
5. what do you hope to learn (from course, peers)?
6. how do you define “social entrepreneurship”?
7. what inspires you?

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		individual / partner	team
prep:	Pre-assessments	10%	
assignment 1:	Social Problem Situational Analysis	20%	
assignment 2:	Selected Case Study + Presentation		15%
assignment 3:	Applied Social Enterprise Project		30%
assignment 4:	Reflection Paper	10%	
Participation*:	Participation + Engagement	15%	
total		55%	45%

ASSESSMENT

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*Participation + Engagement ~
Participation “Portfolio”

- 1: in class speaking (synchronous)
- 2: discussion boards (asynchronous) ~ 1 week

PARTICIPATION



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		due	present
prep:	Pre-assessments	ongoing	
contribution:	In-class Participation + Engagement	ongoing	
assignment 1:	Social Problem Situational Analysis	oct 1	
assignment 2:	Selected Case Study + Presentation	oct 23	oct 23 - oct 30
assignment 3:	Applied Social Enterprise Project	nov 28	nov 29* + dec 4*
assignment 4:	Reflection Paper	dec 8	

note* clients attend

DATES

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Image source: thengojourney.blogspot

respect

sensitivity

punctual attendance

lids down

phones away

engaged participation

EXPECTATIONS

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- 01 Sean Condon ~ Director Social + Economic Innovation, Vancity Community Foundation
- 02 pre-assessments ~ due by 9am on day of class
class prep ~ review, complete class prep
- 03 assignment 1 ~ partners + topics
(*email teaching team*)
- 04 sharing ~ new articles, resources, inspiration

REMINDERS



Image source: imgarcade.com

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